

CHAIRMAN'S REPORT
THE TRACK II NETWORK OF ASEAN DEFENCE AND SECURITY
INSTITUTIONS WORKSHOP ON
“THE ROLE OF MILITARY IN ENHANCING ASEAN HADR
COOPERATION IN RESPONDING TO CRISIS”

26 - 29 July 2015
Chiang Mai, Thailand

Introduction

1. The Track II Network of ASEAN Defence and Security Institutions (NADI) Workshop on “The Role of Military in Enhancing Human Security” was organized by Strategic Studies Center, National Defence Security Institution, at Chiang Mai Plaza, Chiang Mai, Thailand, from 26 to 29 July 2015.
2. Representatives from Brunei Darussalam, Cambodia, Indonesia, Lao PDR, Malaysia, Myanmar, Philippines, Singapore, Thailand and Vietnam attended the Workshop, in which the list of participants appears as Annex I. Major General Chaianan Jantakananuruk, Director of Strategic Studies Center, and Group Captain Poomjai Leksuntarakorn, Director of Regional Studies Division, SSC, chaired the Meeting.

Welcome Remarks by Admiral Bhawat Vichaidist, Advisor to National Defence Studies Institute

3. Admiral Bhawat thanked all distinguished guests for dedicating their time, effort and attention to this seminar.
 - a. NADI workshop on ‘The Role of Military in Enhancing ASEAN HADR Cooperation in Responding to Crisis’ provides a platform for ASEAN country members to exchange perspectives and discuss any issue pertinent to Southeast Asia. It will also provide an opportunity for countries to exchange details of their experiences in dealing with crises, all of which will prove to be invaluable case studies for the other countries present as well.
 - b) Thailand is luckier than other ASEAN member states in the region because natural disasters rarely occur and are not as severe, which has shaped the generations’ perception. However, with the world being confronted by climate change today, it is inevitable for Thailand to lapse into the same state. Thailand, together with all member states of ASEAN, is compelled to question its own preparation and

capability of managing severe natural disasters in the last 10 years and in the near future.

- c) To prepare itself, Thai society should change their mindset to develop a keener sense of awareness of their surroundings. Thai people should also consolidate their local communities in order to prepare for natural disasters. Thai educational institutions should inform and educate their students on the geographical position of the country and natural disasters that could potentially occur. In order to create a central mediator for cooperation within the local community, an efficient communication center should also be established.
- d) Lastly, national policies and strategies in dealing with natural disasters should be moulded by the knowledge of community leaders and the expertise of academic experts within the field.

Adoption of Agenda:

- 4. The workshop adopted the agenda and the programme, which are attached in Annex II and Annex III respectively.

SESSION ONE:

Key Note Speaker 1: Mr. Anond Snidvongs, Ph.D.

“HADR in Crisis Management: Thailand’s View”

- 5. The presentation focuses on the role of information as the core of crisis management. In Thailand, the dissemination of inaccurate information causes chaos and confusion among people.
 - a) Major natural disasters in Thailand include floods, drought, tsunami and earthquake. The major flood in 2011 caused enormous economic losses and the analysis was therefore conducted on the cause of flood. This year, the drought took place in the same area as the flooding area. Massive damage always occurs to both human and infrastructure in areas where people have false security. In terms of preparation, it should not only focus on how to control national system, but also on people and their awareness.
 - b) Disasters occur at several scales and most of them can be handled by local or national response. HADR, as a process, must analyze the basic needs, seek for assistance, and identify resources to mobilize. Information is important as core for crisis management. First, it must be area- based and real time. Furthermore, the cooperation among satellite operator around the world will provide images in any situation. In addition to these imageries, the ground-based and scientific based

information is needed as soon as possible to avoid rumors and confusion. Furthermore, the data must be shared by all related parties and centralized information management should be coordinated by the government.

- c) Taking the drought of 2015 as an example, the situation can develop into disaster mismanagement. Currently, the technology is available to help Thailand with disaster management. For example, Thailand can combine the rainfall data with the imagery of rice-growing areas received from satellite to ensure the rice's survival. By continuously monitoring, the government can analyze the possible cause of issue and has some ideas on how to formulate the measure.
- d) Due to the climate change this year, the heavy rainfall will last only 1-2 weeks because of El-Niño. Therefore, Thailand has to deal with both the problems of flood and drought, which makes water management very difficult. Lastly, Mr. Anond encouraged the participants to use the existing technical opportunity to help manage disaster.

Key Note Speaker 2: Mr. Chawalit Chantararat

Natural Disaster and Measures

6. Water Crisis (Flood and Drought)

Mr. Chawalit gave the example of flooding in 2011. The 30-year rainfall record revealed that the water level in 2011 rose 1.3 times higher than average. Moreover, in the rainy season, the storm from Pacific Ocean hit Philippines, Vietnam and Thailand. Therefore, the water level in 2 major reservoirs in the North was very high and was impossible to manage. Finally, inundation occurred in many areas along Chaopraya River and lasted more than a month. The government issued flood risk map, with the red zone as high-risk area, so that people along this area understood the situation.

- a) The flood caused economic loss. Seven industrial estates lost 10 billion baht within 2 weeks. According to the World Bank's Natural Disaster Losses Ranking, this flood was the 4th highest in terms of economic loss. It also brought a lot of diseases. As a result, Thailand formulated flood mitigation concept, such as increased retaining capacity of forest in upper catchment area, increased storage dam in the upper area, and provided more and effective *'Monkey Cheek'* system.
- b) The Army played an important role in enhancing the disaster-relief assistance. It bought new trucks to evacuate people, provided daily transportation, and gave supply to people who could not go out of their house. The truck also served as mobile kitchen to feed people.

- c) In Thailand, the upper catchment forest serving as natural storage drastically deteriorated. The government attempted to build the dam but was rejected by the local people. Therefore, there is insufficient reservoir and water for cultivation.
- d) Due to the drought, agricultural GDP reduced to 1.4 %. Delays in growing crops in July 2015 caused losses of 60,171 million Baht. Further delay in cultivation after July 2015, would cause the loss of another 60,171 million Baht. Total damages would be about 120 billion Baht.
- e) **Earthquake and Tsunami :** The countries in the ring of fire, which is the earthquake-prone area, include Malaysia, Indonesia, Philippines, Brunei and Myanmar. Some earthquake causes tsunami, just like the one in Phuket and Sendai. In Thailand, there are active faults, which cause earthquake. During the Tsunami, the Royal Thai Armed Forces conducted activities, such as distribution of supplies to the people and identifying bodies.
- f) **Heat Wave:** Since 1950, extremely hot days and heavy precipitation have become more common in USA, UK, Pakistan, Europe and South Korea. Furthermore, the southern part of Thailand was covered with haze as a result of the forest fire in Indonesia.
- g) **Climate Change:** The global warming and climate change will cause the temperature to increase 2-4 degrees Celsius and sea level to rise by 20 – 50 cm.
- h) **Solar Storm:** It will affect our lives in the future.
- i) With regards to global disaster, extreme weather events are increasing in frequency, severity and magnitude, more information dissemination and preparation for the impact of this new phenomenon is needed.

SESSION TWO:

“Sharing Experiences in Responding to HADR”

Brunei Darussalam

Presentation by Miss Refana Mohd Juanda, Research Officer, Sultan Haji Hassanal Bolkiah Institute of Defence and Strategic Studies (SHHBIDSS), Ministry of Defence, Brunei Darussalam

7. Brunei Darussalam’s national disaster management framework comprises initiatives to effectively respond and build resilience, as well as its institutional setup. Currently ongoing initiatives include better early warning, improved drainage and sewage

system, training and Community-Based Disaster Risk Management (CBDRM). The National Disaster Management Centre (NDMC) has developed the Strategic National Action Plan (SNAP) to build disaster management capacity of both government and non-governmental institutions in an integrated manner, as well as the National Standard Operating Procedures (NaSOP) which are guidelines for all agencies participating in national disaster response.

8. Furthermore, Brunei contributes to regional and international HADR efforts such as in Aceh in 2004, Yogyakarta in 2006, Philippines in 2013 and Nepal in 2015. Specifically looking into the Royal Brunei Armed Forces (RBAF), the HADR experience overseas highlighted the importance of readiness and preparation, strengthening friendship and enhancing comfort level as well as closer inter-agency humanitarian relief coordination.

Kingdom of Cambodia

Presentation by Brig. Gen. Tat Chantha, Deputy Chief of Staff of the Royal Cambodian Gendarmerie

9. Lesson Learned:

Through many involvements in the actual humanitarian assistance and disaster relief operations, the Royal Cambodian Gendarmerie has learned that there is a need for a close coordination among the armed forces, civil society, and national non-governmental organization and International non-governmental organization. Additionally, there is also a need for a whole-of-government approach in terms of communication and provision of accurate information.

10. The Royal Cambodian Gendarmerie has also faced many challenges in terms of financial and human resources in responding to humanitarian assistance and disaster relief operations. With the limited budget, the Royal Cambodian Gendarmerie unable to provide the necessary, and regular training and educations to its forces in responding to HADR. The lack of human resources is undoubtedly limited. The officer opportunity to go overseas for further trainings, and participating in workshops and seminars. Furthermore, the Royal Cambodian Gendarmerie is unable to purchase the necessary equipment used in HADR. Other challenges that the Royal Gendarmerie has encountered includes weather factor, geographical factor, and means in responding to HADR.
11. Even though the Royal Cambodian Gendarmerie facing many difficulties and challenges, yet we have put a lot of efforts to continue strengthening our capabilities and preparedness in responding to HADR. These include bilateral and multilateral real time simulation exercises with our local, regional and inter-regional partners.

Republic of Indonesia

Presentation by Brig. Gen. Haryoko Sukarto, Chief of Strategic Study Center of TNI

12. In general, natural disaster especially earthquake is hard to be predicted, when or where it will happen as well as its level and the resulting impact. For big scale earthquakes as well as other types of disaster, it is very important for the government, local government, all components of the nation and the society to prepare themselves for the possibility of a disaster. Often the high number of victims died were not only caused by the disaster itself, but mostly resulted from the improper relief measures, because the officials who were responsible at each level of disaster relief were not sufficiently prepared, including the volunteer and paramedic personnel who were not trained properly to help the survivors.
13. The government cannot offer sufficient emergency relief during the first hours, due to the panic and inferiority to relieve the disaster, as a result of lack of capacity and resources to help. Therefore, the disaster relief plan, especially at the emergency phase, should be planned and from time to time be exercised involving every institutional/body/organization/Agency and Non Government Organization (NGO) as well as the community who lived at any potential disaster area. At the bottom line, disaster relief actions especially in the emergency phase was complicated, various activities must be done at the same time and simultaneously. It can be said that preparing disaster emergency response plan is quite complicated as preparing a military operation plan. To that, coordination as means to organize in carried out disaster response orderly be brought to front as the most important elements.
14. Furthermore, an emergency response plan should be an integral part of the mitigation disaster plan, considering that the impact caused without preparing mitigation disaster plan comprehensively and executing it properly will greatly influenced the results of disaster relief actions. Given that the impact of the disaster, is strongly associated with the result of various action that have been taken on the stage of disaster mitigation. The better plan and measures taken at this stage will lessen the damage or loss of life arising from the disaster.

Presentation by Col. Afrizal Hendra (AF), Head of Academic Cooperation of Indonesia Defence University

15. HADR appears as one of the non-traditional security issues that are prominent to the ASEAN regional security agenda. In terms of civil-military coordination and cooperation, it is obvious that with the increase numbers of natural disasters in the region, frequency of cooperation through joint training and exercises in emergency preparedness should also be intensified. Military can support in HADR according to Oslo Guidelines 1994. The military role in disaster response is mostly embedded in the national structure. Militaries' HADR missions are accounted as an essential part, especially in disaster-prone countries in Asia.
16. In order to strengthen the ability and competences of their armed forces in HADR, ASEAN intensifies its regional HADR exercises as well as its preparedness and response program as part of its five-year strategic plan of Cooperation with the United Nations on disaster management that includes both capacity building such as civil-military cooperation training and the development of guidelines for the deployment of military assets and rules of engagements. Nevertheless, ASEAN will remain the axis to Southeast Asia's security framework. In order to confirm a function in a search for a security framework, ARF should focus in the area in which it has shown achievement and significant potential, namely the non-traditional security threat. In addition to restoring confidence in the ARF's significance to regional security, ASEAN cooperation in HADR can always challenge and improve the confidence building measures.

Lao People's Democratic Republic

Presentation by Maj. Bounmy Visetsinh, Staff officer of Science and Military History Department

17. Five southern provinces in the Lao PDR were hit by Typhoon Ketsana on September 29, 2009. This Typhoon brought tremendous damage and loss to the state and people's properties. Regarding to this catastrophe, the Lao People's Army played a very important role in responding to the disaster before, during and after the disastrous event. The military evacuated the victims to the safe places, brought basic needs to the affected area and helped those affected people repair and rebuild their houses. In addition, the Lao People's Army also upholds the importance of engagement in HADR Activities with ASEAN, ASEAN Partners and other relevant agencies.
18. In order to respond to natural disasters effectively in the future, the Lao government has formed the National Disaster Management Committee (NDMC), chaired by the

Deputy Minister and the Minister of National Defence, working in collaboration with line ministries, organisations, local authorities including foreign agencies. Apart from that, the government also declared 5 priorities on the disaster management and preparedness on the purpose of raising awareness to all concerned authorities at all levels across the country in responding to HADR.

Malaysia

Presentation by Lt. Col. Assoc. Prof. Ajaya Kumar (Retired), Center for Defence and International Security Studies, National Defence University of Malaysia

19. The paper discusses the recent earthquake that had hit the district of Ranau in Sabah, Malaysia. An earthquake with a magnitude of 6.0 on the Richter scale hit the district of Ranau on June 5, 2015 at about 7.15 am for a duration of 30 seconds. The aftermath of the quake saw 18 climbers dead, 105 climbers and 32 mountain guides stranded on Mount Kinabalu. Search and rescue teams were not able to reach them due to the routes to the mountain being destroyed and disrupted. Helicopters could not be deployed due to bad weather and poor visibility. Having waited for about nine hours without the sight of any rescue forthcoming, the mountain guides decided to take the initiative to bring the injured and stranded climbers to safety. They managed to identify and locate an alternative route, started their descent at about 5pm and reached the Timpohon Gate at 3am the following day. The paper suggests that there is a need for community based emergency teams to be formed/organized to act as first responders while awaiting for professional emergency rescue teams to arrive and provide the critical aid to save lives. The armed forces could play a crucial role in training Community Emergency Response Teams (CERTs) to respond to emergency situations that are within CERTs means and capabilities with resources that are within the community. This is in line with the necessity to bring the civil population on board to play a crucial role in HADR for they can provide immediate aid to their community and have local knowledge that is vital.

The Republic of the Union of Myanmar

Presentation on The Role of Military in Enhancing ASEAN HADR Cooperation in Responding to Crisis by Maj. Nay Hein, Department of Strategic Studies

20. Myanmar also accepted the fact that today's disasters such as storm, flood, landslides, earthquake, volcanic eruption, forest fire and tsunami are effects of global warming. Myanmar has experiences of tackling after effect of disaster as tropical storms usually hit the western region of country every year. At the same time, Myanmar has endured great earthquakes 2 or 3 times in the previous century. But Myanmar has more awareness and understanding about the disaster and its destructive effects since after 2008 cyclone Nargis.

21. Whatever the type of disaster, when it occurs, it is very difficult to safeguard the antiquities and human beings in the disaster effected region. Therefore a disaster management plan is required for the region to handle the disaster before, during and after it occurs. The more effective integration of disaster risk consideration into sustainable development polices, planning and programming at all levels are required, with a special emphasis on disaster prevention, mitigation, preparedness and vulnerability reduction. Humanitarian Assistance and Disaster Relief cooperation, including exercises, management and boosting morale, are necessary. Additionally, there is a need to grow and preserve the forests in peace time.
22. Myanmar Armed Forces is also making an efforts to draw up disaster calendar, potential hazard map and risk map, planning for upcoming disaster, educating and training exercises, performing mobile medical treatment for rural communities, preserving and growing forests and participating and cooperating at the Humanitarian Assistance and Disaster Relief forums and exercises.

The Republic of the Philippines

Presentation by Col. Francis D. Alaurin (INF) (GSC) PA, Assistant Chief, Office for Strategic Studies and Strategy Management, Armed Forces of the Philippines

23. Lessons Learned from the Super Typhoon Haiyan Experience

- a) There is no substitute for a Head of Government at the helm and in full control of the situation.
- b) Close, constant, 24/7 monitoring increased people's awareness on, and response to the impending catastrophe.
- c) It was a whole-of-nation effort. Deployment of government agencies, military, police and private volunteer groups before land fall was necessary, critical and indispensable.
- d) Extensive utilization of the military and police made an exponential difference.
- e) Prompt, decisive help from the international community was a "game changer."
- f) The activation of the Multinational Coordinating Center (MNCC) systematized, streamlined, and facilitated the operations.
- g) Creation of a dedicated government body accelerated the relief and rehabilitation efforts.

The Republic of Singapore

Presentation by Mr. Henrick Z. Tsjeng, Associate Research Fellow, Institute of Defence and Strategic Studies, S. Rajaratnam School of International Studies

24. HADR is an issue of major regional concern in view of the many natural disasters that have taken place in recent years, due to the impact of climate change and the region's hazardous geography. Singapore has developed its capacities for local responses, as well as played a major role in assisting other disaster-stricken countries in the region.

Singapore has shaped an effective coordinating structure for disaster response, with the Singapore Civil Defence Force (SCDF) as the main responder, and the Singapore Police Force (SPF) and Singapore Armed Forces (SAF) playing mainly a support role. Given Singapore's limited resources and manpower, the country takes a whole-of-government approach while focusing on specific areas where the SCDF, the SPF and the SAF as well as government agencies are skilled in, and coordinating their efforts for effective and expeditious response. For regional HADR operations, the military plays an important role through the use of its assets to facilitate the missions.

25. Singapore strongly believes in a regional response towards any disaster. With its central location in Southeast Asia, Singapore is well-positioned to assist its neighbours and other countries in the broader Asia-Pacific region in the event of a disaster. Most recently, Singapore has set up the Regional HADR Coordination Centre (RHCC) at Changi Naval Base to enhance the coordination of international HADR operations. Singapore is also engaged in regional efforts to create a multilateral framework for addressing HADR issues. The country is a member of the AHA Centre and is party to AADMER. The country also plays a leading role in many regional forums and dialogues such as NADI, which has helped shape the concept of HADR. Singapore has also participated in regional HADR missions for decades, with its capacities geared towards cooperative HADR operations with other countries. Not only do these efforts enhance the national interests and well-being of the country, they also help to build goodwill internationally.
26. The paper by the RSIS NADI delegation is a contribution to the joint working paper spearheaded by the Center for Strategic Studies, National Defence Studies Institute, Royal Thai Armed Forces Headquarters, and shares Singapore's experiences and lessons learnt in HADR. The paper proposes the following recommendations for consideration to enhance national and regional responses to disasters: First, capacities (human resource and expertise) should be built at the national and regional levels. Second, further exchanges should be promoted to build familiarity, understanding and trust between personnel across countries. Third, national points of contact or national coordinating centres should be developed to enhance cooperation. Fourth, current standard operating procedures should be adhered to and improved upon. Fifth, the military plays a significant role in regional HADR cooperation. Sixth, a regional HADR coordination centre like the RHCC will facilitate expeditious coordinated regional response to any disaster.

Kingdom of Thailand

Presentation by Group Captain Poomjai Leksuntarakorn, Director of Regional Studies Division, Strategic Studies Center, National Defence Studies Institute

27. Both the state and the private sector are involved in providing humanitarian assistance and disaster relief to those affected by the natural disasters. In light of the lessons learnt from the 2011 floods, it is apparent that 4 sectors were involved in providing disaster relief: 1) The government sector; 2) The Royal Thai Armed Forces Sector; 3) the private sector and businesses sector; and 4) the civil society sector.

28. **The Private Sector and Business Sector** play the relevant roles in dealing with HADR by using the innovations on how to mitigate the effects of natural disasters, such as plastic sacks, ‘super big bag,’ and animation media. Furthermore, innovations were introduced to promote hygiene during crisis situation, e.g. provision of sanitary napkins disposal boxes, floating toilets, ‘Big Cleaning Day,’ and giant tunnels to provide straight passage ways for sewage.

29. **The Civil Society Sector** essentially plays a crucial role to overcome the challenges posed by the 2011 floods through collective and combined efforts of society. Although the losses and damages incurred may have affected society on every level, the incident also bore testimony to the consolidation, cooperation and support that the Thai people are willing to lend each other in times of crises.

Socialist Republic of Vietnam

Presentation on “The Role of the Vietnam People’s Role in Response to HADR” by Lt. Gen., Dr. Nguyen Duc Hai, Director General, the Institute for Defense Strategy, MOD of Vietnam

30. Lt. Gen. Dr. Nguyen Duc Hai emphasized that due to its geographical features, every year, Vietnam has to fight against various kinds of natural disasters. Being a core force, in recent years, the VPA has actively and timely used force and means in close coordination with State agencies to help local people to cope with natural disasters, making contribution to the sustainable development of the country’s economy, deserving high appreciation of the government and the people. The VPA has actively accomplished its tasks in the prevention, response phases as well as overcoming the consequences of natural disasters.

31. He also mentioned some experiences of dealing of natural disasters of the VPA, including: coordinating with local authorities and other forces to conduct survey and make plans for response and overcoming the consequences of natural disasters; strictly maintaining 24/7 duty at all levels; attaching importance to training, practice and conducting exercises; applying the motto of the “four on-site” (On-site command, on-site forces, on-site facilities, on-site logistics support); coordinating with other

governmental agencies in counseling the Government to issue legal documents to create a legal framework for the work of response to natural disasters, search and rescue; establishing specialized agencies and task forces; and enhancing international cooperation in HADR, especially, with military forces of ASEAN member countries within the frameworks of ADMM and ADMM+.

SESSION THREE:

32. Recommendations

- a) ASEAN member states individually have the capacity to carry out HADR work. However, the current coordination and cooperation with other governmental and non-governmental agencies is not sufficient and efficient.
- b) There is a need to integrate all ASEAN efforts toward a cohesive approach in providing humanitarian assistance. ASEAN member states should work toward greater collaboration and networking with these agencies, as well as the development of national points of contacts or national coordinating centers and the establishment of hotline among militaries of the ASEAN member states on HADR issues. Thailand, which started the Networking in Disaster Management with three sectors: government, private, and civil society, could be a case study.
- c) The ASEAN Coordinating Centre for Humanitarian Assistance on Disaster Management (AHA Centre) should be further capacitated so that all contributions from the different ASEAN countries will be channeled collectively as a region through the center.
- d) ASEAN member states should also strengthen collaboration with related UN agencies such as UNOCHA.
- e) The military is an indispensable component of HADR. ADMM countries should continue to strengthen their cooperation in HADR by sharing experiences, adhering to and improving upon current standard operating procedures through more joint exercises.
- f) Another strategy worth considering is the incorporation of community-based HADR strategies.

Other matters

33. The meeting discussed the following matters:

- a) The list of NADI Core Institutions was updated.
- b) The Thai representative updated on the timeline of 'NADI Joint Working Paper' on HADR:
 - i. The members to agree on the title of the Joint Working Paper
 - NADI Joint Working Paper: Sharing Experiences in ASEAN HADR Management

- ii. Chapters 1 – 4 were distributed and reviewed by all NADI members in NADI workshop on 28 July 2015, in Chiang Mai province, Thailand.
- iii. Chapters 1 – 4 will be reviewed, edited, and returned to SSC by 31 August 2015.
- iv. The Head of each institute will write the foreword (about 400 words) for ‘NADI Joint Working Paper’ to be submitted by 31 August 2015.
- v. All members to agree that the Joint Working Paper will not be further edited after 31 August 2015.
- vi. The Joint Working Paper will be published at the beginning of September 2015
- vii. From October 2015 onward, 20 copies of Joint Working Paper will be distributed to each member institution in the next NADI meeting or NADI workshop hosted by Thailand in March 2016.

34. Forthcoming NADI activities

- a) NADI Workshop on ‘Peace, Conflict Management and Conflict Resolution: Experiences and Best Practices’, 19-20 August 2015, and the 2nd NADI Retreat, 21 August 2015, in Port Dickson, Malaysia.
- b) NADI Workshop, October 2015, in Bali, Indonesia. (Topic and dates: TBC)
- c) NADI Workshop, March 2016, in Kanchanaburi province, Thailand. (Topic and dates: TBC)
- d) 9th NADI Annual Meeting, April 2016, Lao PDR. (Dates: TBC)
- e) NADI Workshop, August 2016, Lao PDR. (Dates: TBC)

Conclusion Remark

35. The Chairman of NADI workshop extended his sincere appreciation and thanks to all the delegates for their participation in and constructive contribution to the workshop.
36. The NADI participants expressed their appreciation to the SSC for their warm hospitality and successful hosting the workshop.