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# INDONESIA Country Office Mid-Year Report against Long Term Planning Framework

 International Federation  
of Red Cross and Red Crescent Societies

**MAAID002**  
**28 August 2012**

**This report covers the  
period 1 January 2012 to  
30 June 2012.**

*The Chairman of Indonesian Red Cross (second from right) looks on as the national society's Secretary General makes his greetings at the opening of the public hearing session on the Emblem Law initiative at the House of Representatives, 22 May 2012. (Photo: Aulia Arriani/Indonesian Red Cross)*



## Overview

Palang Merah Indonesia (PMI), the Indonesian Red Cross has made significant progress in establishing the policy and technical guidelines framework for nationwide capacity building of its 33 chapters and 420 branches. A review of the strategic aims and indicators from the PMI 2009-2014 strategic plan has produced six new strategic aims more reflective of PMI's current plans and a reduced number of indicators which are more SMART<sup>1</sup> and for which data is more easily collected. Indicators relevant at national headquarters, chapter and branch levels have been identified. For the first time a more integrated annual work planning process at PMI national headquarters, facilitated by the Planning Bureau established in 2011, has been introduced and the target is to complete draft 2013 plans by the end of August this year, a considerable improvement on previous years. This will make synchronization of PMI and Red Cross Red Crescent Movement partner planning and budgeting easier. Much of the above work has also informed ongoing development of a nationwide chapter and branch capacity building programme details of which should be finalized before the end of 2012.

Following a hiatus since 2008 following parliamentary deadlock, significant progress has been achieved in the first half of 2012 on the drafting and parliamentary deliberation of a new Emblem Law. PMI are optimistic that the law will be passed before the end of the year. The establishment of a new PMI national headquarters Partnership Bureau was formally announced in June 2012 and it is hoped that this will lead to a significant increase in PMI partnership management capacity.

Although there have been various relatively small disasters across the country this year, there have been no large national-level disasters requiring national mobilization or large-scale responses. This has allowed time for more focus on strategic planning and the consequent development of several PMI disaster management division 'road maps' for disaster response, recovery, programme logistics, and disaster risk reduction and climate change that better link an assortment of individual activities into a more synchronized annual programme.

<sup>1</sup> SMART – specific, measurable, achievable, relevant, time-bound

## Working in partnership

Partners	Disaster Response	DRR	Health	Water & sanitation	OD	Comms	HD	YABC	Training	IDRL	RM/ PMER
<b>Multilateral partner National Societies through IFRC:</b>											
American RC											
Australian RC											
British RC											
Canadian RC											
Finnish RC											
Norwegian RC	✓	✓									
Irish RC	✓	✓									
Japanese RC	✓	✓									
Netherlands RC			✓								
New Zealand RC											
Swedish RC											
<b>Other multilateral partners through IFRC:</b>											
DFID											
ECHO											
ICRC											
AusAID	✓				✓						
USAID	✓										
<b>Bilateral partner National Societies:</b>											
American RC	✓	✓	✓	✓	✓	✓					✓
Australian RC	✓	✓	✓		✓						
Belgian RC		✓			✓						
Canadian RC		✓			✓						
Danish RC		✓									
French RC		✓			✓	✓					
German RC		✓	✓								
Hong Kong RC		✓	✓								
Italian RC					✓			✓			
Japanese RC		✓									
Netherlands RC		✓		✓							
Norwegian RC		✓	✓		✓						
Spanish RC		✓		✓	✓	✓					
<b>Other bilateral partners:</b>											
USAID	✓										
AusAID	✓										
ICRC	✓			✓	✓						

## Progress towards outcomes

### Business Line 2 – “To grow Red Cross Red Crescent services for vulnerable people”

Measurement				
Outcome/Output/Indicators	Baseline (Where available)	LTPF 4-year target	Actual this report period	Actual to Date
<b>Outcome 1:</b> PMI has effective sustainable mechanisms and improved capacity to meet the needs of those affected by disasters.				
	Baseline	Four-year LTPF targets	Progress this half-year report period	Cumulative
<b>Output 1.1:</b> Activities to enhance the ability of PMI to improve, maintain and manage its assets and resources				
<ul style="list-style-type: none"> <li>PMI have demonstrated improvement in the way it manages its assets and resources through significant development in its logistics capacity.</li> </ul>				
<ul style="list-style-type: none"> <li>PMI have demonstrated an ability to respond more effectively to disasters across the country.</li> </ul>				
<ul style="list-style-type: none"> <li>PMI are acknowledged as a key player in anticipating, responding to and managing the consequences of disasters in a coordinated and consistent manner.</li> </ul>				
<ul style="list-style-type: none"> <li>PMI's core programme areas show a strong integrated approach when dealing with disasters</li> </ul>				
<b>Output 1.2:</b> A series of exercises that will improve, enhance, test, inform and stimulate active readiness of PMI resources and response teams are conducted and evaluated.				
<ul style="list-style-type: none"> <li>PMI have demonstrated the implementation of a training continuum that has significantly enhanced PMI response team preparedness and deployment</li> </ul>				
<ul style="list-style-type: none"> <li>Routine evaluation is conducted at least annually on response team readiness and operational effectiveness</li> </ul>				
<b>Output 1.3:</b> Emergency volunteer and community mobilization teams are enhanced through equipment acquisition, training, drills and simulations.				
<ul style="list-style-type: none"> <li>PMI have demonstrated an improved ability to effectively deploy integrated disaster response teams from national to local levels as necessary</li> <li>PMI will demonstrate a qualitative improvement in all health response team capacities</li> </ul>				

Measurement				
Outcome/Output/Indicators	Baseline (Where available)	LTPF 4-year target	Actual this report period	Actual to Date
<b>Outcome 2:</b> PMI's preparedness capability is enhanced to ensure that the communities it serves are better aware, equipped, organized and trained to better prepare for ongoing and future disasters				
	Baseline	Four-year LTPF targets	Progress this half-year report period	Cumulative
<b>Output 2.1:</b> Activities that will improve PMI's ability to better communicate, plan and respond to disasters in a				

more informed and timely manner are conducted including review and active promotion of PMI standard operating procedures (SOPs) and guidelines to ensure appropriate systems, mechanisms and structures are in place.				
<ul style="list-style-type: none"> <li>PMI is able to mobilize its resources through an effective, coordinated approach to disaster management and proactively provide information on its activities</li> </ul>				
<ul style="list-style-type: none"> <li>All necessary Juklak/Juknis (standard operating procedures/base reference documents) have been completed, evaluated and implemented for all operational areas of the PMI</li> </ul>				
<b>Output 2.2:</b> Establishment of an improved contingency mechanism to ensure PMI has the ability to access resources quickly.				
<ul style="list-style-type: none"> <li>Contingency measures taken by the PMI demonstrate a more strategic, appropriate and timely approach to emergency needs across the country.</li> </ul>				
<ul style="list-style-type: none"> <li>Contingency plans for all disaster prone locations have been prepared and tested</li> <li></li> </ul>				
<ul style="list-style-type: none"> <li>Sufficient contingency stocks based on contingency plans are positioned at regional warehouses and available as a priority</li> <li></li> </ul>				
<ul style="list-style-type: none"> <li>Trained Logistics staff familiar with disaster response protocols are positioned at regional warehouses.</li> </ul>				
<b>Output 2.3</b> PMI contribution to increased community resilience through development programmes is substantially increased.				
<ul style="list-style-type: none"> <li>Reporting data and evaluations from Movement and other partner-supported community based programmes demonstrate increased coverage and impact on increasing community resilience.</li> </ul>				
<ul style="list-style-type: none"> <li>PMI have developed policy that clarifies how they will routinely work with communities (i.e. in non-emergency periods)</li> </ul>				
<ul style="list-style-type: none"> <li>An increasing number of branches and sub-branches are implementing community based programmes and can provide evidence that these are contributing to an increase in community resilience.</li> </ul>				

#### Comments on progress towards outcomes

The PMI national headquarters plans to establish six regional disaster response centres and warehouses to improve response speed. Three of the warehouses, in West Java, East Java and West Sumatra, already exist, and one more, in South Sulawesi, is being constructed with funding from Norwegian Red Cross. A staffing plan has been proposed to the board for approval.

An international contingency planning training of trainers took place in Yogyakarta early this year followed by a national training for disaster management representatives from all 33 provincial chapters. This should result in production of provincial and some district-level contingency plans in 2012.

Recognizing that it needed to improve management of the many assets acquired during and since the tsunami response programme, in October 2011, PMI identified five priority areas for strengthening: fleet, warehousing, procurement, general logistics and asset management. Focus in the first half of 2012 was on fleet management and procurement. IFRC employed a consultant for two months to conduct an assessment of PMI's fleet and develop draft vehicle management guidelines, systems and procedures. In addition,

procurement and warehousing guidelines were drafted; an orientation for LogIC software was held; an memorandum of understanding (MOU) for a framework agreement with a major national retailer for supply of emergency response goods was drafted; and a customs management and handling training conducted with the Ministry of the Interior and BNPB, the National Disaster Management Agency.

Development of PMI Road Maps for relief, recovery and DRR for climate change progressed at two technical working group meetings resulting in clearer national disaster management strategies. This work will continue in the second half of 2012. These meetings were also an opportunity to disseminate information on international workshops and conferences such as the Global Public Awareness and Public Education workshop in Costa Rica, the Global Disaster Response Preparedness meeting in Geneva, Asia Pacific annual planning meetings, as well as recent IFRC initiatives such as standard operating procedures (SOP) for disaster response and early recovery, and publications on the characteristics of resilient communities.

In May, PMI attended and helped coordinate a national simulation and table top exercise hosted by BNPB and UNOCHA which focused on implementation of the new regulation on the role of international organizations and foreign NGOs in emergency response programmes. In June, IFRC supported a national training of trainers for emergency response field coordinators which improved the leadership and management capacity of volunteers from 14 provinces.

**Challenges and delays**

The many competing demands on the time and energy of key PMI staff meant that implementation of some planned activities was either postponed or substantially revised.

**Business line 3: To strengthen the specific Red Cross Red Crescent contribution to development**

Measurement				
Outcome/Output/Indicators	Baseline (Where available)	LTPF 4-year target	Actual this report period	Actual to Date
<b>Outcome 1:</b> Communities have reduced vulnerability to disaster				
	Baseline	Four-year LTPF targets	Progress this half-year report period	Cumulative
<b>Output 1.1:</b> Integrated community-based risk reduction activities in high-risk locations are implemented and supported.				
<ul style="list-style-type: none"> <li>PMI have streamlined their community-based programmes to show stronger synergies, greater impact and improved levels of community resilience that enable them to more effectively respond to disasters unassisted.</li> </ul>				
<b>Output 1.2:</b> Community-based mitigation activities to reduce the potential impact of disasters that occur are implemented.				
<ul style="list-style-type: none"> <li>A process is in place to ensure that all high risk disaster prone areas have fully addressed potential threats to the community, risk mapping and response drills are routinely carried out and modified.</li> </ul>				

Measurement				
Outcome/Output/Indicators	Baseline (Where available)	LTPF 4-year target	Actual this report period	Actual to Date
<b>Outcome 2:</b> Communities have increased their resilience and improved behaviours to reduce potential risks and contribute to a more sustainable livelihood.				
	Baseline	Four-year LTPF targets	Progress this half-year report period	Cumulative
<b>Output 2.1:</b> A series of promotional materials and resources is developed and disseminated to vulnerable target groups.				
<ul style="list-style-type: none"> <li>PMI have a complete set of community-based risk reduction information, education and communications (IEC) materials consisting of printed and multimedia products which are widely employed in risk reduction programmes.</li> </ul>				
<ul style="list-style-type: none"> <li>PMI's community-based activities clearly demonstrate that where necessary the attitudes of the targeted communities are being influenced, behaviour is being modified and practices changed</li> </ul>				
<b>Output 2.2:</b> Training and promotional programmes to improve awareness and community-based action team capacity to disseminate improved and safer living and hygiene practices are established.				
<ul style="list-style-type: none"> <li>Community-based action teams (CBAT) in 10 prioritized chapters have received community behaviour change training and practised it in their respective communities.</li> </ul>				

Measurement				
Outcome/Output/Indicators	Baseline (Where available)	LTPF 4-year target	Actual this report period	Actual to Date
<b>Outcome 3:</b> PMI has an effective voluntary non-remunerated blood donor programme and strategy to fulfil national requirements of blood banks and hospitals.				
	Baseline	Four-year LTPF targets	Progress this half-year report period	Cumulative
<b>Output 3.1:</b> A voluntary non-remunerated blood donor (VNRBD) strategy is developed.				
<ul style="list-style-type: none"> <li>A VNRBD strategy is in place and validated for all blood collection units</li> </ul>				
<ul style="list-style-type: none"> <li>A public advocacy programme has been delivered to recruit sufficient VNRBDs</li> </ul>				
<ul style="list-style-type: none"> <li>The Indonesian public is aware of the VNRBD programme; and that PMI do not pay blood donors.</li> </ul>				
<b>Output 3.2:</b> A voluntary non-remunerated blood donor programme is set up and running effectively.				
<ul style="list-style-type: none"> <li>The Indonesian public has confidence in, and willingly donates blood to the PMI blood transfusion units.</li> </ul>				
<ul style="list-style-type: none"> <li>85 per cent of the blood supply required by the Indonesian health network is from VNRBDs</li> </ul>				

Measurement				
Outcome/Output/Indicators	Baseline (Where available)	LTPF 4-year target	Actual this report period	Actual to Date
<b>Outcome 4: (Health and care)</b> PMI has effective sustainable mechanisms and improved capacity to deliver improved health services to meet the needs of those affected by disasters.				
	Baseline	Four-year LTPF targets	Progress this half-year report period	Cumulative
<b>Output 4.1</b> Medical action, psychosocial support, water and sanitation and the capacity of community mobilization teams are enhanced through improved systems, resources and processes (equipment acquisition, training, drills and simulations).				
<ul style="list-style-type: none"> <li>PMI have reviewed and improved their systems to allow for a more timely coordinated approach to community health and care services.</li> </ul>				
<ul style="list-style-type: none"> <li>PMI have developed a process for maintaining organizational and community based readiness for future disasters.</li> </ul>				
<ul style="list-style-type: none"> <li>PMI is able to mobilize complete and fully trained and equipped teams to any disaster in any part of the country.</li> </ul>				

Measurement				
Outcome/Output/Indicators	Baseline (Where available)	LTPF 4-year target	Actual this report period	Actual to Date
<b>Outcome 5: (Participatory hygiene and sanitation transformation):</b> Waterborne disease prevention and management capacity in communities with poor access to water improved.				
	Baseline	Four-year LTPF targets	Progress this half-year report period	Cumulative
<b>Output 5.1</b> Knowledge and practice of improved hygienic behaviour in targeted communities increased.				
<ul style="list-style-type: none"> <li>PMI maintain a pool of PHAST-trained volunteers who are responsible to guide local communities to conduct baseline surveys, identify priority waterborne disease issues, develop PHAST action plans and undertake PHAST sessions.</li> </ul>				
<b>Output 5.2</b> Targeted communities mobilize resources to prevent and manage waterborne diseases				
<ul style="list-style-type: none"> <li>Community members involved in PMI-led community based training and exercise activities are able to mobilize themselves to alert, prepare and respond to the potential increase and intensification of the impact of waterborne diseases resulting from a disaster event.</li> </ul>				
<b>Output 5.3</b> Communities improve knowledge and practices related to five common causes of morbidity and mortality.				
<ul style="list-style-type: none"> <li>A mechanism to enhance community behaviour and adopt best practice is being used to improve community resilience in high risk locations where PMI is working.</li> </ul>				
<ul style="list-style-type: none"> <li>PMI have developed an appropriate health awareness and training package that is routinely used in PMI training and field activities.</li> </ul>				

<b>Output 5.4</b> Communities improve knowledge on transmission and prevention of HIV/AIDS and other sexually transmitted diseases				
<ul style="list-style-type: none"> <li>PMI have developed a national guideline for HIV/AIDS and actively use it to deliver more frequent and higher quality Red Cross services in HIV/AIDS prevention and socialization on anti stigma and discrimination against people living with HIV/AIDS.</li> </ul>				
<b>Output 5.5</b> Targeted communities improve knowledge and mobilize resources available within the community to prevent and manage any health-related issue emerging in the community.				
<ul style="list-style-type: none"> <li>Targeted communities involved in PMI ICBRR and CBHFA supported activities are proactively involved in health awareness, response campaigns and related activities.</li> </ul>				

Measurement				
Outcome/Output/Indicators	Baseline (Where available)	LTPF 4-year target	Actual this report period	Actual to Date
<b>Outcome 6: (Organizational preparedness):</b> Capacity in skilled human resources and relevant material resources for effective delivery of National Society programmes (disaster, health and welfare services improved)				
	Baseline	Four-year LTPF targets	Progress this half-year report period	Cumulative
<b>Output 6.1</b> Adequate, diverse, gender-balanced staff and volunteers for emergency, disaster, health, and welfare action recruited, trained, retained and managed				
<ul style="list-style-type: none"> <li>PMI's capacity assessment tool and OCAC<sup>2</sup> (where relevant) demonstrate satisfactory staff and volunteer capacity for programme implementation.</li> </ul>				
<ul style="list-style-type: none"> <li>PMI staff and volunteers actively maintain or seek to improve a balance of gender equity and diversity in the organization's structure, programmes and activities.</li> </ul>				

Measurement				
Outcome/Output/Indicators	Baseline (Where available)	LTPF 4-year target	Actual this report period	Actual to Date
<b>Outcome 7:</b> PMI delivers relevant services which increase resilience in a sustainable manner through its volunteer base.				
	Baseline	Four-year LTPF targets	Progress this half-year report period	Cumulative
<b>Output 7.1:</b> All PMI chapters, 120 (of 430) branches and 30 per cent of sub-branches deliver improved, relevant services in a sustainable manner for as long as needed through its branch-based volunteers				
<ul style="list-style-type: none"> <li>Volunteer recruitment at branch level is increased commensurate with a need for service provision to the community.</li> <li>An evaluation/audit of PMI services has been conducted to determine relevance and effectiveness of programme activity.</li> </ul>				

<sup>2</sup> Organizational capacity assessment certification (OCAC) tool

<b>Output 7.2:</b> PMI core management systems, capacities and competencies are modernized and effectively leveraged to build capacity in branches and chapters (finance, HR, IT, partnership development and management, planning, monitoring, evaluation and reporting (PMER), resource mobilization, volunteer and youth development): and PMI demonstrates professional engagement with its Movement partners, national counterpart organizations and the beneficiaries they serve.				
• PMI resource mobilization capacity at all levels has increased as demonstrated by annual surveys of income generated nationally and reported in the FWRS.				
• Resource mobilization is adopted as a key aspect of PMI's business planning at NHQ, chapter and branch levels with senior staff trained in RM techniques.				
• Innovative fundraising mechanisms are employed to target the corporate sector and the growing middle class in Indonesia.				
• As PMI becomes more capable of mobilizing resources at the national level, the number of partner national societies providing direct financial support to development programmes has significantly reduced.				
• PMI have secured private sector sponsorship and government financial support to sustain their principal mandated roles				
• PMI capacity assessment tools and OCAC (where relevant) show substantive improvements in specific capacities at NHQ, chapters, 120 branches and 800 sub-branches.				
• There is an increase in appropriate FWRS proxy indicators.				
• PMI have used and positively evaluated some or all of the tools from the IFRC framework for stronger national societies				
• PMI are able to provide accurate and timely financial reports for domestic and international funding which are accountable and transparent. PMI are producing annual financial reports which are comprehensive, externally audited and published				
• PMI have established and are implementing organization-wide HR management policies and systems which comply with Indonesian labour law and staff satisfaction surveys show good levels of satisfaction				
• PMI have completed FWRS comprehensively by 2014 at the very latest				
• PMI use IT effectively to support organizational management and communications, and possess and use databases as management tools				
• PMI youth programme is evaluated as providing appropriate/relevant and attractive objectives and activities for young people nationwide; PMI are regarded as a leader in regional youth networking activities				
• PMI have volunteer management systems which demonstrate that they have the right number of volunteers with the right skills in the right places for				

<i>programme and community needs</i>				
<ul style="list-style-type: none"> <li><i>PMI are close to achieving well-functioning national society status; IFRC is developing an exit strategy from Indonesia.</i></li> </ul>				
<b>Output 7.3:</b> Quality assurance mechanisms provide evidence base for strategic and operational planning and PMI participation in Movement policy and practice discourse				
<ul style="list-style-type: none"> <li><i>PMI have developed new community-based programmes that focus on recovery including community financial independence, food security and livelihoods.</i></li> </ul>				
<ul style="list-style-type: none"> <li><i>Policy on PMI's role from early recovery to more substantial involvement in recovery, reconstruction and development is clearly articulated</i></li> </ul>				
<ul style="list-style-type: none"> <li><i>PMI volunteer recruitment and training is based on accurate programme needs assessments and data on volunteer recruitment, training and retention costs.</i></li> </ul>				
<ul style="list-style-type: none"> <li><i>PMI actively participate in all evaluations of partner supported programmes and routinely conduct evaluations of their own programmes</i></li> </ul>				

**Comments on progress towards outcomes**

Implementation of the Jakarta integrated community-based risk reduction (ICBRR) programme, Phase II, supported by IFRC, German Red Cross and Netherlands Red Cross, which focuses on the risk of floods in two of the five districts making up the capital city, continued. Activities included risk mapping by 120 newly trained community based action team (CBAT) volunteers in four sub-districts, vulnerability and capacity assessment (VCA) exercises to develop risk reduction and contingency plans in two sub-districts and emergency response training in four sub-districts. The benefits of this last activity were demonstrated when heavy rains caused extensive flooding in early 2012 and trained CBATs assisted community members to prepare for and respond to the floods. Support has been provided to PMI to develop community-based awareness raising materials and disaster response equipment has been purchased and distributed to emergency response volunteers in some newly selected sub-districts.

The PMI health and care division is reviewing and revising some of its existing guidelines and SOPs. Once completed, these will be disseminated to chapters and branches. Water and sanitation units have been pre-positioned at three strategic locations around the country as a preparedness measure for quicker deployment of equipment and skilled staff to disaster locations.

As part of an initiative to increase blood donations to achieve the WHO target of 2 per cent of total population, to date, PMI has received donations of 100 mobile blood donation buses that have been deployed throughout the country. Six major mall complexes have provided floor space to PMI to run blood donation centres and several universities now hold routine blood donor events.

Partnerships with the private sector during this reporting period included donation of locally made mobile water treatment plants by a major water treatment company, assistance from a multinational food supplier in provision of permanent water storage and pipe distribution systems for communities affected by the Merapi eruption, and development of a joint project between PMI and another major multinational company to improve spring water catchment for 2,400 beneficiaries in Pasuruan, East Java.

PMI, with technical support from IFRC and American Red Cross, have continued to refine their chapter and branch capacity assessment tool. In early 2012 a consultant from Indonesia's leading university helped to streamline the tool by considerably reducing its length and complexity and suggesting more objective and realistic scoring mechanisms. IFRC support has included advocacy, not for the wholesale adoption of OCAC, but for synchronization with this and with Federation Wide Reporting System (FWRS) proxy indicators where possible.

Finance management technical guidelines, the last element in the policy framework for improved financial

management and reporting at all levels of PMI, were completed at the end of February. Training workshops for finance staff and board members from all chapters followed in April and May. IFRC staff have provided intensive support for these processes and have also coordinated assistance and feedback from other Movement partners. PMI leadership recognize that policies alone will not produce sorely needed improvement in financial management capacity and performance. The next step will be the adoption of improved finance management software, initially at national headquarters. Planning for this began in early 2012 in documenting PMI's needs and the elements required in a better coding system enabling programme, sector, donor, activity and account code specific reports to be produced. Initial plans to develop one-off software with local consultants encountered problems and IFRC will now support a study visit by PMI treasurer and finance staff to Philippine Red Cross, where Navision, the software recommended by IFRC, has been adopted and apparently evaluated positively. If PMI adopt Navision, IFRC will assist with license fees and adaptation of the package to PMI's needs.

Human Resource Management (HRM) support in the first half of 2012 has been limited to provision of input for technical implementation guidelines. However, recognizing the importance of this area, the IFRC Indonesia country office hopes to embed an experienced IFRC HR Manager in PMI from September to provide both hands-on assistance and capacity building mentoring.

### Challenges and delays

The IFRC work in support of the PMI health and social services division has been constrained by lack of clear programmatic direction. It is hoped that some recent changes in staffing will alleviate this issue. Internal communication and coordination among the divisions, bureaux and units of PMI national headquarters as well as between the headquarters and chapters and branches remains a challenge despite definite progress during the first half of 2012 in some areas of this complex issue.

Resource mobilization support has been put on hold following the resignation of the head of Resource Mobilization Bureau at the end of March. Similarly the resignation of the head of the training centre has constrained support for improved training though some enthusiasm for a Return on Training Investment study has been shown and it is hoped that the appointment of a new head of training in a recent staffing reshuffle will enable progress to be made in the second half of the year.

### Business Line 4 – “To heighten Red Cross Red Crescent influence and support for our work”

Measurement				
Outcome/Output/Indicators	Baseline (Where available)	LTPF 4-year target	Actual this report period	Actual to Date
<b>Outcome 1:</b> Effective mechanisms for dissemination of humanitarian values, principles in action and communication within the Movement, with the public and with targeted communities are in place.				
	Baseline	Four-year LTPF targets	Progress this half-year report period	Cumulative
<b>Output 1.1:</b> PMI communications capacity and skills are enhanced.				
<ul style="list-style-type: none"> <li>At least one PMI communicator in each chapter is trained in basic communications skills with 50 per cent actively contributing to and participating in the activities of the national communications bureau.</li> </ul>				
<ul style="list-style-type: none"> <li>At least one PMI communicator in each chapter is trained in audio-video and/or other advanced communications skills.</li> </ul>				
<ul style="list-style-type: none"> <li>Internal communications networking procedures between PMI headquarters and chapters are developed and routinely implemented</li> </ul>				
<b>Output 1.2</b> Plans and actions coordinated with Movement partners and external actors to achieve higher value from Red Cross work.				

Measurement				
Outcome/Output/Indicators	Baseline (Where available)	LTPF 4-year target	Actual this report period	Actual to Date
<ul style="list-style-type: none"> <li>PMI have an effectively functioning partnership management arrangement in place.</li> </ul>				
<b>Output 1.3:</b> PMI effectively make use of the Red Cross Red Crescent Movement membership and experience in diverse programming to play a major role in contributing to Movement policies, programme content, lessons learnt and advocacy. [see BL 3 output 7.3]				
<ul style="list-style-type: none"> <li>PMI are an active participant in key national and regional forums.</li> </ul>				
<ul style="list-style-type: none"> <li>Concept papers, high quality printed and audio-visual material are available as tools to promote and advocate Red Cross Red Crescent messages to relevant partners and stakeholders.</li> </ul>				
<b>Output 1.4</b> Relationships between IFRC, PMI and the Indonesian government strengthened through a status agreement				
<ul style="list-style-type: none"> <li>The Indonesian Parliament has passed a new Emblem Law which strengthens the PMI legal status and resolves the issue of the existence of the Indonesian Red Crescent (BSMI) as a legally approved organization.</li> </ul>				
<b>Output 1.5:</b> PMI effectively promote humanitarian principles and values, anti-discrimination and violence prevention.				
<ul style="list-style-type: none"> <li>A comprehensive communications strategy is in place and implemented by PMI to cover principles and values, anti-discrimination and violence prevention issues.</li> </ul>				
<ul style="list-style-type: none"> <li>PMI have at least one disseminator of principles and values and IHL in all active PMI chapters in Indonesia.</li> </ul>				
<ul style="list-style-type: none"> <li>30 national media personnel have been trained on principles and values and 50 per cent of participants become active network members to support the humanitarian work of the national society</li> </ul>				
<ul style="list-style-type: none"> <li>Annual Red Cross Red Crescent induction training for PMI staff and members is conducted in collaboration with IFRC and ICRC.</li> </ul>				

#### Comments on progress towards outcomes

IFRC provided financial support for, and facilitated sessions at, a communications refresher training held in March 2012 for 21 staff from 19 provincial chapters, the central blood donation centre (UDDP) and PMI Hospital. A similar training activity was held last year for staff from 14 other chapters, so now all chapters have trained staff. IFRC communications staff facilitated sessions at several training courses for partner national society-supported programmes as well as a national emergency response volunteer (Satgana) leadership training.

The appointment of a new board member with responsibility for partnership management in late 2011 showed welcome recognition of the importance of partnership management. Soon after, renewed commitment to the development of a cooperation agreement strategy (CAS) to replace the one that expired at the end of 2009 was signalled and discussions begun. This was followed by the recent formal announcement that PMI would establish a Cooperation Bureau. This, and the appointment of two staff to the bureau still await formal board ratification but are very positive steps which have reinforced the commitment of the board member to work on developing the internal policy formulation for partnerships required as the foundation for a CAS. IFRC have worked closely with key PMI personnel on this and will continue to do so to

support achievement of the target of having a CAS in place by the end of 2012.

In this reporting period, Indonesia and PMI have been selected as one of three target countries for a zone-initiated beneficiary communications project aiming to build beneficiary communications capacity in national societies and their Movement partners. Early indications from PMI are that they would prefer to focus this work initially within the framework of ongoing integrated community-based risk reduction (iCBRR) programmes supported by partner national societies. Other potential areas for cooperation include PMI blood donation and blood management, the PMI six-hour response objective and development of a PMI call centre. Colleagues from the Asia Pacific zone office have made several visits to Indonesia to date and two external consultants from Infoasaid also visited to consult with PMI and with beneficiaries of a recent disaster response programme in Yogyakarta and Central Java. This project will continue for the remainder of 2012 and into 2013.

IFRC continues to assist PMI in building greater focus on the marginalized, excluded and most vulnerable as a cross-cutting theme in their ongoing activities. One criterion for PMI training programmes is better gender balance. Although this still needs improvement, there has been a notable increase in the percentage of women participants at capacity building activities over the past two years. In addition, PMI endeavours to include gender awareness modules in many of its training curricula and awareness-raising materials for community volunteer training activities. PMI is now also in the process of revising its Gender in Emergencies policy. This will help provide more clarity and guidance on appropriate techniques and processes to improve equity and diversity.

A large delegation of PMI leaders attended the Statutory Meetings in late 2011 and staff and board members have since attended several global workshops including, a Ten-Steps Violence Reduction training at the IFRC Asia Pacific zone office, an Asia Pacific Multi-sector Assessment training and a Southeast Asia Coca Cola partnership meeting.

Progress on the passing of a new Indonesian Emblem Law has been described in other sections of this report.

#### Constraints and delays

PMI's website represents a key tool for achievement of many of the objectives in this LTPF. It is, however, currently in a poor state with many pages and functions locked and it was hacked twice in the first half of 2012. IFRC has been keen to support development of an improved site for some time but the absence of a 'champion' for development of an organization-wide website strategy and plan has meant that no support can usefully be provided.

#### **Business line 5: To deepen our tradition of togetherness through joint working and accountability**

Measurement				
Outcome/Output/Indicators	Baseline (Where available)	LTPF 4-year target	Actual this report period	Actual to Date
<b>Outcome 1:</b> Leadership, management and coordination are provided to the country office and other components of the Movement in Indonesia.				
	Baseline	Four-year LTPF targets	Progress this half-year report period	Cumulative
<b>Output 1.1:</b> An effective Movement cooperation framework is established and functions to enable all partners to share information and knowledge and promote effective cooperation and optimize use of Movement resources to strengthen PMI and increase the impact of its work.				
<ul style="list-style-type: none"> <li>A CAS process has been developed and is routinely used as the basis for engagement between PMI and its partners.</li> </ul>				
<ul style="list-style-type: none"> <li>A framework has been established that enables regular dialogue for all partners from strategic to operational to</li> </ul>				

Measurement				
Outcome/Output/Indicators	Baseline (Where available)	LTPF 4-year target	Actual this report period	Actual to Date
<i>technical working group levels.</i>				
<ul style="list-style-type: none"> <li><i>All Movement components in Indonesia participate in regular formal coordination meetings at the appropriate level and information is routinely shared.</i></li> </ul>				
<b>Output 1.2:</b> PMI's profile as a reliable trustworthy and impartial source of humanitarian assistance to help vulnerable people is recognized.				
<ul style="list-style-type: none"> <li><i>PMI demonstrate improvement in implementing their standard operating procedures on communications, especially during disasters and other emergencies.</i></li> </ul>				
<ul style="list-style-type: none"> <li><i>Timely, quality press releases, social media messages and audio visual sequences are effectively employed to educate the Indonesian public on PMI activities</i></li> </ul>				
<ul style="list-style-type: none"> <li><i>Partnership agreements with national media are established and expanded as necessary to promote Red Cross efforts during emergencies and 'peace time'.</i></li> </ul>				
<ul style="list-style-type: none"> <li><i>Public awareness and support of PMI as the only recognised national society with clearly articulated auxiliary roles is significantly increased through targeted and sustained advocacy and promotion events.</i></li> </ul>				
<ul style="list-style-type: none"> <li><i>PMI have established a coherent and cohesive partnership management function/unit</i></li> </ul>				
<b>Output 1.3:</b> Improved information management systems and processes are in place.				
<ul style="list-style-type: none"> <li><i>The PMI IT strategic plan is fully implemented providing for full digital connectivity to chapter level, and web based MIS for all functional modules at headquarters level.</i></li> </ul>				

#### Comments on progress towards outcomes

Progress on development of a new cooperation agreement strategy is discussed under partnership management in Business Line 4.

In late June, the PMI Secretary General hosted the first Red Cross Red Crescent Movement partner coordination meeting since September 2011. It is hoped that future meetings will be held on at least a quarterly basis. Regular monthly coordination dialogue meetings between IFRC, ICRC and all partner national societies working in Indonesia have been held in 2012.

## Stakeholder participation and feedback

The IFRC's primary stakeholders are PMI board members, staff and volunteers. Through them, the Federation country office works to build the capacity of PMI chapters and branches to provide services to vulnerable people throughout Indonesia. Through formal and informal communications, IFRC strives to ensure that it achieves an optimum match with PMI's needs and priorities in the provision of its support. One such initiative, begun during the first half of 2012, is the inclusion of PMI as one of three target countries for a beneficiary communications project designed and managed by the Asia Pacific zone office. This is described in more detail under Business Line 4.

## Key Risks or Positive Factors

Key Risks or Positive Factors	Priority High Medium Low	Recommended Action
<p><b>Risks</b></p> <p>PMI chairperson formally announces his candidacy for the 2014 presidential election. This requires a change in leadership via Extraordinary General Assembly and leads to a period of instability, uncertainty and delays in programme implementation</p> <p>Governance involvement in day-to-day management (excessive in comparison with Movement paradigms) constrains senior staff capacity building, business continuity and succession planning</p> <p>PMI HR policies constrain staff capacity building required for effective performance of PMI national headquarters functions</p> <p><b>Positive factors</b></p> <p>The Planning Bureau established in 2011 is now facilitating improved, more integrated and more timely programme planning at national headquarters and hopes to be able to do so at chapter and branch levels</p> <p>Formation of a new Cooperation Bureau in June 2012 should result in significantly improved partnership management strategies and systems which improve the effectiveness of PMI's partnerships, primarily those with movement partners</p> <p>Ongoing development of a PMI road maps for relief, recovery and integration of adaptation to climate change in integrated community based risk reduction programmes results in improved process guided activities in preparedness, response and recovery programming</p>	<p>M</p> <p>H</p> <p>M</p> <p>H</p>	<p>Advocate and provide technical and financial support for business continuity planning as well as staff succession planning and a greater focus on the development of a strong senior management team.</p> <p>Continue to advocate for the removal of board members from the line of operational management and assume an executive function as a board rather than de-facto managers.</p> <p>Embedding of an experienced IFRC HR manager in PMI national headquarters HR bureau from September 2012</p> <p>Intensive technical and where appropriate financial support for the development of this bureau through IFRC and PNS</p> <p>As above</p> <p>As above</p>

## Lessons learned and looking ahead

IFRC in Indonesia anticipates the continuation of intensive support for the work of the PMI national headquarters Planning Bureau, and planning and provision of similar support for the more recently established Partnership Bureau as well as their efforts to promote greater integration in both management and capacity building.

The related and ongoing development of a nationwide chapter and branch capacity building initiative will also be a priority for technical and financial support with emphasis on the need to put capacity to deliver programme services to vulnerable people at the centre of this programme.

Once draft PMI national headquarters 2013 work plans are completed in August, IFRC in Indonesia will begin working with PMI colleagues to develop its own plans and budgets for 2013 which it will, for the first time, be able to base on finalized, or near finalized, PMI plans and budgets.

Lessons learnt from external evaluations of three recent disaster response programmes related to preparedness planning, programme management, Movement coordination, transitional shelter and water and sanitation have informed ongoing disaster management initiatives and will continue to do so.

More comprehensive contingency planning is required to enhance PMI's preparedness to tackle the various disasters and emergencies affecting the country. The decentralisation of resources and training activities to six regions across the country is a positive step towards more timely and appropriate PMI responses. It will also require more thorough analysis and planning processes to ensure specialised capacity building and resource positioning will be most appropriate and relevant for each specific emergency.

Work begun in the first half of the year on logistics management capacity and systems will be taken forward in the second half of the year and it is hoped that a comprehensive plan will be in place by the end of the year.

Provided that we are able to generate sufficient interest in PMI and the many PNS that support their community based programmes we will plan and undertake, in the second half of 2012 or the first half of 2013, a lesson learning review of community based programmes in Indonesia from 2004 to the present to inform current and future programmes.

## Financial situation

[Click here to go directly to the financial report.](#)

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## How we work

All IFRC assistance seeks to adhere to the [Code of Conduct for the International Red Cross and Red Crescent Movement and Non-Governmental Organizations \(NGOs\) in Disaster Relief](#) and the [Humanitarian Charter and Minimum Standards in Disaster Response \(Sphere\)](#) in delivering assistance to the most vulnerable.

IFRC's vision is to inspire, encourage, facilitate and promote at all times all forms of humanitarian activities by National Societies, with a view to preventing and alleviating human suffering, and thereby contributing to the maintenance and promotion of human dignity and peace in the world.

[www.ifrc.org](http://www.ifrc.org)  
Saving lives, changing minds.



IFRC's work is guided by Strategy 2020 which puts forward three strategic aims:

1. Save lives, protect livelihoods, and strengthen recovery from disaster and crises.
2. Enable healthy and safe living.
3. Promote social inclusion and a culture of nonviolence and peace.

Find out more on [www.ifrc.org](http://www.ifrc.org)

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