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Indonesia Annual Report 2013

 International Federation
of Red Cross and Red Crescent Societies

MAAID002

30 April 2014

**This report covers the
period 1 January 2013
to 31 December 2013**

*Participants show their violence
prevention campaign poster during
a workshop conducted by PMI in the
5th national volunteers gathering,
Selorejo Malang, East Java,
June 2013*

Photo: Ahmad Husein / IFRC



Overview

The political and socio-economic stability of 2012 continued throughout 2013 and there were no developments which significantly affected the operating environment of PMI (Palang Merah Indonesia – the Indonesian Red Cross) or the International Federation of Red Cross and Red Crescent Societies (IFRC) Indonesia country office. There were no national natural disasters requiring international assistance. The security situation was generally conducive, with no major terrorist events and the capture or shooting of some small groups of suspected terrorists by the anti-terrorist detachment of the police. Fears of violence associated with the more than 150 local legislative and leadership elections held in 2013 proved generally unwarranted.

Corruption and its eradication continued to dominate the headlines. The (former) minister for sports and youth and the (former) head of the constitutional court were among the highest profile figures detained and charged by the corruption eradication commission in 2013.

For PMI one highlight of 2013 was the holding of its five-yearly national volunteer gathering. This took place in June, in Selorejo, East Java. Almost 2,400 volunteers from all of Indonesia's 33 provinces took part. They were joined by 52 representatives from 14 sister National Societies for a week of activities focussing on friendship, social service, violence prevention and entrepreneurship. The other headline event was the PMI mission to assist victims of Typhoon Haiyan in the southern Philippines from November 2013 to January 2014. Some 30 volunteers and staff, together with hundreds of tons of relief items, water and sanitation equipment, amphibious vehicles and a helicopter air ambulance were mobilized. The relief distribution, provision of clean water and medical services carried out by this PMI team were highly appreciated by both the Philippine Red Cross and the IFRC president. PMI also mobilized three staff for regional disaster response teams. The IFRC country office provided two staff on loan to the Philippines country office - one logistics and one finance.

The absence of national level natural disasters does not mean that Indonesia and PMI were not affected by disasters in 2013. PMI headquarters disaster operations centre recorded 186 natural disasters in 128 districts. The most common were floods (37 per cent), whirlwinds (18 per cent) and landslides (12 per cent). PMI headquarters supported its local units to respond to 59 of these with relief goods, logistics support and operational equipment, reaching a total of 144,095 beneficiaries and spending a little over CHF2 million. Two requests for IFRC Disaster Response Emergency Funds (DREF) were made to respond to severe flooding in and around the capital, Jakarta, in January 2013 and a 5.6 scale earthquake which caused severe damage to Central Aceh province in July. For both DREF operations, funding totalled CHF532,000 and expenditure CHF468,000.

The decline in partner National Society support mentioned in our 2012 report saw the number of partner National Societies supporting PMI decrease from 12 in December 2012 to seven in January 2014. A further decrease of at least two partner National Societies is anticipated in 2014. This brings the future of PMI's community-based risk reduction or resilience work into question. At the same time, however, three alternative streams of income support became available. This is discussed in more detail in the section below.

Finally, revision of the IFRC Indonesia Long Term Planning Framework 2012 – 2015 was completed in October 2013 and the revised framework is used in this report.

Working in partnership

The reduction in partner National Societies' support for PMI in 2013 is expected to continue in 2014. In December 2012, 12 partner National Societies supported 29 programmes working in 91 districts in 20 provinces, and funded the salaries of 40 headquarters personnel and 187 PMI staff at chapter and branch level. In January 2014, seven partner National Societies supported 15 programmes working in 53 districts in 13 provinces, and funded the salaries of 20 headquarters and 99 chapter/branch PMI staff. Approximate projected figures for January 2015 are 2 – 4 partner National Societies, 3 – 8 programmes, in no more than 20 districts and funding far fewer PMI staff salaries. The community-based risk reduction projects supported by these partner National Societies represent a significant proportion of all of PMI's non-disaster response services and the future of this work, which is not a priority of the current leadership, is uncertain.

German Red Cross and French Red Cross supported projects were completed in December 2012. Project evaluations were carried out in early 2013 and both organizations closed their country offices in June 2013. Norwegian Red Cross supported programmes were completed in March and April 2013 and their country office was closed in July. Belgian Red Cross and Danish Red Cross supported projects were completed towards the end of 2013 and both organizations closed their country offices in December, after project evaluations had been completed.

At the same time three new sources of partnership funding support were developed during the year. In late 2012, CHF2.44 million was allocated to PMI through the IFRC tsunami legacy fund subject to a proposal for implementation complying with the funding provisions. This proposal was developed by the PMI planning bureau and the IFRC country office in 2013 with guidance from the PMI secretary general and several rounds of feedback from the IFRC regional and zone offices. It was approved in the first quarter of 2014. This funding will be used to strengthen PMI disaster response capacity through formation of local and regional teams of *Satgana* disaster response specialist volunteers and a national disaster response surge capacity team, enhance PMI water and sanitation emergency response unit, improve capacity to access and manage disaster response contingency funding and procurement of relief goods. It will also be used to develop a nation-wide network of PMI community representatives to promote two-way communication between PMI and communities and PMI support for community-based resilience building initiatives.

Indonesia was selected as one of the target countries for a flood resilience project supported by Zurich Insurance Group under the auspices of a global agreement with IFRC. The project in Indonesia will be a tripartite initiative in which the company will take an active part in project planning and management, with PMI and IFRC, leveraging its flood related technical capacity to complement that of PMI and IFRC. Zurich Insurance envisages a project lasting up to five years with impact at scale. A project planning team with representatives from each organization was established in the second half of 2013 and tasked with producing plans for an initial pilot phase by the end of January 2014. A key challenge for this group has been identifying operational modalities which can accommodate the differing organizational cultures of the three partners while meeting requirements for rapid planning and implementation at scale. Though plans for the pilot phase were not completed at the end of 2013, an initial focus on river catchment areas affecting greater Jakarta, Bandung and Central Java is likely.

The third new source of partnership funding for PMI is a grant from Singapore Red Cross of two million Singapore dollars for construction of the fifth and sixth of PMI's planned six regional warehouses and disaster response hubs in Central Java and South Kalimantan, an operations command post for Mount Merapi in Central Java and improvements to PMI's East Java training centre.

In each case the principal challenge for PMI is establishing project management capacity commensurate with the scale and reporting requirements of each project without the supplementary management support from partner National Society staff which has been a feature of partner National Society supported projects.

Partner	Disaster response	DRR	Health	Water & Sanitation	OD	PV & HD	YABC	Training	RM/PMER
Multi-lateral partner National Societies through IFRC									
Norwegian Red Cross	✓	✓							
Other multi-lateral partners through IFRC									
AusAID	✓								
Zurich Insurance		✓							
Bi-lateral Partner National Societies									
American Red Cross	✓	✓	✓		✓			✓	✓
Australian Red Cross	✓	✓			✓	✓			
Belgian Red Cross	✓	✓			✓				
Canadian Red Cross	✓	✓			✓	✓			
Danish Red Cross		✓			✓				
Hong Kong branch of the Red Cross Society of China		✓	✓						
Italian Red Cross							✓		
Japanese Red Cross Society	✓	✓			✓				
Netherlands Red Cross		✓		✓					
Norwegian Red Cross	✓	✓			✓		✓		
Spanish Red Cross		✓	✓	✓					

Progress towards outcomes

Business Line 2: To grow Red Cross Red Crescent services for vulnerable people

Outcomes/Outputs/Indicators	Baseline	LTPF 4-year target	Actual this year	Actual to date
Outcome 1 PMI at provincial, district, and community level is better prepared to respond to disasters				
Output 1.1				
<ul style="list-style-type: none"> PMI has the regional infrastructure and relief stocks, human resource capacity, supporting policy framework and national and regional surge capacity teams to ensure disaster-affected communities receive timely and appropriate relief assistance [TL¹ BL2 stock/SRCS² construction] 				
Indicators	Not available (NA)	10%	Reliable data not available ³	NA
<ul style="list-style-type: none"> Percentage annual increase in actual stocks versus target in regional warehouses 	NA	5%		
<ul style="list-style-type: none"> Percentage of relief stock passed expiry date in annual stocktake 	0	3	2 new, 3 revised	2
<ul style="list-style-type: none"> PMI has developed guidelines and regularly updated databases for the management of its warehouses, assets and fleet 	0	6	NA TL 2014-15	0
<ul style="list-style-type: none"> 6 regional <i>Satgana</i> (specialist disaster response) teams and a national disaster management team (NDRT) have been established to provide surge capacity for effective response to medium and large disasters [TL BL2] 	0	750	42	42
<ul style="list-style-type: none"> Number of new <i>Satgana</i> per year [TL BL2] 	0	25	5	5
<ul style="list-style-type: none"> Number of provinces out of 33 provinces with <i>Satgana</i> teams [TL BL2] (10 teams) 	0	5	0	0
<ul style="list-style-type: none"> Number of regional <i>Satgana</i> support teams [TL BL2] (1 team) 	0	20	6	6
<ul style="list-style-type: none"> Number of members NDRT [TL BL2] (10 members) 				
Output 1.2				
<ul style="list-style-type: none"> Improved PMI disaster response communications infrastructure and human resource capacity at all levels improves two-way communication between PMI headquarters and chapters, branches and communities [TL BL3 community representative network] 				
Indicators	0	40	NA TL 2014-15	0
<ul style="list-style-type: none"> Number of <i>Posko</i> (disaster operations centre) with communication links to local disaster management (BPBD), search and rescue and meteorological (BMKG) agencies and community representative network 	0	150	15	15
<ul style="list-style-type: none"> Number of community representatives 	0	1		0
<ul style="list-style-type: none"> System for two-way communications on disaster occurrence and response between PMI and community representatives established 	NA	90%		0
<ul style="list-style-type: none"> Number of, timeliness and quality of DMIS reports (% posted within 12 hours of disaster) 				
Output 1.3				
<ul style="list-style-type: none"> PMI water and sanitation emergency response team (ERT) has the staff capacity and equipment to carry out effective and efficient water and sanitation activities in disaster responses and to train local volunteers 				
Indicators	NA	90%	30%	30%
<ul style="list-style-type: none"> Percentage of deployments within 48 hours of deployment instruction 	NA	60	88	88
<ul style="list-style-type: none"> Number of active water and sanitation volunteers 				

¹ TL = PMI tsunami legacy project. Outcomes and outputs are included in the LTPF but implementation will not begin until 2014 because final approval for this funding has not yet been received.

² SRCS = Singapore Red Cross funding for PMI

³ Data for December 2013 show an average of 54% of target stock for three key items in PMI's six regional warehouses with this figure varying from zero to 97%. No comparable figures for December 2012 are available to us. Similarly, we have data for items passed their expiry date but these are for individual items in kits and we do not have comparable data for 2012.

Outcomes/Outputs/Indicators	Baseline	LTPF 4-year target	Actual this year	Actual to date
Output 1.4				
<ul style="list-style-type: none"> Improved access to, management of and reporting for disaster response contingency funding for local-scale disasters increases the speed, effectiveness and scale of PMI responses to small and medium local disasters [TL BL2] 				
Indicators				
<ul style="list-style-type: none"> Amount allocated by PMI to disaster response contingency fund 	0 NA	15,000 24	NA TL 2014-15	0 0
<ul style="list-style-type: none"> Number of hours between occurrence of disaster and disbursement of contingency funding 	0	30	9	9
<ul style="list-style-type: none"> All 33 chapters have at least one contingency plan for one or more hazards and steps have been taken to address problems and gaps identified in simulations and table-top exercises (TTX) 	0 0	10 5	10 2 (Java)	10 2
<ul style="list-style-type: none"> Number of contingency plans updated each year Number of simulations and TTX 				
Outcome 2				
The effectiveness of PMI disaster response and recovery is enhanced through development of clearer policies and Movement partner surge capacity support				
Output 2.1				
<ul style="list-style-type: none"> PMI has formulated and disseminated its broad response and recovery road maps which document strategies, operational mechanisms and capacity building priorities. These are supported as appropriate by IFRC 				
Indicators				
<ul style="list-style-type: none"> Number of road maps completed 	0	2	2	2
<ul style="list-style-type: none"> Number of SOPs for response and recovery ratified 	0	2	0	0
<ul style="list-style-type: none"> Number of capacity building initiatives 	0	2	0	0
Output 2.2				
<ul style="list-style-type: none"> Provision of Movement surge capacity support for medium and large PMI disaster response operations commensurate with the scale of the disaster 				
Indicators				
<ul style="list-style-type: none"> Number of documents written to access and report on IFRC emergency disaster response funding (e.g. DREF) and personnel. 	NA	No target	2 DREF	2 DREF
<ul style="list-style-type: none"> Total value of IFRC resources generated. 	NA	No target	CHF 525,584	CHF 525,584
[No baseline or targets for these indicators as they are dependent on occurrence and scale of disasters]				

Comments on progress towards outcomes

Construction of the fifth and sixth of PMI's six regional warehouses and disaster response hubs, in the provinces of Central Java and South Kalimantan, began in the last quarter of 2013, following the signing of an MOU for a grant of SGD 2 million (about CHF 1.4) from Singapore Red Cross. This funding will also be used to construct a Mount Merapi operations command post in Central Java and improvements to the PMI East Java training centre. IFRC tsunami legacy funding will be used to procure relief stocks for these warehouses in 2014 – 15. This funding will also be used to significantly enhance PMI's disaster response human resource capacities.

Throughout 2013 IFRC provided technical and financial support for improved PMI logistics and supply chain management. This included revision of training curricula followed by training courses for logistics and warehouse management, fleet management, fork lift operation, safe driving, and a logistics training of

trainers. Financial support was provided for an annual stocktake for PMI's regional warehouses. *Posko* (disaster response operations centre) management guidelines were also reviewed. To supplement and build PMI's fleet management capacity, IFRC seconded an experienced IFRC fleet manager to the PMI general affairs bureau and funded the salary of a PMI fleet management assistant for nine months.

To help improve preparedness, IFRC supported enhanced contingency planning and plans through workshops and training. To test plans IFRC also supported PMI in-house simulation exercises and PMI participation in national and international simulation exercises, especially those for the predicted West Sumatra mega-thrust disaster. In addition, IFRC supported workshops on community-based early warning systems, integrated disaster planning and a national disaster management committee meeting.

IFRC supported an inventory exercise of PMI's water and sanitation emergency response unit equipment which included an assessment of equipment maintenance and replacement needs. This revealed that some pieces of equipment are damaged beyond repair and that others are not in working condition but can be repaired. It also revealed that the water purification equipment comes from a wide range of manufacturers, which complicates maintenance. In future greater standardization is planned. Funding for repair and replacement of this equipment is included in PMI's tsunami legacy project proposal.

In the area of improved disaster response policies, IFRC, with Australian Red Cross, supported a PMI recovery planning workshop and facilitated recovery technical support for PMI from the IFRC Asia Pacific zone office. This event saw board level approval for further support for delivery of clearer PMI recovery and transitional shelter strategies and policies. However, little has been done in this regard since the workshop. One significant element within recovery work done by PMI to date is transitional shelter. A final evaluation of a Danish Red Cross supported preparedness for transitional shelter project in East Java, implemented in 2012- 2013, noted that a key issue for PMI is that, although the Red Cross Red Crescent Movement in Indonesia has extensive experience of implementing transitional shelter projects since the 2004 Tsunami, and despite this Danish Red Cross supported project, most Movement transitional shelter expertise remains outside PMI and is in danger of being lost to PMI.

PMI's requests for international surge capacity assistance in 2013 were confined to two DREF appeals, for the Jakarta floods in January and the Central Aceh earthquake in July. In both cases preparation of the DREF requests took almost two weeks and actual expenditure showed variance from the original budgets. Reporting required quite substantial IFRC support. The head of the PMI disaster management division agrees that while PMI is very good at implementing responses, it is not as good at 'writing' particularly in the context of reporting. This is an area for potential future support.

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

Outcomes/outputs/Indicators	Baseline	LTPF 4-year target	Actual this year	Actual to date
Outcome 1				
To promote continuity of PMI's community-based programming as support from PNS decreases, PMI branches are supported to implement community-based resilience initiatives				
Output 1.1 Development of and training associated with policies, SOPs, IEC and other supporting materials for locally resourced community safety (CSR) and resilience and climate change adaptation programmes (CCA) [TL BL3 training infrastructure]				
Indicators				
• Number of materials produced	0	2	2	2
• Number of people trained	NA	30	0	0
• Number of training events held at PMI training centres, with focus on Jatinangor centre for Tsunami Legacy (TL) reporting	0	5	1	1

Outcomes/outputs/Indicators	Baseline	LTPF 4-year target	Actual this year	Actual to date
Output 1.2 Development and maintenance of a nation-wide PMI community representative network contributes to improved community preparedness and resilience and two way communications (beneficiary communications) between PMI at all levels and communities [TL BL3]				
Indicators <ul style="list-style-type: none"> Number of PMI community representatives (50) Number of mitigation and resilience initiatives originating from community representatives facilitated by PMI units (5) 	0 0	150 15	NA TL 2014-15	NA
Output 1.3 Development and implementation, in partnership with Zurich Insurance, of a five- year and up to CHF5 million, community-based flood preparedness and resilience programme which: <ul style="list-style-type: none"> enhances community flood resilience at scale enhances the effectiveness of disaster risk reduction solutions develops and promotes knowledge and expertise on floods influences the disaster risk reduction policies of decision makers and donors 				
Indicators This project is still being developed so indicators are indicative only: <ul style="list-style-type: none"> Number of communities reached Number of community volunteers trained Number of case studies published Planning of pilot phase is on-going. Target for completion January 2014, thus no baseline or targets yet.	Agree to target 7 villages; all details to be advised.	TBD		
Outcome 2 More integrated and effective PMI emergency and non-emergency health programming				
Output 2.1 PMI has an effective national emergency health capacity that provides rapid and appropriate water and sanitation, ambulance, first aid and epidemic health services in disasters and crises				
Indicators <ul style="list-style-type: none"> Tiered first aid qualification established and used to certify qualified trainers at all levels Number of people trained nationally in the use of the specialized first aid approach Number of first aid trainers qualified and certified at each level Inventory of PMI ambulances and trained operators developed and updated at least annually Standard approach to ambulance service delivery documented, disseminated and implemented Contingency plan for localized epidemic in a densely populated area developed Number of simulations and TTX to test contingency plans (1) Guidelines and regularly updated database for water and sanitation assets and human resources in place (1 guideline) 	0 0 0 0 0 0 0 0	1 15 20 1 1 1 1 1	0 0 8 Survey complete 0 1 0 Asset survey complete	0 0 12 See actual this year 0 1 0 0
Output 2.2 PMI public health capacity is strengthened in priority areas of community-based first aid, healthy lifestyle and non-communicable disease (NCD) control in schools, workplaces and communities				
Indicators <ul style="list-style-type: none"> Number of materials produced and disseminated Number of people involved in NCD awareness activities 	0 0	4 Not specified	NCD module translated 135	NCD module translated

Outcomes/outputs/Indicators	Baseline	LTPF 4-year target	Actual this year	Actual to date
Output 2.3 PMI has sufficient psychosocial support (PSP) trainers and volunteers to meet needs in disaster response and community-based programmes				
Indicators				
• Number of new PSP trainers	NA	15	0	0
• Number of new PSP volunteers	NA	75	25	25
Outcome 3 33/120 nation-wide local unit capacity building programme The capacity of PMI provinces and districts to deliver appropriate services through sustainable volunteer based units is improved through use of a nation-wide capacity building framework with key performance indicators for well-functioning chapters and branches and a capacity building needs assessment tool administered bi-annually				
Output 3.1 Documentation and dissemination of key performance indicators (KPI) for well-functioning province and district units and bi-annual administration of a capacity building needs assessment tool provide the targets and planning mechanism for improved service delivery				
Indicators				
• Finalized guidelines for the nation-wide capacity building ratified by PMI board	0	1	Draft guideline not yet ratified but used.	Draft guideline not yet ratified but used.
• Number of provinces and districts completing the capacity building needs assessment tool [baseline is for 2012 – 13, target is not cumulative]	286	400	NA. Next round 2014.	
• Number of provinces and districts sending results to PMI headquarters [baseline is for 2012 – 13, target is not cumulative]	286	390	N/A. Next round 2014	
Output 3.2 Targeted support for identified capacity building needs is made available through innovative and cost effective mechanisms				
Indicators				
Number of capacity building support initiatives	0	14	NA. TL 2014-15	0
Outcome 4 Increased effectiveness and efficiency in PMI headquarters, chapters and branches, is promoted and supported through provision of targeted IFRC National Society Knowledge Development (NSKD) organizational development and capacity building work				
Output 4. 1 Improved PMI headquarters core management (finance, HR, IT, training) systems, capacities and competencies and effective leveraging of these to build capacity at all levels of the organisation, using the IFRC Framework for strong NS where appropriate				
Indicators				
• Return to working advance mechanism based on achievement and maintenance of compliance with PMI guidelines and 45 day limit	0	1	Achieved Q1 2014	Achieved Q1 2014
• PMI accounting guidelines completed and ratified	0	1	Drafted but not ratified	Drafted but not ratified
• Number of published (at least at annual general meetings) and audited annual and emergency response financial reports	0	2	0	
• PMI has a company regulation ratified by Ministry of Manpower	0	1	0.9	0.9
• PMI has a staff code of conduct	0	1	0	1
• Automated payroll system in use	0	1	1	0
• Centralized national training management capacity to improve training resource allocation in place with:	0	1	0	1

Outcomes/outputs/Indicators	Baseline	LTPF 4-year target	Actual this year	Actual to date
<ul style="list-style-type: none"> ○ accurate database of trainers, people trained, trainer mobilizations ○ training needs plans ○ annual training calendar 	0	1	0	0
<ul style="list-style-type: none"> • Number of PMI personnel registering for and completing Learning Platform courses 	0	50	33	33
<ul style="list-style-type: none"> • Number of PMI personnel physically or virtually attending IFRC events and participating in IFRC networks 	6	10	12	12
<p>Output 4.2 PMI planning, monitoring, evaluation and reporting (PMER) systems at all levels are more integrated, better aligned with the timelines of current and potential partners and more results-based. Research and evaluations support quality assurance mechanisms and provide an evidence-base for strategic and operational planning and PMI participation in Movement policy and practice discourse.</p>				
<p>Indicators</p> <ul style="list-style-type: none"> • Month in which PMI national headquarters annual work plans and budgets are completed • Number of Federation-wide databank & reporting system (FDRS) proxy indicators for which PMI provides data on time • Annual and project reports produced by PMI • Number of pieces of research/evaluations in diverse areas of PMI's work completed 	<p>March, working year</p> <p>0</p> <p>0</p> <p>1</p>	<p>December year -1</p> <p>5</p> <p>1</p> <p>3</p>	<p>February 2013</p> <p>3, but data not accurate</p> <p>0</p> <p>5 (all by PNS)</p>	<p>February 2013</p>
<p>Output 4.3: PMI benefits from provision of appropriate organizational development, governance and leadership development support from the IFRC country office</p>				
<p>Indicators</p> <ul style="list-style-type: none"> • PMI strategic plan 2015-2019 produced and ratified by General Assembly • PMI statutes revised and evaluated as more compliant by the Joint Statutes Commission (JSC) • Improved governance versus management roles developed by new board in 2015 • Movement induction for new board members conducted • Evaluation of IFRC support to PMI under LTPF (early 2015) • Tsunami Legacy project implemented and objectives achieved • PMI have established a governance level dashboard monitoring system 	<p>0</p> <p>0</p> <p>0</p> <p>0</p> <p>0</p> <p>0</p> <p>0</p>	<p>1</p> <p>1</p> <p>1</p> <p>1</p> <p>1</p> <p>1</p> <p>1</p>	<p>Process initiated</p> <p>0</p> <p>NA</p> <p>NA</p> <p>NA</p> <p>NA</p> <p>0</p>	<p>Process initiated</p> <p>0</p> <p>0</p> <p>0</p> <p>0</p> <p>0</p> <p>0</p>
<p>Output 4.4 Improved volunteer protection, promotion and recognition and increased volunteer and youth participation/engagement in PMI's work at all levels is promoted and supported using Movement strategies, policies, initiatives and examples</p>				
<p>Indicators</p> <ul style="list-style-type: none"> • Number of volunteers and PMR (Youth Red Cross) members [No target, depends on programme needs. No reliable baseline] • Number of volunteers covered by IFRC global volunteer insurance • Review of PMR conducted and recommendations for modernization made • Number of regional or international youth or volunteer forums in which PMI participates physically or virtually 			<p>Accurate data not available</p> <p>6,739</p> <p>Initiated</p> <p>3</p>	<p>-</p> <p>6,739</p> <p>-</p> <p>3</p>

Comments on progress towards outcomes

To promote development of locally-resourced community-based risk reduction initiatives to compensate for the reduction in partner National Societies' support, IFRC provided financial support for a series of workshops. These produced guidelines for multi-hazard risk reduction life skills, behaviour change communications as well as inclusion of IFRC characteristics of resilient communities, BNPB (National Disaster Management Agency) community safety and resilience indicators, the Hyogo Framework for Action and Millennium Development Goals, in revised PMI community-based programme guidelines.

Development of the Zurich Insurance group project is discussed above in the *Working in partnership* section. The broad objectives of the proposed project are: enhanced community flood resilience at scale, enhanced effectiveness of disaster risk reduction solutions, development and promotion of expertise on floods and influencing the disaster risk reduction policies of decision makers and donors. Planning of an initial pilot phase had not been completed at the end of 2013 but indicated a focus on river catchment areas in which floods occur regularly affecting the greater Jakarta, Bandung and central Java areas. PMI has indicated an initial preference for the pilot phase of the project to be implemented largely outside existing structures and systems and plan to recruit 28 new staff for the project.

Support for improved strategic planning for PMI's emergency and public health work has included long-term planning meetings for PMI's emergency and public health activities as well as psychosocial support and social services. The country office facilitated visits to Indonesia by IFRC regional and zone advisors, as well as participation of PMI health staff in IFRC regional and zone health meetings. For emergency health the focus will be on improved standardization of first aid and ambulance programmes. For the latter, a survey of PMI's ambulances and ambulance services compiled data from 138 districts in which PMI has 212 ambulances. Analysis of this data is on-going. Standardization of PMI first aid programming included an assessment of PMI first aid human resources, socialization and refresher training for 27 trainers from 26 districts and certification of eight more trainers. Two IFRC regional initiatives, non-communicable disease reduction and epidemic control, are being integrated into the American and Spanish Red Cross supported community-based health and first aid project in Wonogiri, Central Java. The water and sanitation emergency response unit equipment inventory exercise is discussed under Business Line 2. To promote PMI psychosocial support programming, IFRC provided financial support for one training course for 19 volunteers and a socialization workshop on revised psychosocial support training materials for 17 trainers.

Under the auspices of PMI's 33/120 nation-wide province and district unit capacity building initiative, a self-administered capacity assessment exercise was carried out in late 2012 and early 2013. This used a capacity assessment tool which has been refined and updated since 2008, with support from American Red Cross, IFRC and University of Indonesia. This tool is primarily a means for PMI's province and district units to analyse their own capacity as the first step in developing capacity building analysis and plans. However, the data received from 286 PMI units was analysed and presented in a useful and informative *PMI in numbers* booklet and presentation at the 2013 PMI annual general meeting in February 2013. Another assessment exercise is planned for 2014. To date it has not been possible for PMI headquarters to provide significant technical support for capacity building needs identified through this assessment, though the PMI planning bureau has provided hands on support for annual planning processes in several provinces.

The PMI finance bureau, with technical and financial support from IFRC and an external consultant, completed a draft accountancy guideline in the second half of the year but it has yet to be ratified by the board. For IFRC financial support to PMI, after being obliged to use a reimbursement mechanism to reduce losses and risk from very high outstanding working advances since late 2011, the IFRC country office is able to return to a working advance system in 2014. This is partly a result of greatly improved monitoring systems developed in 2012 – 13, and partly reflects an anticipated reduction in financial support to PMI in 2014.

The secondment of an experienced IFRC HR manager to the PMI HR bureau ended, after almost 18 months, in January 2014. This initiative was a success as a result of being able to put the right person in the right place at the right time. Two key achievements were backed by a great deal of background analysis, hands-

on mentoring of PMI HR staff and excellent communication with the PMI head of office. A computerized payroll system has been established, is in use, and has resulted in improved accuracy and efficiency. PMI's HR company regulation has been revised to make it more compliant, consistent, equitable and implementable. For the first time the PMI head of office has been convinced that it is important for PMI to comply with Indonesian Labour Law and therefore to have the revised company regulation ratified by the Ministry of Labour. This last step had not been completed when the secondment ended in December. In the background, the secondment included a comprehensive review of the many PMI policies, guidelines, and practices affecting HR management, many of them inconsistent or even contradictory, and in some cases negatively impacting on organizational efficiency and effectiveness. The seconded manager was able to provide the PMI management with an overall analysis of HR in PMI rather than the ad hoc fire-fighting approach used for many years. A PMI code of conduct has not been produced but there is now greater awareness of the benefit of having one.

Development of centralized training management capacity has been constrained by the appointment of the former head of the training unit as head of the organizational development division and absence to date of a replacement. However work has begun on certification of PMI trainers and this will support development of PMI as a provider of training services to external organizations as an income generation activity. The IFRC country office funded five training visits by the PMI headquarters resource mobilization division to PMI provinces.

Improved PMI planning, monitoring, evaluation and reporting (PMER) has received strong financial and technical support from American Red Cross. IFRC's role has been to provide hands-on technical support to the PMI planning bureau in the development of planning and reporting systems and the organizational capacity assessment tool discussed earlier. PMER is of course cross-cutting and the excellent working relationship IFRC staff have with the head of the PMI planning bureau has facilitated his valued contributions to much of the work supported by IFRC, most importantly in promoting the importance of strategic thinking about changes in PMI's partnership context and the need to plan for PMI beyond 2014. Planning and reporting was the main topic at PMI's 2013 national organizational development meeting, for which the IFRC country office provided financial support. Key topics identified included the need to synchronise PMI planning with the government's national, bottom-up planning system, the need to strengthen PMI local units in the face of declining Movement partner support and the desirability of PMI local units managing their board members rather than vice-versa.

Output 4.3 encompasses the most important parts of the IFRC country office's work in addressing the more strategic issues facing PMI. Our focus in our work with leadership and senior staff in 2013 was the need for business continuity and succession planning in preparation for an anticipated change in leadership at the PMI General Assembly at the end of 2014, and the on-going changes in PMI partnership context and portfolio. There was initially some doubt among PMI leadership of need to engage in a strategic planning process for the period 2015 – 2019, given probable change in leadership at the end of 2014. However, the current statutes oblige this board to present a strategic plan for 2015 – 2019 to the General Assembly at the end of 2014. There are also several operational reasons why PMI needs strategic guidance which goes beyond the end of 2014. These include business continuity planning, the need to provide PMI's Movement and non-Movement partners with longer term guidance on its plans and priorities for support, and to guide the new partnerships it is developing, such as that with Zurich Insurance. PMI has therefore decided to produce a 'key policies' document to present to the General Assembly. This will be drafted by a working group in PMI headquarters and is to be included in the six regional consultation meetings with PMI provinces to be held in preparation for the General Assembly.

A parallel issue is the proposed revision of PMI's statutes and by-laws. This represents an opportunity to promote improved functioning and service delivery and to establish safeguards which will prevent or alleviate the negative organizational impact of some developments which have not been adequately covered in the current statutes. This process, as with the key policies mentioned above, will be led by a working group in PMI headquarters whose proposed revisions will also be deliberated in the regional meetings.

At the same time the IFRC country office has ensure that all relevant IFRC materials are shared with the relevant PMI staff and board members, via translation and presentations where appropriate. This included preparation for PMI participation in the November 2013 Red Cross Red Crescent statutory meetings and Global Youth Conference and a presentation on the key outcomes and new framework for National Society development after the meetings.

Our work with the PMI volunteer and youth division in 2013 focussed on the desirability of a more strategically focussed direction for its work, with emphasis on PMI's youth Red Cross programme and dissemination of IFRC's youth-related strategies, policies and initiatives. Interest in a review of PMI's youth Red Cross programme has been generated and planning for it has begun. IFRC facilitated global volunteer insurance coverage for 6,739 PMI volunteers, a slight increase from 2012. IFRC supported PMI's participation in the Southeast Asia youth network. IFRC staff were asked to assist with preparation of the PMI five-yearly national volunteer gathering, held in June 2013, with emphasis on the 52 volunteers from 14 sister National Societies who attended the event. Two IFRC staff participated throughout the event to provide hands-on support to PMI colleagues.

Finally, the IFRC country office worked with a PMI colleague on all stages of the preparation of PMI's tsunami legacy proposal and of responses to it from IFRC region and zone offices.

Business Line 4: To heighten Red Cross Red Crescent influence and support for our work

Outcomes/Outputs/Indicators	Baseline	LTPF 4-year target	Actual this year	Actual to date
Outcome 1				
Effective mechanisms for dissemination of Humanitarian Values and Principles in action through horizontal and vertical communications with the Movement, the public and targeted communities are in place				
Output 1.1 Improved understanding of PMI's work through communications and Principles and Values mentoring and training by IFRC staff contribute to achievement of this goal				
Indicators				
• Number of PMI principles and values activities supported by IFRC staff)	8	10	11	19
• Percentage of improvement in knowledge and understanding of PMI and Red Cross Red Crescent Movement work	NA	30%	51.7% ⁴	
• Update at least 1 set of induction materials and methods for induction courses (for different positions/elements in PMI)	0	1	3	3
Output 1.2 Two-way communication in community-based and disaster response programmes is improved [TL BL3]				
Indicators				
• Number of beneficiary communication initiatives in PMI programmes	0	4	NA TL 2014-15	
• Number of PMI staff and volunteers involved/engaged in beneficiary communication activities	3	10		
Outcome 2				
PMI's capacity to promote social inclusion and a culture of non-violence and peace is enhanced				
Output 2.1 PMI increases the extent to which violence prevention, gender, non-discrimination and pro-disability policies and practices are promoted as cross-cutting themes in their work				
Indicators				
• Number of initiatives to integrate violence prevention, gender, non-discrimination and pro-disable practice into PMI programmes	0	3	1	

⁴ Red Cross Red Crescent Movement induction course in September 2013.

Outcomes/Outputs/Indicators	Baseline	LTPF 4-year target	Actual this year	Actual to date
(strategic and operational level) after 2013 10-steps training courses (1) <ul style="list-style-type: none"> PMI child protection policy drafted and ratified Percentage of new <i>Satgana</i> volunteers who are women [TL] 	0 NA	1 30%	Drafted TL 2014-15	
Output 2.2 PMI's profile as a trustworthy and impartial source of humanitarian assistance for vulnerable people is recognized				
Indicators <ul style="list-style-type: none"> Number of positive media reports on PMI at all levels Number of new partnerships formalized and existing partnerships renewed by PMI with corporate, government and other organizations 	NA 1	120 5	2,855 articles, 95% positive 6	2,712 11
Outcome 3 Improved legal base for PMI				
Output 3.1 A new law which strengthens PMI's legal status is passed				
Indicators <ul style="list-style-type: none"> Red Cross and Emblem law enacted by government No other organizations in Indonesia using Movement-recognized emblem 	0 1	1 0	Draft not yet enacted. One other organization is using the Red Crescent emblem.	0 1

Comments on progress towards outcomes

The country office's long-term support for PMI's communications and dissemination work continued throughout 2013. The staff member responsible for this work has been asked to facilitate sessions at almost all relevant PMI events. In addition, the Indonesian translation of the Red Cross Red Crescent guide for parliamentarians, the staff induction course and the Indonesian version of the Stay Safe booklet for volunteers were updated. One particular focus has been the use of social media as PMI is one of the most active users of these in Southeast Asia, with more than 166,000 followers on Twitter and 91,000 fans on Facebook. This included a social media workshop at PMI's national volunteer gathering. The IFRC country office supported the development of a PMI blood book Facebook application, a PMI video profile and the launch of a postage stamp to commemorate the 150th anniversary of the Movement.

A new PMI violence prevention and mitigation initiative, supported by IFRC, Australian Red Cross and Canadian Red Cross, was developed in 2013 after three PMI board members attended a '10-steps to creating safe environments' violence prevention training course in late 2012, at which they drafted an action plan. Two more '10-steps' training courses were held in April 2013, the first for PMI headquarters and Movement partner staff and the second for staff and board members from selected PMI provinces. Thereafter, violence prevention was one of the main themes of the PMI national volunteer gathering in June. In August PMI appointed a violence prevention focal point and a technical working group. While planning further activities for 2014, this group also drafted a PMI child protection pledge with assistance from the head of Canadian Red Cross Respect-Ed programme, who made several visits to Indonesia. While this pledge was needed to ensure PMI's continued eligibility for AusAID, now DFAT, funding, it is seen by many people in the organization as an important first step in integrating a child protection element into all PMI activities.

Towards the end of 2013, PMI Central Java province requested a '10-steps' training for board members and staff from their district level units which they would fund. This is an exciting initiative as Central Java is among the strongest of all PMI provinces and will provide an ideal test-bed for taking forward this violence prevention initiative at province and district levels in PMI.

In an associated initiative, following their attendance at a disability inclusion workshop by the International Committee of the Red Cross (ICRC) and a disability inclusion in Asia course run by Australian Red Cross and CBM Australia, three PMI staff have written and presented to PMI's Movement partners, action plans focusing on employing people with disabilities in PMI, public awareness and awareness and inclusion of the special needs of people with disabilities in PMI's disaster management and health work.

The draft Red Cross law had not yet been passed by the Indonesian government at the end of 2013. Two Islamic political parties remain opposed to the clauses guaranteeing PMI status as the sole Red Cross Red Crescent organization in Indonesia and this has prevented significant progress since the draft law was submitted to the government by the parliament in April 2013. There has been pressure for stronger lobbying of political party leaders by PMI board members, especially from PMI volunteers, but this has not happened. IFRC country office staff continued to provide support with colleagues from ICRC, including revision of the guide for parliamentarians mentioned above. The general consensus at the PMI annual general meeting about the law being passed in 2014 was pessimistic, given the legislative and presidential elections being held in April and July respectively, but some individuals remain optimistic.

Country office staff assisted PMI colleagues to prepare for the IFRC statutory meetings and Global Youth Conference in November and gave a presentation on the key results and the new National Society development framework for a group of PMI managers.

The PMI narrative report for 2013, presented to the annual general meeting in early 2014, recorded donations to PMI by 117 partners with a total value of just under CHF3 million.

Business Line 5: To deepen our tradition of togetherness through joint working and accountability

Outcomes/Outputs/Indicators	Baseline	LTPF 4-year targets	Actual this year	Actual to date
Outcome 1 Leadership, management and coordination are provided by the country office for partner National Societies				
Output 1.1 Provision of Support Services and coordination mechanism				
Indicators				
<ul style="list-style-type: none"> 12 monthly coordination meetings 95% shared cost recovery 	2 NA	12 100%	10 101.5% at end of November	
Outcome 2 PMI has established effective partnership management guidelines and mechanisms for its Movement partners				
Output 2.1 PMI partnership management guidelines are documented and disseminated and an effective implementation mechanism is established and maintained with IFRC support				
Indicators				
<ul style="list-style-type: none"> Number of projects developed with Movement partner support Four quarterly Movement coordination meetings hosted by PMI per year (baseline 2012) Four core programme area technical working group meetings held per year (baseline 2012) 	3 2 0	No target 4 6	5 0 0	7 2 0

Outcomes/Outputs/Indicators	Baseline	LTPF 4-year targets	Actual this year	Actual to date
<ul style="list-style-type: none"> Results of informal Movement partner satisfaction survey and partnership review meetings between PMI and Movement partner organizations Annual income from Movement partners 	NA	No target	0	0
	NA	No target	No data	No data

Comments on progress towards outcomes

The IFRC country office hosted regular monthly coordination meetings with ICRC and partner National Societies. PMI were invited to attend all of these but in most cases were not able to do so. PMI itself has not hosted any Movement coordination meetings since 2012. Provision of support services and management of shared office support costs proceeded smoothly with regular revisions to reflect the closure of partner National Society country offices and other changes. Generally positive discussions with the Indonesian government on a longer-term legal status agreement are on-going.

The drafting of PMI Movement partnership management guidelines began in the second half of 2012. It has still not been completed, though a good deal of time and effort has been spent on this initiative by a group of PMI and IFRC staff led by the PMI board member responsible for partnerships. In fact quite significant progress has been made and draft guidelines were completed in September. In October they were reviewed by a representative group of PMI stakeholders, including those from PMI provinces with extensive experience of implementing partner National Society supported projects. Meanwhile the same group has also drafted a similar document for non-Movement partners. This is to replace an earlier policy which reflected a very narrow interpretation of partners simply as donors. Decisions on the draft guidelines for Movement partners can only be made at board level but several factors are delaying these decisions and the finalization and dissemination to PMI's Movement partners. Most importantly, PMI as an institution does not have a united view on what messages it wants to give its Movement partners. Meanwhile, the role of the PMI partnership management bureau in establishing a more effective Movement coordination mechanism is needed. At present, this role is not clearly defined beyond its administrative functions to support expatriate Movement partner staff (visas) and checking legal aspects of partnership documentation.

So, while the outputs of this process are not finalized and in use, they are almost complete and could be completed with little additional effort if the organization is willing to do so. In addition, the process of drafting the guidelines has provided the opportunity for the drafting group to grapple with a range of issues related to PMI and its membership of the Red Cross Red Crescent Movement. These have included the nature of membership organizations, the benefits and responsibilities of Movement membership and the role of a secretariat in representing, rather than leading, its membership. In addition the group has had to re-examine the concepts of partnership and donor, as well as how the interpretation of these concepts affects cost recovery. It is now understood that in the past PMI has not sufficiently recovered core and indirect costs in Movement partner supported projects, mainly because these are not calculated and the concept of recovering them is not well understood.

Stakeholder participation and feedback

The IFRC country office's primary stakeholders are PMI staff, volunteers and board members. Through them IFRC works to build the capacity of PMI province, district and sub-district units to deliver services to vulnerable people throughout Indonesia. Through both formal and informal communication, the country office keeps well informed of the diverse aspirations, needs and views of the full range of stakeholders in PMI headquarters and at province level and tailors support to them. At the same time country office staff represent the views of IFRC and to advocate for these to be reflected in PMI's work where appropriate.

In 2012 Indonesia was one of three countries selected for inclusion in an Asia Pacific beneficiary communications project. Since progress resulting from periodic visits to Indonesia by the Kuala Lumpur-based beneficiary communications delegate was limited, the recruiting of a national beneficiary communications staff based in the country office was proposed and agreed. Unfortunately, at the last moment, the only candidate with the experience necessary to ensure effective achievement in the limited one-year time frame accepted another job offer. It was reluctantly agreed that no other candidate could be usefully appointed.

Key Risks or Positive Factors

Key Risks or Positive Factors	Priority High Medium Low	Recommended Action
Positive factors		
<p>New PMI partnerships and streams of funding</p> <p>PMI have now secured approval for their Tsunami Legacy funding. This will enable PMI to improve its disaster response capacities at local, regional and national levels. That there are less than two years for completion of this project is a concern. However, there have recently been indications that the project implementation period may be extended beyond the end of 2015, as securing approval of funding for several other National Societies has also taken longer than expected.</p> <p>Selection of PMI for inclusion in the global partnership between Zurich Insurance and IFRC represents an opportunity to provide continued stimulus for PMI's community-based risk reduction programming to compensate, to some extent, for the reduction in support from partner National Societies.</p> <p>Funding totalling SGD 2 million from Singapore Red Cross will enable PMI to complete its network of six regional disaster response warehouses.</p>	<p>H</p> <p>H</p> <p>H</p>	<p>PMI will need support from the country office in order to comply with IFRC reporting requirements. There is no tsunami legacy budget for this. IFRC country office funding for 2014 is limited and thereafter uncertain.</p> <p>This project has not been widely disseminated in PMI headquarters and aspects of what has been planned to date have given rise to concerns in several parts of the organization.</p> <p>The country office should make all possible efforts to assist the PMI leadership in more widely promoting dissemination and participation from the planning, partnership, disaster management and organizational development functions in PMI.</p>
<p>Strategic planning and consultative process</p> <p>After a period of uncertainty for most of 2013, the need to produce a strategic plan, even if labelled 'Key Policies', rather than strategic plan, was acknowledged in late 2013. This will be part of six regional consultations described below.</p> <p>At the annual general meeting in early 2014 it was agreed that preparation for the December 2014 PMI General Assembly will include six regional consultation meetings to be held between March and September. These will deliberate the proposed revision of PMI statutes, the 'Key policies' for 2015 – 19, and the report</p>	<p>H</p> <p>H</p>	<p>Key PMI staff have the IFRC strategic planning guidance documents. If requested, two country office staff will join PMI colleagues in the planning process.</p> <p>Country office national staff should attend these meetings to monitor the views of PMI provinces.</p>

<p>of the present board to the General Assembly. These meetings should ensure greater consultation with PMI provinces than has sometimes characterised the leadership style of the current national board.</p>		
<p>Improved PMI planning</p> <p>The PMI planning bureau continues to be a driving force for improved planning and reporting. It has also made a significant contribution to more strategic thinking in the organization in several areas. Other PMI divisions and bureau have increasingly sought the participation of the bureau in their activities, as have PMI provinces.</p>	M	<p>The head of the PMI planning bureau will be a key interlocutor for the country office as senior management changes occur.</p>
<p>Improved PMI – IFRC operational interface</p> <p>An open, frank and cordial operational modality for planning, monitoring and evaluating IFRC support for PMI through a central, one-door mechanism, led by the PMI head of office and coordinated for PMI by their planning bureau, has functioned well in 2013 and should continue to do so in 2014. This has helped to reduce silo thinking in both organizations, improved standardization of support and helped improve integration. Nevertheless there is still more work to do in this area.</p>	M	
<p>Improved understanding of core, indirect and direct costs</p> <p>A core group of PMI senior and middle managers and one board member have improved understanding of the complexities of core, indirect and direct costs and the implications of these for PMI at all levels.</p>	L	<p>This will need to be followed-up in 2014.</p>
<p>Risks</p>		
<p>National elections in 2014</p> <p>Both legislative (April) and presidential (July – October) elections will be held in 2014. Three PMI national board members are confirmed as candidates in the former and should therefore be non-active until the presidential election has been decided. An unknown but significant proportion of province and district level board members are also candidates for the legislative elections and are thus non-active. This will impact negatively on implementation of PMI's services and possibly the interface between PMI and IFRC.</p> <p>The PMI chairman has made it clear that he wishes to contest the presidential election and he has maintained a consistently high position in many popularity and electability surveys. Whether he will stand, either for the position of president or vice-president, with which partner and with the support of which parties, will probably not be confirmed until after the legislative election in early April. If he does, Movement norms would suggest that he will need to resign from his position with PMI. Whether this would require an extraordinary general assembly to select a successor, or whether an existing board member would be made acting chair, remains to be seen. Again, this may have a negative impact on the functioning of PMI headquarters and the continuity of IFRC support previously provided.</p>	L	<p>The country office has already anticipated a reduction in its on-going support in 2014 with a focus on the provision of hands-on accompaniment for key senior PMI staff rather than financial support for activities.</p>

<p>PMI General Assembly, December 2014</p> <p>PMI will hold its next General Assembly in December 2014. A substantial change in board membership is anticipated. Meanwhile the major focus for PMI headquarters throughout 2014 will be the preparation for this event. This will again reduce absorptive capacity for IFRC support, except for activities associated with these preparations. These include preparation of a strategic plan for 2015 – 2019 and revision of PMI statutes and by-laws.</p> <p>It was noted at the PMI annual general meeting in February 2014 that this focus detracted from the normal function of the annual general meeting to approve financial reports for the previous year and plans and budgets for the current year. In fact no financial report for 2013 or budget for 2014 was presented.</p>	M	<p>The country office will need to tailor its support for PMI to reflect this context. As noted elsewhere, this has been anticipated.</p>
<p>PMI financial reporting</p> <p>PMI headquarters have not published annual financial reports since 2009. Reports presented at annual general meetings have been inconsistent in format and have not been presented for all years since 2010. No external audits have been completed since September 2009. There has been no reporting on PMI reserves since early 2011. The board is obliged to present financial responsibility reports to the PMI General Assembly at the end of 2014. Preparation for this began in 2013 with an external audit for 2010. This has not yet been completed pending resolution of several issues identified during the audit process. Audits for subsequent years have not begun. There are said to be potentially troublesome issues related to unreconciled working advances held by staff and board members, some of whom have now left the organization. PMI has no write-off policy.</p> <p>There are plans to complete audits for 2010 – 2013 between January and June 2014 and for the period to June 2014 shortly thereafter. This represents a considerable body of work if the problems discussed above are as significant as suggested. The scale of the task facing PMI headquarters is very likely to have negative impact on some other functions.</p> <p>In addition to financial reports, PMI board will also need to report on its assets. Existing inventories are not comprehensive or up to date. This will again be a considerable piece of work.</p>	M	<p>The IFRC country office has for several years provided support for improved financial management in PMI headquarters. This will continue in 2014 but the scope of this support is almost entirely dependent on the extent to which it is sought by PMI.</p>
<p>Planning for reduced Movement support</p> <p>The fourth risk identified in our last annual report, inadequate planning for the significant reduction in partner National Societies support in 2013 – 2014, remains an issue. It has become more complex with the development of the three new streams of funding discussed elsewhere in this report.</p> <p>The potential results identified in our last report all remain valid. In addition new risks include:</p> <p>Insufficient learning from the substantial increase in partner National Society support between 2009 and 2011 and the subsequent decrease from 2012 to 2014 informs</p>	M	<p>In 2013 the IFRC country office compiled data on partner National Societies programmes and office closure plans. This was analysed and a presentation on the impact on PMI prepared and presented to PMI stakeholders.</p> <p>At the same time IFRC has advocated for lesson learning and recommended establishing adequate management capacity for</p>

<p>the setting up of appropriate management capacities and systems for these new projects, with the result that project management and reporting suffer delays.</p> <p>The scope and impact of PMI's community-based programmes supported by partner National Societies will decrease further in 2014 and 2015. Indeed the future of PMI's community-based programming almost hangs in the balance, with the exception of on-going American Red Cross support and the potential development of the Zurich Insurance – PMI – IFRC flood resilience project.</p> <p>This may or may not represent a risk to PMI but will mean a substantial reduction in the scope and impact of the services they deliver.</p> <p>The associated reduction in funding for PMI could make it harder to fund core and indirect costs at all levels of the organization.</p>		<p>PMI's newly developed streams of funding. This will need to be continued in 2014.</p>
<p>PMI fleet</p> <p>The PMI fleet of vehicles continued to grow in 2013 and further expansion is planned for 2014. Operational and maintenance costs for this fleet represent a considerable financial obligation for both PMI headquarters and those provinces and districts to whom blood donation buses, ambulances and water tankers have been distributed.</p>	<p>L</p>	<p>There is little the country office can do beyond support for improved fleet management as part of the ongoing logistics development programme.</p>

Lessons learned and looking ahead

The next year is a crucial one for PMI and the IFRC country office. Priorities for 2014 will include:

- Re-establishing IFRC country office senior management capacity, following the departure of the current team, ensuring that it rapidly learns as much as possible about PMI and establishes an effective working relationship with PMI leadership and management. A new approach may be required.
- Providing hands-on support for the PMI post-2014 strategic planning process and the revision of the PMI statutes.
- Continuing the 'accompaniment' of PMI senior and middle management staff by senior country office national staff as the guardians of PMI's post-2014 future.
- Supporting the establishment of a PMI project management team for the Tsunami Legacy funding which is able to both implement the project and comply with IFRC narrative and financial reporting requirements.
- More 'rigorous' country office participation in the planning and implementation of the Zurich Insurance - PMI - IFRC community flood resilience project. This will be aided with the arrival of a dedicated delegate position in Quarter 2 2014.
- Country office planning and budgeting which is based on realistic assessments of PMI headquarters' needs and implementation capacity given the context and priorities for 2014 described throughout this report.
- Revising IFRC country office budgets to include PMI Tsunami Legacy funding for 2014 and 2015. When plans for use of Zurich Insurance funding are clearer, further revisions will be needed.

Financial situation

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

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](#) (NGO's) in Disaster Relief and the [Humanitarian Charter and Minimum Standards in Disaster Response \(Sphere\)](#) in delivering assistance to the most vulnerable.

The 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.



The 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

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