

PROGRAMME UPDATE



International Federation of Red Cross and Red Crescent Societies
Fédération Internationale des Sociétés de la Croix-Rouge et du Croissant-Rouge
Federación Internacional de Sociedades de la Cruz Roja y de la Media Luna Roja
الاتحاد الدولي لجمعيات الصليب الأحمر والهلال الأحمر

INDONESIA

6 September 2004

The Federation's mission is to improve the lives of vulnerable people by mobilising the power of humanity. It is the world's largest humanitarian organisation and its millions of volunteers are active in over 181 countries.

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In Brief

Appeal No. 01.64/04; Programme Update No. 2; Period covered: April to June 2004; Appeal coverage: 113%; Outstanding needs: *While the appeal is well covered, the high number of earmarked funds has left shortfalls in other programmes, particularly health. The delegation is currently in discussion with donors on this matter and an appeal revision will be undertaken to account for the extra funds and the resulting increase in activities. However, it is anticipated that further funds will be required for the health programme.*

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Appeal target: CHF 1,458,813 (USD 1,140,483 or EUR 946,140)

Related Emergency or Annual Appeals: [Annual Appeal \(01.64/04\)](#), [Floods Appeal \(02.04\)](#)

Programme summary

The second quarter saw a number of serious natural disasters. More than 24,000 people, affected by floods, landslides, volcanic eruption and health emergency in five provinces, benefited directly from the Indonesian Red Cross (Palang Merah Indonesia/PMI) emergency response activities during this period. This can be seen as a direct result of the ongoing capacity-building programme. In June, an eruption of Mt. Awu in North Sulawesi caused temporary evacuation of nearly 30,000 people. Two people died and five were injured when Mt. Bromo in East Java, a popular tourist destination, erupted in June. Forest fires and peat burns by small farmers caused smoke and haze, affecting large parts of the Sumatra island, in particular the Riau province, and also caused health concerns in neighbouring Malaysia. PMI has been active in supporting people affected by these disasters.

PMI continued its response to the outbreak of dengue haemorrhagic fever (DHF) during this quarter. Support has been given to 14 PMI chapters in provinces where the outbreak reached epidemic levels. All chapters received operation funds to conduct community-based mitigation and prevention activities from the AusAID fund.

Other major activities during the quarter included the commencement of a series of comprehensive chapter/branch/community assessments, leading from discussions during the ongoing strategic planning process (2005-2009), involving all levels. The first of seven planned assessments took place in East Nusa Tenggara. Work continued on the development of the Strategic Plan 2005-2009 and the revision of PMI's statutes. Both are to be formally adopted by the national assembly in December. The Cooperation Agreements Strategy (CAS) for Indonesia was finalised during the quarter and all partners operating in Indonesia signed the accompanying Memorandum of Understanding on May 8, during a ceremony at the national headquarters.

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This Programme Update reflects activities to be implemented over a one-year period. This forms part of, and is based on, longer-term, multi-year planning. All International Federation assistance seeks to adhere to the [Code of Conduct](#) and is committed to the [Humanitarian Charter and Minimum Standards in Disaster Response](#) in delivering assistance to the most vulnerable. For support to or for further information concerning Federation programmes or operations in this or other countries, or for a full description of the national society profile, please access the Federation's website at <http://www.ifrc.org>

Operational Developments

Frequent bombings and other acts of terrorism and the risk of unrest in connection with the parliamentary and presidential elections in 2004, aggravated concerns about the security situation in the country, although the elections have so far been without incident. The economic situation remains worrying with Indonesia's growth and exports still lagging behind most of the region. Trade surplus has decreased during the first half of the year. While private consumption has increased, a weakening rupiah (which hit a 26-month low of 9,450 to the dollar in June) and growing inflation are seen as a serious threat to the consumption-driven economic growth. Foreign investment, which took a sharp downturn following the Asian economic crisis in 1997-1998, continues to drop and stifle sustainable growth and employment. A number of opinion polls published during the parliamentary and presidential election campaigns shows that the growing inflation, chronic unemployment and rampant corruption continue to top most voters' list of worries.

The second quarter saw continued social and political unrest in a number of Indonesian provinces, mainly caused by conflicts over independence/autonomy and compounded by the ongoing economic crisis. The secessionist conflicts in Aceh and Papua have now gone on since the 1980s; frequent violent clashes between different religious and ethnic groups in Kalimantan, Maluku and North Maluku and in Central Sulawesi have created serious problems and hardship. In the troubled province of Aceh, the Indonesian government has extended martial law and a settlement is not in sight.

Most of the 626,946 people who remained displaced throughout the country in mid-2004 have lost their productive assets as a direct consequence of conflict or in exchange for food, and will require humanitarian and recovery assistance during 2004.

The PMI has played an important role in bringing food and other assistance to the most vulnerable in these unsettled regions; given the current outlook, this involvement may increase. Responding to the continued high level of unrest, the Federation has steadily increased its cooperation and coordination with the ICRC's delegation in the country.

The development of a new 5-year strategic plan, to be adopted towards the end of the year, has continued during the quarter, as has work on the revision of PMI's statutes. The strategic plan and the revised statutes are to be presented to the national assembly ('Munas') in December.

The draft strategic plan has identified the four following strategic goals for 2005-2009:

Organisational Development	Disaster Management	Health and Care	Communications
PMI has the structures, systems, skills and capacities to deliver quality services to the most vulnerable throughout Indonesia.	PMI has the capacity and resources to provide timely and effective assistance to vulnerable people affected by disasters and conflict.	PMI has the capacity to provide quality health and social services to vulnerable communities.	PMI has the capacity to communicate effectively with its members and the public and provide quality communications support to the organisation's capacity building and service delivery.

The Federation's position in Indonesia has continued to develop, with the role of the delegation as facilitator becoming increasingly important as new partners and donors commence their cooperation with PMI. National societies' bilateral programmes (Netherlands, Australian, Singapore and Danish Red Cross societies) are making significant progress.

Health and Care

During the quarter, the PMI trained the newly recruited health programme staff at the national, chapter and branch levels by sending staff for study visits to other chapters and branches as well as specific training. The health and social welfare division was strengthened with two new staff. Refurnishing and reorganisation of the office was co-funded by the Federation and Netherlands Red Cross.

Baseline survey for the possible expansion of the Federation-funded community-based first aid (CBFA) and water and sanitation (watsan) with participatory hygiene and sanitation transformation (PHAST) programmes was conducted in Atambua, West Timor, to meet the needs of vulnerable rural communities outside Java. The community survey was conducted as part of the organisational development and disaster management programmes' comprehensive and integrated assessment of PMI chapters and branches and their communities.

The ongoing CBFA/watsan project in Banten province, West Java, has almost completed with water facilities in place. Latrine construction and piping will be completed by the communities themselves in the next quarter. The PMI is implementing approximately ten other CBFA/watsan projects, funded by the Netherlands and Singapore Red Cross societies.

The implementation phase of the HIV/AIDS pilot project in Medan, North Sumatra, where prevalence keeps rising, had commenced in April. Major achievements include the recruitment and the appointment of competent staff responsible for the projects. In June a 'socialisation' workshop was held to inform major relevant stakeholders on PMI's HIV/AIDS project and plan in Medan.

Funded by AusAID through the Federation, and bilaterally through Singapore Red Cross, PMI continued its response to the outbreak of dengue hemorrhagic fever (DHF) during this quarter. Five and a half MT of abate¹ have been distributed to 14 PMI chapters in provinces where the outbreak has reached epidemic levels. All chapters received operation funds to conduct community-based mitigation and prevention activities from the AusAID fund.

The health division organised several preparation meetings for a joint review study of safe blood and voluntary counselling and testing (VCT) with PMI's National Blood Centre, the Netherlands Red Cross (the main bilateral donor for the study) and the Federation.

Funded by the Office for the Coordination of Humanitarian Affairs (OCHA), the first training for volunteers to provide basic psychological support for people affected by disasters, particularly children, was conducted. A review team concluded after a visit to North Sumatra in June that similar services provided by PMI volunteers should be available in other disaster prone and conflict areas. The Federation plans to support PMI in disseminating the 'lessons learned' materials to other chapters and branches as well as in follow-up activities.

Overall goal

The health status of the most vulnerable is improved in targeted areas.

Programme objective

PMI's health and care capacity is enhanced through the increased involvement of communities in preventative and information health programmes.

Expected results

The programme is based on six key projects that will have the following overall results:

1. Increased capacity of PMI health and social service division to coordinate, manage and monitor health activities of chapters and branches, as well as working with external donors.
2. Enhanced training in first aid and home care for instructors at national level.
3. Targeted communities are empowered to address their own challenges in hygiene, sanitation and first aid.
4. Increased knowledge, improved behaviour and attitudes towards HIV/AIDS among targeted sections of the community and PMI members.
5. The number of non-remunerated volunteer blood donors is increased to equal or exceed one per cent of the low-risk population.
6. Mechanisms and structures are put in place to respond effectively and cope with emergency health situations in targeted sections of the community, especially with regard to psychological support.

¹ Common name is 'Temephos': an organic phosphorus insecticide of slight toxicity, which is used largely as a mosquito larvicide. Toxicity of the compound is inherently low with insignificant risk posed to mammals.

Progress/Achievements**Community-based first aid/water and sanitation (CBFA/watsan) - Gelam village, Banten province, West Java, beneficiaries = 165 families:**

- Construction of water facilities finalised. Planned activities of village health volunteers continued. 47 latrines constructed (30% of total); the rest to be constructed by villagers themselves.
- Quarterly monitoring visit took place with national office technical staff and Serang branch staff.
- Based on the outcome of a community meeting, all households decided to have latrines in their own houses. The project subsidised one closet, one bag of cement, one pipe and small materials for latrine for each house. Local households will contribute the rest.
- Well and water reservoir unit constructed and connected to some houses with pipes. The community agreed internally on how to maintain the facilities. More piping construction is still needed.
- 2,500 copies of water and sanitation information, education and communication (IEC) materials developed and printed in Bahasa Indonesia following the PHAST materials/guidelines.
- The PMI Serang branch office equipped with basic office facilities such as a computer, scanner, printer and digital camera to report on and monitor the project.
- Village volunteers continued community health activities in cooperation with village midwives. The community agreed to refill the first aid kits themselves.

Baseline survey for a new project

- Assessment made to Kereana Village, Atambua in East Nusa Tenggara (NTT) as possible site of starting up the next CBFA/watsan project as part of PMI's comprehensive and integrated assessment. The potential number of beneficiaries: 250–500 families.

HIV/AIDS (Pilot Project in Medan, North Sumatra)

- A programme manager and a programme manager assistant were placed at the chapter. Three programme officers appointed in three targeted branches. A transparent and fair selection process took place. A Federation health delegate formed part of the interview panel.
- Job descriptions, roles and responsibilities of newly hired and appointed staff clarified to all internal stakeholders (board members and chapter and branch staff).
- The newly recruited programme manager, accompanied by a chapter board member, visited the West Kalimantan chapter HIV/AIDS programme to study operational procedures and experiences.
- Socialisation workshop for stakeholders in the HIV/AIDS programme. Participants included local government officials, provincial AIDS commission and NGOs working in the area of HIV/AIDS in North Sumatra.
- Financial management and reporting structure discussed and agreed between the Federation, PMI national office, chapter and branches.
- A programme implementation team established in the chapter.
- The chapter and three branches equipped with necessary vehicles (one motorbike each) to implement the programme.
- A detailed plan of action for July activities was developed by branches, compiled by the chapter and sent to the national office.

Dengue hemorrhagic fever (DHF) ([click here](#) to view a photograph on this activity)

- Implementation team formed at chapter and branches.
- Guidelines printed and sent out by the national office to 35 branches in epidemic areas.
- The Red Cross Youth (RCY) in these areas carried out activities through schools: cleaning up school environments as well as surrounding areas to prevent mosquito breeding and disseminating awareness messages.
- The RCY and PMI staff and volunteers continued sampling survey in targeted areas examining mosquito larvae in open water containers.

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- Five and a half MT of abate were distributed to 14 PMI chapters in provinces where the outbreak had reached epidemic levels. One and a half MT of abate were financed by AusAID and distributed to communities through the chapters in Banten (200 kg), South and East Kalimantan (300 kg), South Sulawesi (100 kg), Riau (200 kg) and Lampung (200 kg). 400 kg sit as emergency stock at the national office. The Singapore Red Cross contributed the remaining four MT. Operational support (for PMI branches and volunteer activities at the ground level) for all 14 chapters was possible through AusAID funding.
- Banners for communities and uniforms for PMI volunteers produced and distributed.

Safe Blood

- As part of strengthening links between the provision of safe blood, voluntary blood donor recruitment and the HIV/AIDS programme, the plans and Terms of Reference for a *Voluntary Counselling and Testing (VCT) Review Study* were developed in coordination with PMI's National Bank Centre and Netherlands Red Cross.

Psychological Support

- Completed the translation of the rapid review study conducted by a professional volunteer team for the psychosocial support programme for displaced flood victims in Bahorok, North Sumatra. Funded by OCHA, the trauma counselling training successfully took place during this quarter. The Federation plans to support similar initiatives in disaster prone and non-conflict areas and follow-up activities such as publication and dissemination of lessons learned from North Sumatra.
- The recruitment of social welfare programme managers with psychology and/or counselling background is still ongoing.

Impact

In all Federation funded programmes during this quarter, PMI:

- continued to build community capacity in Serang through the capacity-building process of Serang branch;
- reached out to schools and communities with information on prevention of dengue epidemics and potential epidemic areas;
- distributed 5.5 MT of abate to 14 provinces where the dengue outbreak had reached epidemic levels;
- further strengthened the capacity of PMI as an organisation at all levels, particularly at the implementing branch level, and increased the positive image of PMI in the community through its community-based dengue response activities.

Constraints

- Sharp increases in demand for abate made domestic procurement difficult and costly. This delayed the start of operation. With these lessons learned, a certain proportion is kept in stock at the national office.
- In the CBFA/watsan project in Serang, 70% of families have not been able to fund their part of household latrines due to a recent wedding in the village (such events tend to be expensive not only for the families directly involved).

The starting of the next CBFA/watsan project in West Timor was delayed following a decision by PMI's national office that no new project would take place until after a comprehensive integrated chapter/branch/community assessment in the project area. While the health division had already done a partial assessment in its target area, a decision on the next steps has yet to be made.

Coordination

- Throughout its DHF response project, PMI has strengthened its cooperative relationship with the Ministry of Health, especially in Java.
- Two Japanese Red Cross Society representatives visited PMI to discuss cooperation in the first aid programme in relation to JRCS's bilateral support to Cruz Vermelha de Timor-Leste (CVTL).
- A joint VCT review study planned with the Netherlands Red Cross (bilateral partner).
- Through Federation coordination, PMI continued its support to the national society in East Timor by sending volunteer first aid trainers.

Disaster Management

There has been steady progress in the development of the three main strategic aims of PMI's disaster management, as outlined in the 2004 appeal: human resource development (principally funded by AusAID, British Red Cross/Department for International Development or DFID, and Netherlands Red Cross); strengthening of PMI's material resources/logistics mechanism (supported by AusAID, USAID, Danish Red Cross, Swedish Red Cross, Netherlands Red Cross, and Norwegian Red Cross); and enhancement of PMI's ability (under the leadership of organisational development and in close coordination with other divisions) to develop an integrated and well functioning mechanism for systematic capacity building in targeted chapters and branches in order to provide sustainable effective and efficient community risk reduction services.

Overall goal

PMI is able to meet its obligations under Indonesian law and assure timely and effective assistance to victims of disasters and conflicts.

Programme objective

PMI develops disaster preparedness levels consistent with the capacity to provide timely and effective assistance to victims of disasters and conflicts and enhancement of community-based preparedness.

Expected results

The programme is based on three key projects that will have the following overall results:

1. PMI's disaster management capacity has expanded to manage the national disaster management programme with limited external support.
2. PMI's capacity for timely and effective disaster response has strengthened by 2005.
3. PMI has developed a well functioning early warning/disaster information system (in at least 15 high-risk provincial chapters) and is playing an active role within the local, regional and global disaster management network by 2005.

Progress/Achievements

Assistance to over 24,000 people

- Five PMI branches responded effectively to emergency situations caused by floods, landslides, volcanic eruptions and health emergencies. Some 24,500 victims received support through PMI's disaster response mechanism. More than 150 SATGANA volunteers (basic disaster management team at PMI district/branch level) took part in these operations with rescue, first aid, safe evacuation, rapid assessment, field kitchen and emergency relief distribution. Five chapters were involved in coordination assistance and providing additional resources, either on their own or via the national office. In some cases, following initial assessments by local SATGANA teams, a more detailed assessment was carried out by the national emergency response team (Team KHUSUS). During the operations, PMI's national office utilised its own and joint Federation pre-positioned stocks, supported by AusAID, USAID and the Danish, Swedish, Netherlands, and Norwegian Red Cross societies.

Enhancement of emergency response facilities

- Following completion of two major humanitarian assistance programmes (Jambi flood emergency and Nabire-Papua post-earthquake operation), the national emergency stock has been fully replenished. This means that there are stocks for up to 30,000 people available in both Jakarta and Surabaya, ready for deployment at short notice. These include 3,000 pieces of tarpaulin (one for each family) and family kits for 3,000 families (comprised of household items, water containers, mattresses, basic clothing for men, women and children, and hygiene articles).

Post emergency follow up

- At the end of June, joint (Federation and PMI) post emergency follow-up visits were carried out in the three districts that were worst affected by the floods in Jambi, as well as in the three worst earthquake affected villages in Nabire. The objective was to observe the impact of the Red Cross and Red Crescent operation, observe the progress of rehabilitation initiatives by other stakeholders (especially government), share lessons learned and advocate disaster preparedness/risk reduction measures at different levels.

- The methodology used in both cases to fulfil the missions objectives are visual observation (to compare the changes between damage and needs assessment data and present situation) and individual interviews with key stakeholders: mayors (bupati), heads of Satkorlak and Satlak PB (provincial and district coordinating units for disaster management and internally displaced persons/refugees), hospitals, department of public works, other local health and social welfare authorities, community leaders, and representatives of women's and youth groups.

Observation and findings - Jambi

The situation in Jambi has largely returned to normal:

- Damaged roads, bridges and dams have been reconstructed or newly built by the local government.
- Educational and health systems are operational.
- Agricultural lands are prepared to produce alternative crops (such as beans and corns) with the support (in the form of seeds, fertiliser and soft loans) of local government and local cooperative associations.
- PMI's distribution of family kits, tarpaulins and water containers have proven most appropriate items - during and after the emergency period - as these are found to be in use by the community in their daily lives; the tarpaulin is one of the multifunctional items (used as shelter, as roofing, in water catchment systems to collect water, for drying rice or other foodstuff and sometimes used also as tents during outdoor communal ceremonies)
- Some 7,500 people are directly benefiting from PMI's water and sanitation programme in the three worst affected districts of Batanghari, Muaro Jambi, and Tanjab Timur. In addition, a community-based first aid programme (including water and sanitation) for the most vulnerable people in Jambi city is still ongoing and this is funded by the Singapore Red Cross.

Observation and findings – Nabire

The local community is adamant that any rehabilitation should be split equally between the three worst affected villages in Nabire district (that is, villages SP1 and SP2 and the Nabire municipality).

- Transport, communications, economic activities found operational.
- Health facilities found functional although the main general hospital in the Nabire municipality is still awaiting external support to carry out infrastructural repair and renovation.
- With the support of the Papua Housing and Settlement Department, the Department of Works and the Nabire district government rehabilitation of housing for 1,116 families is ongoing. Local demand indicates that the number of damaged homes could be higher.
- School rehabilitation programme: local authorities are waiting for funding from the central government. In the meantime, schools authorities are making use of tents in open fields to continue schooling.
- Town water system is restored. People in the SP1 and SP2 villages are using simple water catchment systems and ring wells. In a few cases, people are reporting lack of clean water in some 'pockets'.
- With the support of AusAID, USAID, the Federation and the Freeport PT Mining Company, PMI distributed water tubs (one per family, 150 litre containers for water collection), jerry cans (two 20 litre per family), mosquito nets (two per family), blood/blood bags, medicine/medical equipment and eight generators for hospitals; tarpaulins for schools. The main objective of the operation was to provide immediate support to over 10,000 of the most vulnerable people in Nabire district; as reflected in the follow-up results. In addition, non-perishable items such as water taps, jerry cans, mosquito nets, tarpaulins and generators are still making a difference in beneficiaries' daily lives. In a number of interviews, gratitude for the Federation/PMI support was deeply expressed.

Human resource - disaster management/risk reduction – training-of-trainers

- The first 10-day disaster management/risk reduction training-of-trainers was held in May for 30 of PMI's best local trainers. The objective was to enhance local capacities in transferring knowledge to local Satgana teams in order to promote disaster preparedness/risk reduction measures (such as safe access to the community and security, hazard and risk mapping/risk analysis, risk reduction measures, community awareness, community emergency planning and response, follow up/monitoring, reporting and coordination) in high risk targeted areas. The training was supported by the Federation, Netherlands Red Cross, AusAID and DFID through the British Red Cross.

Comprehensive assessment training

- Under the leadership of organisational development and in close coordination with other divisions a comprehensive assessment training module was developed. With the support of AusAID, British Red Cross/DFID and the Federation, a joint three-day training course was held in June for 24 participants (male and female) from East Nusa Tenggara, North Sumatra, East Kalimantan, Gorontalo, Riau, North East Sulawesi and the national office to give participants a common understanding of the comprehensive assessment project and to prepare them to participate in the assessments in their communities.

Integrated pilot project concept

- Following the comprehensive assessment training, a five-member PMI team (from organisational development, disaster management, health, and research and development) supported by AusAID, British Red Cross/DFID, and the Federation carried out the first comprehensive assessment at the end of June in East Nusa Tenggara (NTT). The objective was to gather collective information on the capacities and needs of the targeted chapters and their branches and the local populations in order to develop a comprehensive and sustainable community-based development/risk reduction plan.

Knowledge sharing

- With participation in the 7th Southeast Asia Regional Disaster Management Committee meeting in May, PMI's disaster management division continued to participate in the Southeast Asia disaster management network and its development.

Impact

- More than 24,000 people in five provinces, affected by floods, landslides, volcanic eruptions and health emergencies benefited directly from PMI's emergency response activities during this quarter. This can be seen as a direct result of the ongoing capacity-building programme.
- Replenished pre-positioned stock allows PMI to provide immediate support to up to 30,000 vulnerable people at any given time anywhere in Indonesia.
- More than 20,000 people in Jambi and 10,000 people in Nabire are still benefiting from PMI's emergency relief support following natural disasters in the areas.
- The Jambi water and sanitation programme provides services to some 7,500 people.
- At least 15 high risk chapters now have two disaster management trainers with enhanced and standardised knowledge, who are able transfer their knowledge on best practices and disaster preparedness/risk reduction measures to local Satgana teams in vulnerable communities.
- Through the integrated pilot project concept, and in cooperation between the relevant programme and support divisions, local capacities (chapter and branch) will be developed through transfer of technical and organisational skills in a comprehensive manner which will result in cost effective and sustainable assistance.

Constraints

- No particular constraints during the reporting period apart from lack of qualified human resources in the national office's disaster management division.
- PMI has lost one of its best assets, the head of the disaster management division, who is taking up a post as a senior programme officer for emergency response in the regional delegation in Bangkok. Undoubtedly, PMI's disaster management division is entering a challenging period.

Coordination

- A new coordination and cooperation environment is emerging between disaster management and the other divisions at the national office, particularly in concept development, comprehensive and integrated assessments, programme planning and follow up/monitoring.
- There will be continued external coordination, cooperation and information sharing with local government bodies and various other organisations (UN and other international agencies, NGOs), particularly with regard to post-emergency follow up.

PMI disaster response April-June 2004, supported by the Federation, AusAID, USAID, Danish, Swedish, Netherlands and Norwegian Red Cross.			
Affected provinces/ type of disaster	Time	No. of beneficiaries	Type of assistance
West Java – landslide	April	750	Evacuation, search and rescue, needs assessment, public kitchen, relief distribution: rice, noodles and hygiene kits
East Java – flood	May	3,775	Assessment, mobile medical team and public kitchen
North Sulawesi – volcanic eruption	June	19,373	Evacuation, assessment, field kitchen, mask distribution
East Java – volcanic eruption	June	5	Evacuation, first aid and ambulance service, assessment
West Java – malaria outbreak	June	925	Assessment, and relief distribution: mosquito nets, rice, noodles

Organisational Development

Introduction

The Federation's multifaceted organisational development support to PMI focuses on development of governance, management, information technology (IT) and finance, and human resource capacity building. These programmes are implemented at the national office and in a number of chapters and branches (totalling 30 and 354 respectively), particularly in disaster prone areas and those 'hosting' programmes sponsored by other national societies such as community-based first aid (CBFA) and community-based disaster preparedness (CBDP).

During the second quarter the organisational development programme continued to facilitate and finance the ongoing development of the PMI's Strategic Plan 2005-2009, revision of PMI's statutes, provide support and assistance to IT and finance development initiatives and advise on governance issues in the national office, chapters and branches. Considerable technical support is continually provided to the national office's organisational division.

In 2004 the organisational development programme continues to capitalise on the base established in the past two to three years.

Overall goal

PMI has become a well functioning society, able to mobilise support and carry out its humanitarian mission, addressing the needs of the most vulnerable in Indonesia.

Programme objective

Through strategic guidance and technical assistance, PMI has improved its governance and management skills and capacities at national office, chapter and branch level.

Expected results

The programme is based on four key projects that will have the following overall results:

Governance and management development

- Revised statutes, strategic plan and standardised planning procedures in place; PMI's public profile and accountability enhanced.

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Chapter and branch development

- Enhanced human resource maintenance and fundraising capability with improved communications between national office and chapters.

Volunteer development

- Cadre of selected key volunteers available nationally.

Management support and training

- PMI has better motivated and focused staff able to carry forward development at all levels.

Progress/Achievements

1. Governance and management development

Strategic planning process

- Development of PMI's Strategic Plan 2005-2009 continued during the reporting period with national office divisions finalising the first drafts of the sectoral strategies. The drafts indicate that the planning workshops, held during March and into April, were successful and that the emerging strategic plan should be a highly useful tool for the coming years, dealing with all major issues identified during the workshops, the preceding perception surveys (see [Programme Update 1, 2004](#)), internal analysis undertaken by sectoral divisions and various other input. The new strategy is to be debated and approved by the national assembly (held every five years) in December this year.

Policy development

- The planning workshops identified lack of comprehensive policies as one major constraint. Part of the continued development of the Strategic Plan 2005-2009 has been to identify ways to develop the needed policies. The delegation has now had all Federation policies translated into Bahasa Indonesia to be used as the basis for further development of PMI policies.

Resource development

- One of PMI's major problems is domestic fundraising and resource development in general. During the reporting period the delegation initiated discussions between the relevant national office divisions (organisational development, finance, human resources/volunteers, finance and communications) with a view to come up with a draft plan to start systematic resource development work throughout the national society. The outcome was a joint proposal from these divisions and the Federation to PMI's board and management to initiate a comprehensive two-year resource development programme with the following objectives:
 - To familiarise chapters and branches with the concept of resource development.
 - To familiarise chapters and branches with trends and systems in financial management linked to resource development.
 - To improve knowledge and skills in the area of resource development among national, chapter and branch leadership and staff.
 - To help national office staff prepare for future resource development support to chapters and branches.
- Circumstances have not allowed this initiative to take off in 2004. Nevertheless, the delegation has begun the groundwork by having the Federation's *Resource Development Handbook* translated into Bahasa Indonesia. Translation of the *Resource Development Programme* videos is about to commence, to be followed by translation of the Federation's *Resource Development Training Programme Manual*. It is hoped that this programme can be started early in 2005 and that the translated material along with initial feedback and experiences from a series of orientation meetings can provide valuable inputs into the programme design.

Statute revision

- There is slow but steady progress in the revision of PMI's statutes, which is to be finalised in time for the national assembly in December. The PMI's legal advisor, who has now formally joined the organisational development division (salary support from the organisational development programme), has been leading this work. A number of important issues are still to be decided on, such as the separation of governance and management at all levels, to which there appears to be considerable resistance. The Federation's *Statute Guidelines* are being used as one of the main reference tools. It is expected that the final draft will be presented to a meeting of chapter representatives in October.

2. Chapter and branch development

Papua situation

- While PMI formally has chapters in all 30 provinces, not all of them are active. Papua (formerly Irian Jaya, now split into two provinces), for instance has an inactive chapter and three to four largely inactive branches, while West Papua province has no chapter at all, although one to two districts have groups of volunteers working under the PMI flag. With the seemingly insurmountable humanitarian needs in the two provinces, strengthening the Red Cross in the troubled region is of paramount importance. Efforts undertaken in recent years have not produced the desired results, neither for PMI nor for the International Committee of the Red Cross (ICRC), which has been active in Papua for a number of years. The main reason for this appears to be the lack of available leaders, further complicated by the dismal economic and volatile political and socio-cultural situation in the region.
- In April, a fact finding mission to Jayapura, the capital of Papua, was undertaken by the Federation, the ICRC and the PMI, to assess how best to confront the problem and strengthen the remnants of the PMI in the Papuan provinces. A meeting with representatives of the four branches was not attended by the Papua chapter, suggesting that this chapter needed to undergo earnest changes. There was also a need for that chapter to hold a long delayed General Assembly to reinstate its sitting board. Repeated attempts to call chapter representatives to meetings in Jakarta had been fruitless. After the meeting concluded, PMI's national office placed a representative in Jayapura who was to remain there for up to three months and then would call an extraordinary assembly if needed. Unfortunately, the national office's representative returned to Jakarta a few weeks later, having made no headway whatsoever, and the issue is more or less at square one again.
- The Movement partners will continue to push for progress in Papua. In the meantime, the delegation has supplied the active branches in the provinces with facsimile machines in order to be able to communicate with them in case of emergencies.

Systematic approach to capacity building

- Following the Papua visit, discussions were initiated with the organisational development division and the secretary general on defining minimum requirements for chapters and branches to be eligible for national office and international support. This criterion has now been established and communicated to all partners and national office divisions. It is hoped that this relatively simple standard will help increase consistency in the support approach to chapters and branches, and hopefully ensure that the supported chapters/branches have capacity to shoulder and sustain the added responsibility.
- The main elements of this rule spell out that before any support is given to a chapter or branch, a comprehensive assessment of the organisation and its community is to take place, involving all sectors of the national society. Should the assessment find that the chapter/branch does not have the capacity to carry out its mandated duty; it is the responsibility of the national office and partners to develop a plan to help the chapter/branch meet the basic requirements, which have to do with governance, management, financial status, training, volunteers and planning.

Comprehensive assessment pilot project ([click here](#) to view a photograph on this activity)

- In recent years, PMI has allocated considerable resources to strengthening the disaster response capacity of chapters and branches across the country. At the same time, considerable resources have been allocated to strengthening the health services and the skills of staff and volunteers involved in the service delivery, not least HIV/AIDS related. Care has not always been taken to coordinate this work, nor ensuring that the necessary organisational structures, systems and knowledge are in place in the respective chapters and branches. This work has produced a substantial number of trained and motivated volunteers and staff in various regions.

- With this in mind, and the fact that the ongoing strategic planning process has shown great interest and understanding to work in a more coordinated and sectorally integrated fashion, the delegation facilitated the development of a joint project (involving all programme divisions, as well as the finance and research and development divisions) to undertake a comprehensive assessment of the capacity and capacity-building needs of selected chapters and branches and their communities in seven provinces, and these serve as pilot areas for a programme on community awareness. The seven provinces are Riau, East Nusa Tenggara, East Kalimantan, North Sumatra, Gorontalo, Southeast Sulawesi and Papua. A three-day training workshop was held with chapter and branch representatives to prepare for the assessment mission. The workshop was held in PMI's new training centre in the national office in Jakarta.
- The goal of this initiative is to build the 'sustainable capacity of PMI in the programme areas through an integrated approach, to enable the target chapters and branches to provide effective and efficient community services', that is to increase the capacity and coping mechanisms of the communities involved against health risks and natural or man-made disasters. The pilot aims at determining which of these chapters/branches would be feasible for starting up community-based programmes (CBDP, CBFA etc) with the involvement of already trained volunteers, as well as youth members in local schools.
- The first assessment took place in late June in the East Nusa Tenggara province, one of Indonesia's poorest and most disaster prone. PMI is very weak in this province and little support has yet come from the outside. The plan is that the assessments should clearly show which chapters/branches are ready and able to participate in the eventual community awareness programme and which do not meet the established minimum requirements for national office or international support, therefore requiring supporting to. Once the first assessment report has been studied and lessons learned, further assessments will be scheduled.
- The Indonesia delegation is funding the assessments from its organisational development and disaster management programmes, with some support from the Netherlands Red Cross in areas where NLRC is already providing support.

3. *Volunteer development*

- At the end of the reporting period the delegation agreed to support the recruitment of a competent and experienced volunteer coordinator, who will exclusively work on strengthening the volunteer corps and volunteer management, and lead a proposed review of the whole structure and management system.
- PMI's volunteer structure and management is an area where major efforts are needed. Volunteer management is currently part of the human resource, volunteer and training division, which has three programme staff and is largely busy with organising workshops and meetings for the national office's programme divisions. Only one national office staff member is tasked with overseeing the volunteer structure and to provide support to volunteers, but that person is multi-tasked with the result that the development of the backbone of the society takes a back seat to other pressing daily issues.
- Although there are ostensibly nearly one million volunteers on the books, few chapters and branches seem to keep membership records and there appear to be conflicting opinions on where the older volunteers (over 18 and those in university) belong, for example whether they belong to chapters or branches. In many cases, the 30 to 50-member Satgana disaster response teams are the only truly active branch volunteers. This issue was highlighted during the organisational development strategic planning workshop in March and the draft volunteer management strategy (2005-2009) now calls for a complete review of the whole volunteer structure.

4. *Management support and training*

Management training

- 40 participants from 21 branches in the Central Kalimantan, Gorontalo and Bangka-Belitung chapters took part in a basic management training course in Jakarta at the end of June. The curriculum used was partly a compilation of training modules used in various other training sessions, while several new ones were developed, particularly relating to management, team building, project planning, volunteer management, and monitoring and evaluation, based on materials, policies and handbooks developed by the Federation. This workshop was also supported by the Netherlands Red Cross. Two more Federation-funded management workshops are planned later in the year.

Training standardisation ([click here](#) to view a photograph on this activity)

- Over the last couple of years, work has been ongoing to standardise PMI's extensive training activities, that is to seek ways to ensure that any and all training meet certain quality standards, and that training provided across the country is as uniform as possible. In April, this work was taken a long way during a national Federation-funded workshop where each sector defined its training needs and curriculum for training workshops in the various fields. Many of the training modules already exist and have been used successfully, while others are in need of revision and upgrade. This work, led by the PMI's human resource, volunteers and training division, is to continue in the coming months and is expected to be finalised by the end of the year.

Finance development

- A welcome visit by the regional finance development delegate in June helped the delegation and PMI to further identify weak elements in the national society's finance system and structure. Following the visit and subsequent mission report, the delegation has made some changes to the transfer of funds to PMI. The visit confirmed the approach taken in a draft finance development plan, which is being developed by the delegation and PMI's able head of finance division. The delegation continues to explore the possibility of recruiting a short-term finance development delegate or consultant to work with PMI and to start implementation of the finance development plan.

Organisational development division

- PMI's organisational development division continues to be understaffed with low capacity despite constant encouragement by the delegation to institute management reforms and changes in personnel. At the end of the reporting period the recruitment of additional capable programme staff had commenced and PMI's legal advisor had been moved into the division while retaining his tasks of coordinating the statute revision and providing legal advice to the secretary general and board on issues related to the emblem and national Red Cross legislation. It is now expected that at least two new programme officers will be recruited by mid-August and one recruited on a short-term basis to computerise all files, including records on chapters and branches.
- During the reporting period the division's computers and other basic equipment were upgraded.

Communications division

- The delegation provided support to the communications division in designing new job descriptions for staff and in the recruitment of a new web editor. PMI's website has only been sporadically updated over the last year or so, partly due to an internal conflict over management of the website. This issue has now been resolved. A decision was made to continue to outsource the hosting of the website, while expanding its server capacity and thus enabling the installation of uniform e-mail addresses for all staff. This will involve changing the website's URL address from www.palangmerah.org to www.palangmerah.org.id and thus identifying the site as Indonesian.
- PMI celebrated World Red Cross and Red Crescent Day and the international Blood Donor Recruitment Day with a well attended gathering in a public park (8 May) and a seminar on blood donor management in its new training centre in the national office. The Federation provided financial and technical support to both events, which were well covered by national media.
- During the reporting period the division's computers and other basic equipment were upgraded.

Regional organisational development forum

- The delegation supported the participation of the head of organisational development division to take part in a meeting of the *Regional Organisational Development Forum* in Malaysia. For various reasons, this was the first time the head of division had participated in the forum and found it most useful.

Impact

- Increased sectoral cooperation within PMI has created a sense of momentum among staff and volunteers and is already showing signs of better coordination and more consistent programming.
- The favourable funding situation this year allows for an opportunity to bring more provincial staff and volunteers into the decision making and direction setting process, as is evident in the wide consultation practised during the ongoing statute revision, the strategic planning process and the newly initiated comprehensive assessments.

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- The use of accepted planning tools and methodologies during this process continues to improve the society's planning capacities and skills.

Constraints

- The overall capacity of PMI's national staff is stretched. A lack of planning culture and follow up on decisions and initiatives often translates into last minute rush and less than perfect performance.
- Lack of leadership - and even participation - from the national board. It is hoped that following the national assembly in December PMI will have a more active board.

Coordination

- Gradually, there is increased cooperation between sectors in the national office and a growing awareness of the need for improved cooperation and coordination. Regular movement coordination meetings are commencing again after a break since March due to a heavy workload. There continues to be good and productive cooperation with the ICRC and the Australian, Danish and Netherlands Red Cross Societies.

Implementation and Management

National Societies	Activities April – June 2004.
Australia	Following the Bali bombing in October 2002, the Australian Red Cross (ARC) works with the Bali chapter and its branches in disaster management, health, and capacity-building. ARC is also supporting the Federation's regionally recruited disaster management delegate. Through the ARC, AusAID provides valuable support to the Federation's disaster management and capacity-building programmes.
Great Britain	British Red Cross (BRC) supports the 2004 Indonesia Appeal, specifically the disaster management programme. BRC also supports the Federation's regionally recruited disaster management delegate.
Denmark	Danish Red Cross (DRC) is running three bilateral CBDP projects (South Sulawesi, Lampung and West Sumatra) with two DRC delegates. The projects are coordinated by a central working committee including PMI, ICRC and the Federation.
Netherlands	In 2003, the Netherlands Red Cross (NLRC) commenced a four-year bilateral CBFA programme in Indramayu, West Java, and Singkawang, West Kalimantan. A service agreement between the Federation and NLRC is in place. NLRC also provides four-year support to the Federation's 2003 Appeal for the organisational development, disaster preparedness and humanitarian values programmes, focusing on capacity building. NLRC further supports the disaster management delegate.
Norway	Delegate support as well as support to the organisational development, disaster management and health and care programmes.
Japan	The Japanese Red Cross Society supports the disaster management and the HIV/AIDS programmes in 2004.
Sweden	Swedish Red Cross supports the disaster management and organisational development programmes as well as delegate costs for the regionally recruited disaster management delegate.
Iceland	Full funding for the organisational development delegate in Indonesia.
Singapore	Singapore Red Cross has started up three watsan projects in three districts in Sumatra.
External support	
DFID	DFID is supporting the health and care and organisational development programmes.

Coordination

- In line with Strategy 2010, the delegation has increased its focus on coordination in the second quarter of 2004. The coordination responsibilities have clearly reflected the added value of the Federation's Secretariat for PMI. For the delegation, the added value is about ensuring effective and cohesive assistance to PMI's strategic priorities. Building the accountability and reliability of PMI as the largest and most important humanitarian organisation in the country remains one of the main targets for the Federation delegation in Indonesia.

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- The Federation presence in Indonesia is also centred on supporting PMI's development and activities, in line with the society's strategic priorities, though without direct operational participation. 2003 saw new bilateral programmes in six chapters – supported by the Danish, Australian and Netherlands Red Cross societies. In line with the Federation's status agreement with the Indonesian government, the delegation assists in this process as facilitator and coordinator. The delegation has formal service agreements with all partner national societies.
- Two Movement coordination meetings were held during the reporting period, where all partners sat to coordinate 2004 working plans.

Representation

- The Federation's delegation in Indonesia continues to seek to develop more effective advocacy, communications and external relations. In the second quarter of 2004, the delegation has continued to advocate Red Cross and Red Crescent principles and values in various international and national forums like UNICEF, WHO, OCHA, ECHO, USAID, AusAID and while visiting various foreign missions.
- Discussions and information about Red Cross and Red Crescent activities aim at increasing government understanding and acceptance of humanitarian values.

Governance support

- The overall goal for PMI is to become a well functioning society, able to mobilise support and carry out the humanitarian mission, addressing the needs of the most vulnerable in Indonesia. The Federation's support to achieve this goal has been through strategic guidance and technical assistance, such as facilitating the development of the new five-year strategic plan, which is to be adopted by the national assembly later this year.
- Improving governance and management skills and capacities at national, chapter and branch levels is one of the main targets of the strategic planning process.

Delegation management

- The Federation continues its long standing support to PMI by advising and assisting the society in its general operational and institutional management, including the process of capacity building. The delegation continues to attract and coordinate international support for PMI's humanitarian operations.
- Further support will be provided to develop capacity at national, chapter and branch levels to manage, monitor, evaluate and directly report to partners on programme development and funding received from partner national societies through the Federation, the ICRC and other partners.
- In line with the CAS framework, the delegation has continued to facilitate implementation of bilateral programmes supported by partner national societies. The cooperation within the Movement has been further improved in 2004. Regular meetings with all partners are held.
- In its reduction plan, the delegation has reviewed recruitment policies for delegates and local staff, with the target to decrease the number of international delegates during 2005. Training of local staff to ensure an appropriate socio-cultural induction period for delegates has started in 2004.

Progress/Achievements

- The CAS 2004-2006 Memorandum of Understanding between all partners was signed on 8 May.
- A coordination meeting of all partners was held harmonising the cooperation within the Movement in Indonesia.
- Several meetings were held with the Indonesian government before and during different emergency operations.
- Appeal 2004 is more than 110% funded.
- Federation delegates have visited the American, Australian, Chinese, Norwegian, Danish and Japanese embassies in Jakarta as part of the ongoing efforts to improve and maintain good external relations.

Constraints

No major constraints.

[Contributions list below; click here to return to the title page and contact information.](#)

APPEAL No. 01.64/2004

PLEDGES RECEIVED

31/08/2004

DONOR	CATEGORY	QUANTITY	UNIT	VALUE CHF	DATE	COMMENT
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CASH

REQUESTED IN APPEAL CHF ----->				1,458,831	TOTAL COVERAGE 131.6%	
CASH CARRIED FORWARD				97,300		
AMERICAN - GOVT/USAID		50,000	USD	63,325	01.03.04	DISASTER MANAGEMENT
AUSTRALIAN - GOVT		38,760	USD	49,361	07.04.04	DISASTER MANAGEMENT, NABIRE EARTHQUAKE
AUSTRALIAN - RC		10,000	USD	12,735	07.04.04	DISASTER MANAGEMENT DELEGATE
AUSTRALIAN - GOVT		500,000	AUD	465,750	20.05.04	
AUSTRALIAN - GOVT		660,000	AUD	594,330	20.05.04	DISASTER MANAGEMENT/ RESPONSE, ORGANISATIONAL DEVELOPMENT
BRITISH - GOVT/DFID GRANT 2004				90,000	29.01.04	HEALTH, DEVELOPMENT
NETHERLANDS - GOVT/RC		68,600	EUR	108,079	12.03.04	DISASTER MANAGEMENT DELEGATE
NETHERLANDS - GOVT/RC		120,000	EUR	183,480	28.06.04	DISASTER MANAGEMENT DELEGATE
SWEDISH - GOVT		485,000	SEK	81,723	26.03.04	DISASTER MANAGEMENT PROGRAMME
SWEDISH - GOVT		165,000	SEK	27,803	26.03.04	ORGANISATIONAL DEVELOPMENT
SUB/TOTAL RECEIVED IN CASH				1,773,886	CHF	121.6%

KIND AND SERVICES (INCLUDING PERSONNEL)

DONOR	CATEGORY	QUANTITY	UNIT	VALUE CHF	DATE	COMMENT
ICELAND	DELEGATES			73,200		
NORWAY	DELEGATES			73,200		
Note: due to systems upgrades in process, contributions in kind and services may be incomplete.						
SUB/TOTAL RECEIVED IN KIND/SERVICES				146,400	CHF	10.0%

ADDITIONAL TO APPEAL BUDGET

DONOR	CATEGORY	QUANTITY	UNIT	VALUE CHF	DATE	COMMENT
SUB/TOTAL RECEIVED						
				0	CHF	

Appendix



Putting up awareness posters.
([Click here](#) to return to the report)



Woman in South Sulawesi whose home was destroyed in a landslide. ([Click here](#) to return to the report)



Participants in the training standardisation workshop in Puncak, Java, in April. ([Click here](#) to return to the report)