

ANNEX 2: INDICATIVE ACTIVITIES AND KEY ASSUMPTIONS

Overview

The overarching goal that the investment will contribute to is:

To strengthen Indonesia's management of disaster risk and engagement between Australia and Indonesia.

There are four pillars, each with an end-of-program outcome envisaged by 2024

Outcome 1: BNPB's institutional capacity and organisational systems are strengthened resulting in better leadership in DRM (Pillar 1)

BNPB is instrumental in Indonesia's DRM ecosystem because, by law, it serves as the national institutional hub for DRM. An Executive Support Office, staffed by technical advisors and BNPB staff, will be located within BNPB and sit across all divisions to support senior management in change management, organisational reform and technical support. BNPB staff capacity development and national policy and planning will also be supported.

Outcome 2: Target provinces, districts and villages are better able to prevent, prepare for, respond to and recover from disasters (Pillar 2)

This program will reinforce and support Indonesia's increasing prioritisation of local disaster risk governance. It will target six provinces and related districts and villages with capacity building support to BPBDs and their Emergency Operation Centres; capacity building support for the community through Civil Society Organisations (CSOs); and support to strengthen DRR platforms. This will include supporting the Minimum Service Standards (MSS) for Disaster and Fire Management and Resilient Village models.

Outcome 3: Strengthened cooperation between Australia and Indonesia on regional humanitarian preparedness and response (Pillar 3)

This program will support Indonesia's role in responding to international humanitarian crises and Indonesia's support to regional resilience building and disaster prevention. It will build closer links between Indonesian and Australian humanitarian actors. Capacity development and national policy and planning will be supported.

Outcome 4: Strengthened learning, innovation and inclusion for DRM (Pillar 4)

The program will support structured learning across BPBD capacity building; lessons from after action reviews, evaluations and other research; and documentation of the Resilient Village, Resilient City and other existing models. This may include support to policy and implementation of gender mainstreaming in emergencies and use of cash transfers in emergencies. Innovative ideas and models will also be explored to support DRM.

Indicative activities

Pillar 1

Year 1 indicative activities

- Mobilisation of staff and establishing the Executive Support Office.
- Support to BNPB to develop and finalise the 2019-24 Strategic Plan and the annual work plan (RKP).
- Develop plan to support BNPB strategy and policy development.
- Develop plan to support BNPB develop and implement a series of simulations for national disaster.
- Support to BNPB to plan and facilitate regular taskforce/cluster meetings.
- Develop a process to seek, track and evaluate donor support in implementation of BNPB's and GOI's programmatic priorities.
- Review implications and systems for procurement regulation reform to enable government funding of CSOs to support service delivery in emergencies.
- Research learning and approaches for successful implementation of bureaucratic reform, including promoting women in leadership, undertaken by other line Ministries and Agencies in Indonesia.
- Review BNPB implementation of bureaucratic reform and development of change management and organisational reform options with associated capacity building support strategies.
- Review of staffing and personnel capacity development policies and procedures.

- Research, consultation and development of a suite of capacity building strategies to strengthen BNPB's functions including coordination, strategy and policy, knowledge management, staffing and communication (within BNPB divisions and externally including with key national and sub-national government actors, donors and science agencies).
- Assist BNPB to map all available tools, maps and other science products developed under Australia's Science-DRM program and of other programs/agencies.

Year 2-5 indicative activities

- Implementation of change management and organisational reform, and development of a set of activities based on the findings from the research.
- Re-alignment of technical support activities with BNPB's 2020-24 Strategic Plan and the RKP for 2020, as required.
- Implementation of staffing and personnel capacity development support activities.
- Continued facilitation and support of regular taskforce/cluster meetings and reporting.
- Assist BNPB to further embed and disseminate tools, maps and other science products developed under Australia's Science-DRM program and from other programs/agencies.
- Continued refinement of the process to systematically track and assess existing and planned donor programs in DRM.
- Ongoing implementation of capacity building activities to strengthening BNPB's core functions including knowledge management, communications and coordination.
- Support to capacity development (ie training, workshops, and internships) of select BNPB staff in line with the capacity needs assessment.
- Planning and facilitation of national disaster simulations.
- Absorption of Executive Support Office costs and structure into BNPB's budget in final year.

Outcome linkages: Pillar 1 will be supported by other program pillars in the following ways:

- Pillar 4: Gender and disability inclusion will be incorporated into BNPB organisation reform, HR processes and staff development processes. Considerations related to the access and inclusion of different groups will be integrated into knowledge management and communication systems.
- Pillar 2: Strengthened feedback between national and sub-national levels on learnings related to DRM regulations and particular disaster responses facilitated by after-action reviews will be used to inform on BNPB planning and institutional strengthening processes.

Pillar 2

Year 1 indicative activities

- Support capacity building support to BPBDs and their Emergency Operations Centres (EOCs)
 - Office mobilisation at targeted provinces and staff recruitment in consultation with respective BPBDs.
 - BPBDs situational analyses, assessments and consultations involving relevant stakeholders.
 - Locally owned response frameworks and capacity building plans developed.
 - Development of Annual work plan (which will include the capacity building plan) in line with Disaster Management Plan document of the respective province.
 - Assessment of potentials for having secondments/internships at BNPB and/or BPBDs.
 - Developing and using integrated strategy for disaster risk reduction at local level.
 - Support to plan and facilitate BPBD-led multi-stakeholder disaster simulations
- Support effective implementation of MSS in DRM at local level
 - Assessment of the capacity and business process of targeted BPBDs to understand any gaps in the implementation of the MSS on DRM
 - Support GOI-led after-action reviews to assess the effectiveness of the response.
 - Negotiate grant agreements with PMI/IFRC, NU and Muhammadiyah with emphasis on gender equality and disability inclusion.
 - With recruitment of GESI specialist, the program will support women's leadership within their community in both disaster preparedness and during response.

- Capacity building support to community through NGOs to design and set up of Resilient Village models
 - Design and set up of Resilient Village models by NGOs in key target areas with support from GESI specialist.
- Support for the national DRR forum.
 - Negotiate grant agreements with PMI/IFRC, NU and Muhammadiyah, with emphasis on gender equality and disability inclusion.
 - Map out DRM actor in the targeted provinces and support regular meetings and information sharing between CSOs, government and non-state actors such as media, private sector, think tanks and research organisations / universities.
 - Development and implementation of DRR platform capacity strengthening activities.
 - Support for linking DRR platforms at local level with the national DRR forum

Years 2-3 indicative activities

- Support capacity building support to BPBDs and their Emergency Operations Centres (EOCs)
 - Development of BPBDs and Pusdalops SOPs, and strengthening of the HR capacity, stability and systems as identified in capacity building plans specific to localities.
 - Facilitate secondments/internships of BNPB staff at BPBDs and/or BPBD staff at BNPB.
 - Support to facilitate BPBD-led multi-stakeholder disaster simulations.
- Support effective implementation of MSS in DRM at local level
 - Based on the findings from the assessment, provide support to BPBDs and other relevant actors to ensure effective implementation of MSS on DRM.
- Capacity building support to community through NGOs to design and set up of Resilient Village models
 - Implementation of Resilient Village models in line with project proposals and with support from GESI specialist.
- Support to strengthen DRR platforms at local level
 - Continued implementation of DRR platform capacity strengthening activities.
 - Continuously working with media, think tanks, universities and research institutions in supporting program implementation.

Years 4-5 indicative activities

- Support capacity building support to BPBDs and their Emergency Operations Centres (EOCs)
 - Mainstream secondments/internships program into BNPB and BPBDs' HR plan.
 - Ongoing BPBD capacity development transitioned to local government and BNPB's budget.
 - Select best practices of capacity building support to BPBDs to enhance sustainability.
 - Continued support of BPBD multi-stakeholder disaster simulations and/or after-action reviews.
- Support effective implementation of MSS in DRM at local level
 - Continued review of the implementation of MSS in targeted areas to understand best practices and lessons learned.
- Capacity building support to community through NGOs to design and set up Resilient Village Models.
 - Increase the coverage, effectiveness and sustainability of Resilient Village model with a focus on ensuring the sustainability of outcomes.
- Support to strengthen DRR platforms at local level
 - Phase out of DRR platform capacity strengthening activities and hand it over to local stakeholders.
 - Hand over the implementation of regular meetings and information sharing between CSOs, government and non-state actors to local government.

Outcome linkages: Pillar 2 will be supported by other program pillars in the following ways:

- Pillar 1: Improved quality of technical support and communications to provinces and districts by BNPB will support the improved performance of BPBDs and their Pusdalops.

- Pillar 4: Support to document success factors and sustainability of Resilient Village models will assist NGOs to enhance implementation.
- Pillar 4: Gender and disability inclusion will be strongly integrated into the Resilient Village Models, the BPBD capacity development support in relation to application of the MSS, and the after action reviews.
- Pillar 4: After action reviews will assess how effectively partners' interventions have contributed to reduced impact (in the event of disaster occurrence in select localities) and support learning and improvement.

Pillar 3

Year 1 indicative activities

- Partnership development and consultations with MoFA and other partners to determine Australia's specific contribution to the development of the Gol's policy framework for providing humanitarian assistance to other countries.
- Development of deployee training module and materials.
- Development of familiarisation training for staff who manage and are involved in decision making (but may not deploy) in humanitarian responses.
- Discussion on joint delivery of regional training and regional field visits for disaster preparedness and response.
- Support NGOs such as CBM and the Humanitarian Action Group to engage in research, advocacy and capacity development for more inclusive humanitarian action by Australian government and non-state actors.
- Research in consultation with Australian institutions and MoFA into options for supporting the Gol's policy response framework and systems, and activities to support joint cooperation.

Years 2-5 indicative activities

- Delivery of training for CSO and government personnel in international humanitarian standards and systems.
- Support the development of the Gol's policy framework and systems for providing humanitarian assistance to other countries including by sharing of Australian models and visits by Indonesian government staff to Australia and vice-versa.
- Implementation of activities to support cooperation between Australia and Indonesia including joint delivery of regional training, regional field visits and joint simulation exercises.

Outcome linkages: Pillar 3 will be supported by other program pillars in the following ways:

- Pillar 2: Stronger relationships with CSOs supported by funding for sub-national implementation will be leveraged when helping to build Indonesia's international response capacity and in cooperation on regional responses.
- Pillar 4: Gender and disability inclusion will be incorporated into CSO and government personnel training.

Pillar 4

Year 1-2 indicative activities

- Development of learning agendas, frameworks and processes to support the capture, analysis and dissemination of learning and experiences from BPBD capacity building models.
- Development of learning agenda, framework and process to support the capture, analysis and dissemination of learning and experiences from MSS on DRM implementation at sub-national level to national government.
- Stakeholder mapping for developing the ecosystem for knowledge sharing and management in DRM sector.
- Planning and preparation for after action reviews, and national reflection and learning workshops.
- Document the success factors, pre-conditions for success, barriers and enablers, and sustainability of the various resilient village models implemented by the NGOs.

- Funding grant to UNOCHA to continue development of innovations on cash transfers in collaboration with MOSA.
- Support the availability of quality and up-to-date population data disaggregated by sex, disability and age at sub-national levels during preparedness and disaster stages.
- Ensure gender equality and disability are mainstreamed across program components.
- Fund local and national Disabled People's Organisations (DPOs) to provide training and other forms of technical support as appropriate.
- Integration of gender and disability inclusion into capacity development plans under Pillars 1-3.

Year 3-5 indicative activities

- Continued refinement and documentation of learning agenda, framework and process to capture, analysis and dissemination of learning and experiences of BPBD capacity building models including associated strengthening of BNPB/PPBD feedback loop and integration of lessons into government systems.
- Continued refinement and documentation of learning agenda, framework and process to capture, analysis and dissemination of learning and experiences from MSS on DRM implementation at sub-national level to national government.
- Continued refinement of ecosystem for knowledge sharing and management in DRM sector.
- After action reviews in provinces in the event of disasters followed by multi-stakeholder DRM national level learning and reflection workshops.
- Continued refinement of learning agenda, framework and process to capture, analysis and disseminate the learning and experiences from various resilient village models implemented by the NGOs to ensure sustainability of the models.
- BPBD capacity building model workshops held at national level (year 5 of the program) to disseminate best practices and lessons learned and encourage replication and scaling up.
- Dissemination of learning and experiences from MSS implementation at sub-national level to national government for scaling up to other provinces.
- Trialling and embedding of successful social inclusion innovations in DRM by UNOCHA and/or IFRC in collaboration with MOHA, MOSA and other key government ministries.
- Ongoing gender and disability inclusion implementation across Pillars 1-3 followed by documentation and presentation to national stakeholders at the end of Year 5.

Key Assumptions

The key assumptions outlined below need to hold true if the outcomes envisaged in this program logic are to be realised.

Common assumptions:

- Budget planning process of GOA/DFAT is in favour to DRM and humanitarian programs and no funding cut to this sector during the program duration.
- Leadership, including new staff, in BNPB and other GOI agencies are sufficiently open to the support offered by the program and to working with each other.
- The program is able to align with government work plans, priorities and timeframes, and appropriately adapt strategies and activities if core government inputs or outcomes on which the program is dependent are delayed or do not eventuate.
- The Executive Support Office is up and running as scheduled with buy in and support from BNPB at all levels.
- The selected Managing Contractor and Team Leader are able to develop sound relationships with BNPB officials at all level and can effectively target and engage appropriate levels of management / leadership within BNPB, working with forces for change.
- The Managing Contractor is able to use an adaptive programming approach, with a suite of plans and approaches in place that can be shifted to if one approach is ineffective.
- The Subsidiary Arrangement is agreed and signed by all parties as scheduled as the basis for program implementation.

- The governance structure including the Steering Committee (SC) members are agreed by DFAT and GOI, and an SC meeting held to agree on the Annual Work Plan of the program.
- Significant challenges and blockages are promptly communicated to DFAT, with changes to activities agreed and determined.

Pillar 1:

- The Managing Contractor can effectively access, target and engage appropriate levels of management / leadership within BNPB, working with forces for change.
- There is sufficient interest from, and incentive for, BNPB at the institutional and management levels to engage in institutional reform.
- BNPB senior management support to promote gender equality is in place and will continue.
- Government ministries are open to collaborating and sharing knowledge and information with DFAT, CSOs and each other.
- BNPB is sufficiently motivated to adapt its systems and use data to inform on planning, implementation and coordination.

Pillar 2:

- Sufficient buy in from senior officials of the targeted provinces/districts to support the implementation of the annual work plan of the program.
- The MSS on DRM and the relevant juklak and juknis are in place to be the basis for MSS implementation at the local level.
- Sub-national capacity strategies are tailored around resource constraints, rather than being reliant on external resources that cannot be sustained.
- Capacity development activities are sufficiently contextualised and well-targeted, and staff remain in their jobs long enough to improve knowledge, skills and practices.
- Capacity development plans place sufficient focus on engaging local actors to ensure buy-in, ownership and leadership, rather than focusing solely on staff capacity development which can be more straight forward to implement.
- Effective links and communication is maintained between DFAT, the Managing Contractor based in Jakarta, and technical advisors based locally to ensure strong links and leveraging of DFAT's other programs.

Pillar 3:

- GoA, GoI and Managing contractor have a collaborative working approach.
- The development of a policy framework for Indonesia's engagement in international humanitarian preparedness and response work continues to remain a priority for Indonesia.
- DFAT is able to facilitate strong engagement with Australian based government agencies and institutions to enable sharing of Australia's experience, approaches and systems with Indonesia.

Pillar 4:

- Selected GESI specialist of the program is able to effectively access and engage with relevant GOI officials to support the agreed work plan on GESI mainstreaming into their RKP (government annual work plan).
- Learning and information sharing complements existing DRM processes and coordination forums, rather than duplicating them.
- Learning agendas and processes are relevant to multiple stakeholders including BNPB.
- The program can effectively identify avenues and motivate government to action key findings and learnings.

The systems and technologies developed through DRM innovations can be practically integrated into Indonesian systems and processes.