



Lessons Learned from  
**Coordination and Management in  
Aceh and Nias Indonesia Post-disaster  
Rehabilitation and Reconstruction:**  
With Special Regards to the Housing and  
Settlements Sector

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Japan, February 22<sup>nd</sup> 2012

**Bambang Sudiatmo**  
Indonesia



# IMAGINE THE PROBLEM WE HAD BEFORE! THE 30-FEET HIGH TSUNAMI STRUCK...



## Scale of the Disaster



221,205	people killed/missing
635,384	people displaced
139,195	houses destroyed with
65,185	houses heavily/lightly damaged
3,415	schools destroyed
1,927	teachers killed
517	health facilities destroyed
1,089	religious facilities destroyed
669	government buildings destroyed
2,618	kilometers of road destroyed
119	bridges destroyed
22	ports destroyed
8	airports or airstrips destroyed
73,869	hectares of agricultural lands destroyed
13,828	fishing boats destroyed

## Establishment of the Agency, its Roles and Principles

- The Agency of Rehabilitation and Reconstruction for Aceh and Nias (**BRR Aceh-Nias**) was enacted by the **Law No. 10/2005**, with mandates:

- To **implement** rehabilitation and reconstruction projects financed by the GOI
- To **coordinate** projects financed by donors, NGOs and other development partners

- The BRR's key principles:

### Towards Community

- Community-driven
- Equal participation by all parts of the community
- Proactive leadership and communication for all stakeholders
- Environmental sustainability

### Internal Discipline

- Zero tolerance towards corruption
- Maximum transparency
- Highest ethical standards
- BRR exclusively merit based, "aggressively non-political"

### Towards Donors and Development Partners

BRR is enabling and facilitating stakeholder activities as well as partnership

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## Regionalization of the Organization

To maximize the effectiveness and efficiency of the coordination and implementation of the projects, the organization was **decentralized into six regions**.



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## BRR Housing Departement's Roles towards the Development Partners' Projects

- Registering, selecting and coordinating NGOs/donors/development partners' projects (through *Project Concept Notes /PCN* mechanism)
- Land acquisition (if needed)
- Facilitating land preparation (cleaning/hoarding)
- Facilitating matters dealing with local government (e.g. IMB permit) or other government agencies
- Coordinating in determination and legalization of beneficiaries
- Design consultation
- Provision of basic and supporting infrastructure and facilities
- Conflict mediation (dispute with communities, contractors, other development partners, etc)
- Legal issues consultation
- Replacement of construction management
- Monitoring the development progress (through PCN mechanism)

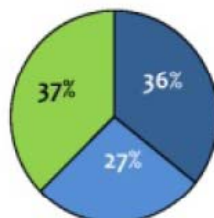
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## Funding Structure

**Total budget**

100% = USD 6.7 Billion

Govt of  
Indonesia



Bilateral &  
Multilateral  
donors

NGOs

**Off budget  
amounts for  
63%!**

### Examples



Housing in Aceh Besar  
Canada



Hospital in Calang  
Spain



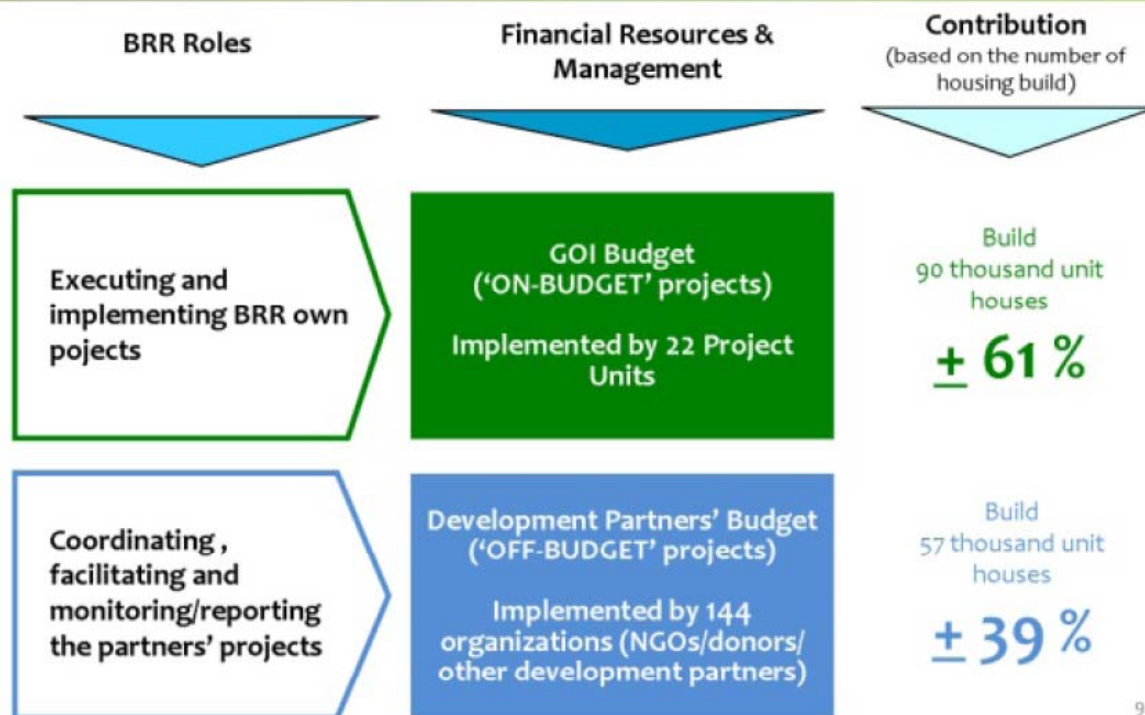
Malahayati seaport  
Netherlands



Calang-Meulaboh road  
Japan

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## Composition of the Housing Development



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## Composition of Development Partners

Category of Organization	Number of Organization	Total Commitment (in Housing Unit)
<b>BIG</b> Organizations which has commitment > 1000 housing units	24 (16%)	49,601 (58,7%)
<b>MEDIUM</b> Organizations which has commitment between 100 – 1000 housing units	72 (49%)	32,796 (38,8%)
<b>SMALL</b> Organizations which has commitment < 100 units	51 (35%)	2,143 (2,5%)
Total	147 (100%)	84,540 (100%)

*Note: Big organizations were very strategic (only 16% organizations could contribute 58,7% houses)*

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## Geographical Distribution of Projects

An example of wall information map

The geographical distribution of the projects was shown on the map

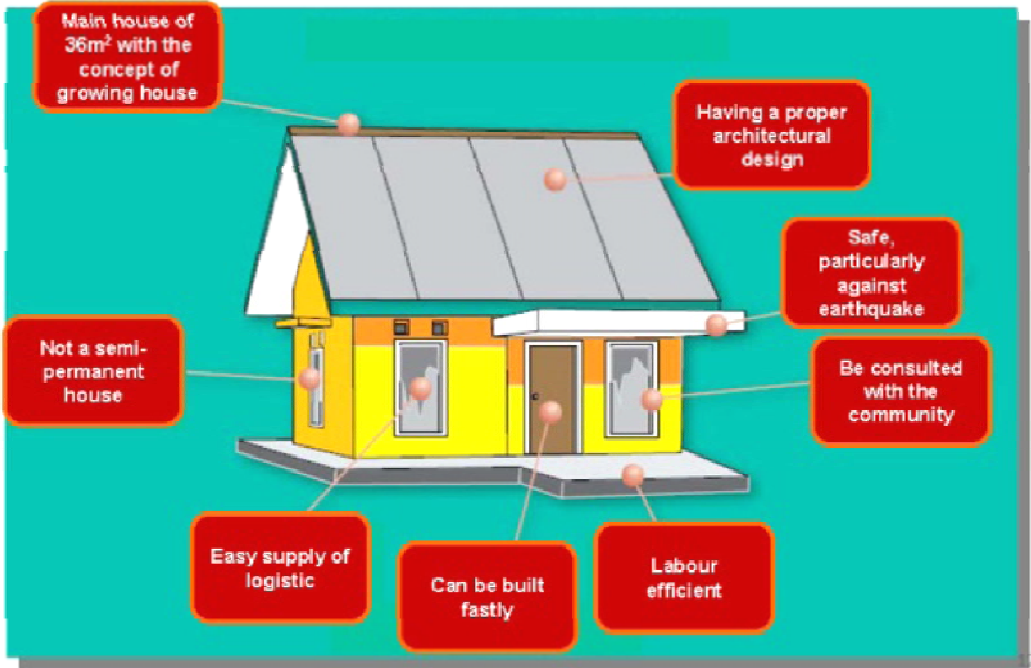
The data of houses build according to: the districts and 'on-budget - off-budget' category which was updated regularly.

The names and symbols of organizations who build the houses



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## Building new house: core house principle



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## Examples of Relocation area and BSPT for renters

### “Beuramo” Labuy and Neuheun:

- Houses are built by Islamic Relief, ADB, Australian Red Cross, UNEP and BRR
- Public infrastructure and facilities by BRR



China Charity Federation



Budha Tsu Chi – Neuheun

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June 2007



A CLOSER LOOK AT ONE OF THE JUNCTIONS



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## ASSETS MANAGEMENT IS DONE FULLY ACCOUNTABLY WITH GEOGRAPHIC INFORMATION SYSTEM

FROM THE CONVENTIONAL GEOGRAPHIC INFORMATION SYSTEM!

No	Name	Village	Date	Signature
A/2007	Said Husen	Peureuh	1	[Signature]
A/2007	Dede Mirza Widya	Atok Pahlawan	2	[Signature]
R/2007	Rahmad Jelan	Col Lantuwueh	3	[Signature]
B/2007	Tanwiyah	Surien	4	[Signature]
R/2007	Rosdanta, ST	Surien	5	[Signature]
B/2007	Rendi	Surien	6	[Signature]

GPS coordinate



## Lesson Learn

- Maintaining “URGENCY” at all time (have crisis mindset)
- Speed vs Quality (continuous evaluation and balancing)
- Shifting of Priorities and Resources (adapt to local needs, readiness and conditions)
- FOCUS on “the beneficiaries”, and its participatory devt
- Effective coordination (PCN review, various working groups, Donors meeting, CFAN/NISM, onsite problem solving, joint evaluation, shared information, etc.)
- Don't put a problem into the table, unless you have alternative solutions
- Don't afraid to make mistake, but don't repeated that again (continuous improvement)

