



# BUILDING A BLUEPRINT FOR CHANGE: LAYING THE FOUNDATIONS

AUGUST 2020

This report is part of Humanitarian Advisory Group's *Blueprint for Change* research project.

HUMANITARIAN  
ADVISORY GROUP



 **PUJIONO** CENTRE

# ACKNOWLEDGEMENTS

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Cover and interior photo: Beautiful sunset in the construction of foundation pier poles in the sea / Dwi Yulianto / Shutterstock

# INTRODUCING THE RESEARCH

## Building a Blueprint for Change

*Building a Blueprint for Change* is a two-year research stream under Humanitarian Advisory Group's Humanitarian Horizons research initiative. It aims to provide an evidence base to progress transformative change in the humanitarian system at the country level. Scoping missions have been undertaken in Indonesia and the Pacific to identify countries that would be interested in applying this research. In Indonesia, Humanitarian Advisory Group is partnering with the Pujiono Centre to conduct this research.

## Humanitarian Horizons

Humanitarian Horizons is a three-year research initiative implemented by Humanitarian Advisory Group. The program adds unique value to humanitarian action in Asian and Pacific contexts by generating evidence-based research and creating conversations for change. The program is supported by the Australian Department of Foreign Affairs and Trade.

# WHO WE ARE

## Humanitarian Advisory Group

Humanitarian Advisory Group was founded in 2012 to elevate the profile of humanitarian action in Asia and the Pacific. Set up as a social enterprise, HAG provides a unique space for thinking, research, technical advice and training that contributes to excellence in humanitarian practice. As an ethically driven business, we combine humanitarian passion with entrepreneurial agility to think and do things differently.

We believe we cannot provide research or technical support in countries without the support and guidance of national consultants. Our experience is that national consultants improve the quality of our work by ensuring that we focus on the most relevant issues, providing contextual understanding to our projects, and enabling linkages into national and regional networks. We seek to engage national consultants for all our projects that involve in-country work; for us, this is both a principle and a standard way of working.

## Pujiono Centre

Pujiono Centre's mission is to build effective multidisciplinary and intersectional knowledge by expanding the capacities of practitioners and learners via innovation, tools and services. The Pujiono Centre promotes evidence-based policymaking in disaster management and climate risk reduction through the provision of credible information.



*Humanitarian Advisory Group is BCorp certified. This little logo means we work hard to ensure that our business is a force for good. We have chosen to hold ourselves accountable to the highest social, environmental and ethical standards, setting ourselves apart from business as usual.*

### Building a Blueprint for Change



# WHY A BLUEPRINT FOR CHANGE?

## GLOBAL CHALLENGES

Global humanitarian reform is currently driven by the Agenda for Humanity,<sup>1</sup> the Grand Bargain<sup>2</sup> and other commitments made at the 2016 World Humanitarian Summit. Together, they aim to reduce human suffering and drive humanitarian action to be more effective and accountable to those in need. Together these initiatives highlight:

These initiatives brought people together to drive reform; they established agreement on what needs to change and made some important progress. Excellent examples of reform include area-based coordination for more coherent response and independent whole-of-system feedback mechanisms to improve people-centred action.

However, we are yet to see transformative systemic change that makes a real difference to people affected by crises.<sup>3</sup> There are several reasons for this. There are too many commitments; incentives in the system do not support proposed changes; and much of the proposed change is approached separately, commitment by commitment or organisation by organisation, rather than collectively towards agreed goals.

**Our Blueprint for Change seeks to build the evidence to support transformative change in the humanitarian system at the country level to deliver greater impact for crisis-affected populations.** We hypothesise that, in order to achieve transformative change, the whole system must change together, with all organisations working towards a manageable number of agreed priorities simultaneously.



**GLOBAL AGREEMENT** on the need to change the humanitarian system

**9000 PARTICIPANTS** gathered together to support change at the **World Humanitarian Summit**



**Grand Bargain 61 SIGNATORIES**

supported the proposed changes



**CHANGING** the humanitarian system is **COMPLEX**



**World Humanitarian Summit 3,500 COMMITMENTS**



**Agenda for Humanity**

**5 CORE RESPONSIBILITIES | 24 TRANSFORMATIONS**



**Grand Bargain 9 WORKSTREAMS | 51 COMMITMENTS**



1 <https://www.agendaforhumanity.org/summit>

2 <https://interagencystandingcommittee.org/grand-bargain-hosted-iasc/>

3 <https://www.cgdev.org/publication/five-takeaways-future-humanitarian-reform>; <https://www.odi.org/sites/odi.org.uk/files/resource-documents/12735.pdf>

# OUR APPROACH

The Building a Blueprint for Change research aims to provide an evidence base for progressing transformative change to the humanitarian system at the country level.

*Building a Blueprint for Change* is underpinned by four core hypotheses.

1. In order to achieve transformative change to humanitarian action, the whole system must change together, with **all stakeholders working towards a manageable number of agreed priorities** at the same time.
2. It is **easier to achieve system change at a country level**, rather than globally. A smaller, more defined system and configuration of stakeholders increases the likelihood of shared priorities and interests.
3. The humanitarian system required for response is **different in each country**. Governments and affected populations have different priorities, needs and capacities; countries have different crisis or disaster profiles; national and international NGOs have different footprints, and donors engage differently.
4. A process that successfully delivers humanitarian reform at the country level **can be adapted and replicated**.

## Guiding Principles

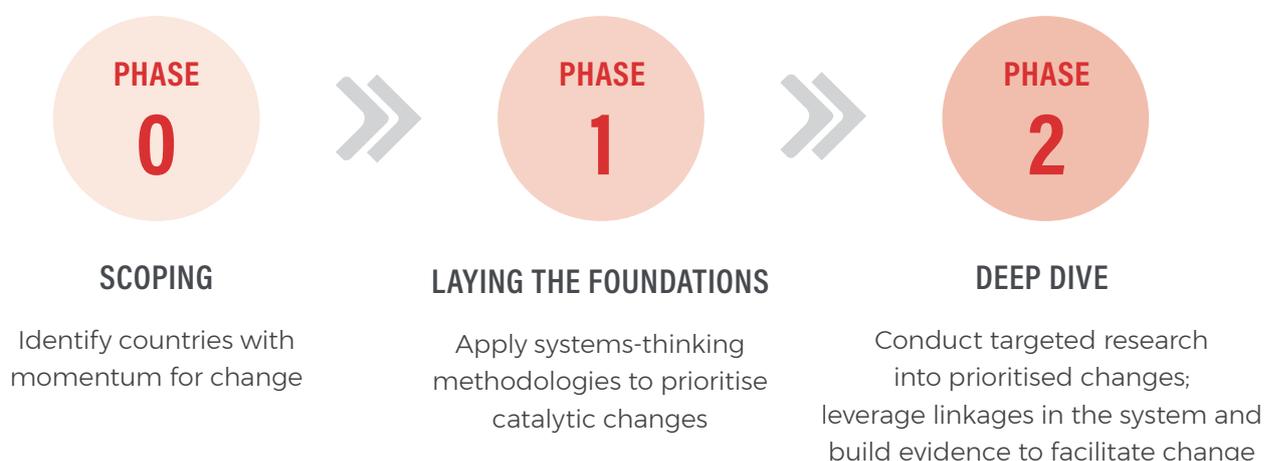
**Localised research** – Humanitarian Advisory Group works in partnership with local organisations and in support of national governments.

**Build on existing national momentum** – we support priorities and processes for change already in place. Country-level change will draw on global reform thinking and experiences, rather than the other way around.

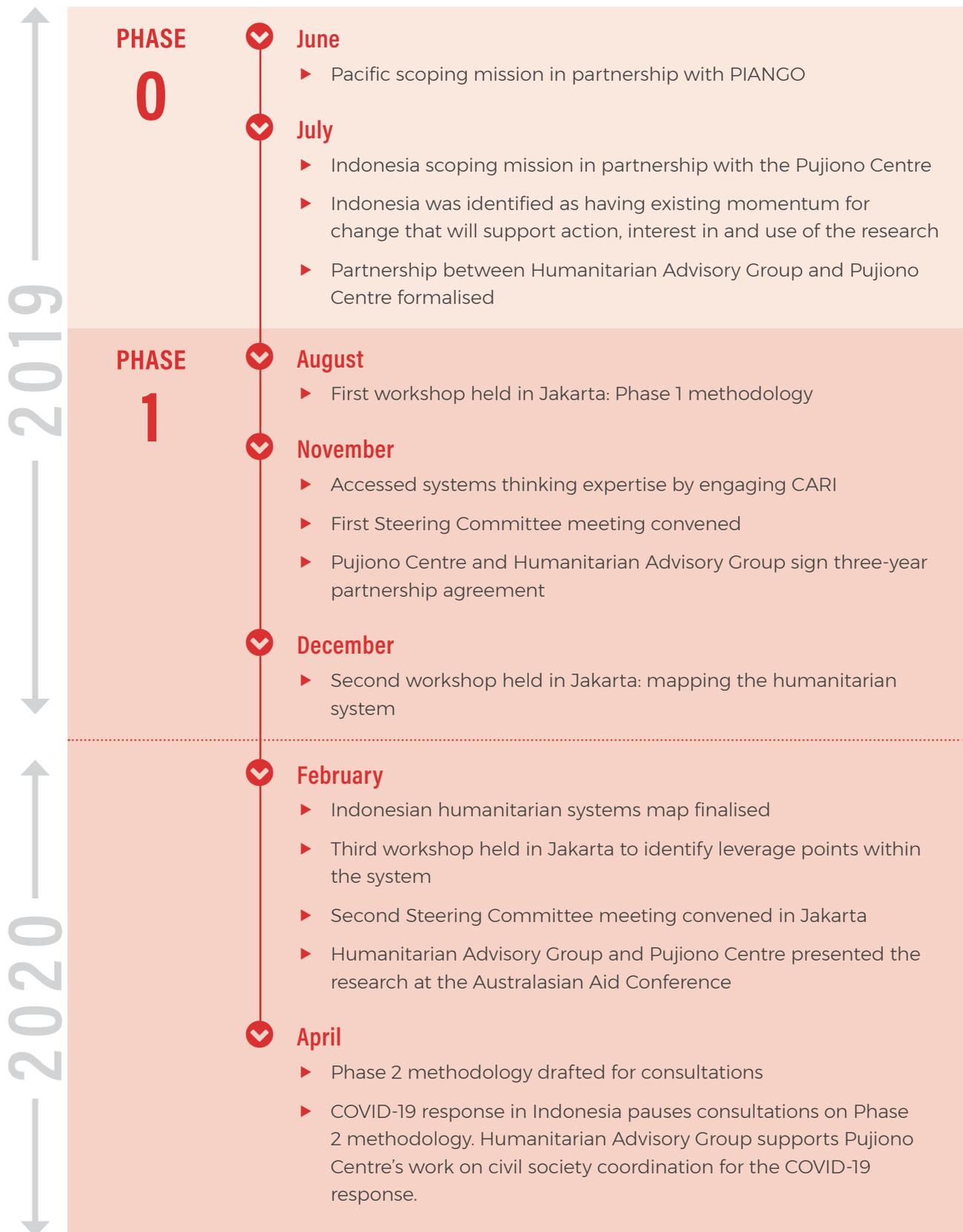
**Participatory action research** – conducted with implementation in mind, and thus involving regular stakeholder engagement. It adapts to the independent goals of the stakeholders leading the process to ensure that outcomes are relevant for end users. The process itself aims to help stakeholders produce the impetus for humanitarian reform.

**Systems practice** – humanitarian systems are complex, and transformative change requires deep understanding of relationships, power structures and incentives. This research draws inspiration from the Omidyar Systems Practice methodology and systems thinking experts.

*Building a Blueprint for Change* works alongside key stakeholders in the humanitarian system through the following phases.



## Timeline June 2019 to June 2020



# PHASE ZERO: SCOPING

PHASE 0 2019  June  July

## OBJECTIVE

**Phase Zero: Scoping** aimed to assess the feasibility of the *Blueprint for Change* research and identify countries in which the research could be most useful. The initial intention was to identify two countries of focus in the Pacific, identified as a priority region for Australia. However, scoping was expanded to include Indonesia due to the increasing momentum for change following responses to disasters in Lombok and Central Sulawesi.

## METHODOLOGY

In line with Humanitarian Advisory Group's commitment to localisation and the importance of local leadership, each scoping mission was undertaken with local partners. Humanitarian Advisory Group partnered with **PIANGO** in Fiji and the **Pujiono Centre** in Indonesia.

 <p>Pacific Islands Association of Non-governmental Organisations   Association Des Ongs Desiles Du Pacifique</p> <p>For a little over 25 years, the <b>Pacific Islands Association of Non-Government Organisation (PIANGO)</b> has served the Pacific through strengthening and building the capacity of civil society. It gives voice to policy formulation and development and strengthens civil society umbrella organisations in the 23 member countries of the Pacific.</p>	 <p><b>Pujiono Centre's</b> mission is to build effective multidisciplinary and intersectional knowledge by expanding the capacities of practitioners and learners via innovation, tools and services. The Pujiono Centre promotes evidence-based policymaking in disaster management and climate risk reduction through the provision of credible information.</p>
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The scoping teams spoke to representatives of humanitarian stakeholders in Fiji and Indonesia, including the government, the United Nations, international non-governmental organisations (NGOs), national NGOs, the Red Cross Movement and academia. The scoping teams also reviewed key literature, with a focus on reform commitments, existing initiatives for change and evaluations of recent responses.



**35 PEOPLE INTERVIEWED**



## FINDINGS

The scoping missions found momentum, an appetite for change, and existing change processes already underway in Indonesia. The Blueprint for Change therefore focuses on Indonesia.

### PACIFIC

- ▶ Separate initiatives aiming to improve the humanitarian system were identified, but it was not clear that consolidation through research would assist
- ▶ Secondary reports indicated national disaster management offices were at capacity and had other priorities
- ▶ Pacific consultations did not identify a need for the research; there was no existing momentum for systemic change or a change leader with the influence, time and desire to drive the process
- ▶ Therefore, research in the Pacific was not progressed further.

### INDONESIA

- ▶ The government of Indonesia is requiring a more localised response to disasters and is calling for systemic change in humanitarian response
- ▶ Consultations in Indonesia found momentum for change following responses to the Sulawesi and Lombok earthquakes
- ▶ Stakeholders confirmed there was no research or program currently underway in Indonesia looking at transformative change to the humanitarian system
- ▶ Stakeholders expressed strong interest in the research and willingness to participate in the process and link it to existing programs and milestones
- ▶ Interviewees identified a need for research to support systemic changes in the humanitarian response system and to promote a common framework and change agenda
- ▶ The research timeframe also aligned with the timing of major disaster management programming in Indonesia

# THE CONTEXT: MOMENTUM TOWARDS HUMANITARIAN REFORM IN INDONESIA

The Government of Indonesia committed to humanitarian reform through five key commitments it made at the 2016 World Humanitarian Summit, including increasing local capacity to cope with humanitarian disasters and crises.<sup>4</sup> Within Indonesia, it is **effectively driving momentum to localise humanitarian response**, including by limiting the ability of international actors to respond directly to recent humanitarian disasters. This is producing more direct implementation by national NGOs and a shift in the traditional roles of some international NGOs.<sup>5</sup>

Other changes supporting humanitarian reform in Indonesia include:

- ▶ BNPB, the Government of Indonesia's national disaster management agency, recently endorsed the National Disaster Response Framework. Although the Framework remains more conceptual than operational, it seeks to clarify roles, responsibilities and the organisational structure for national, provincial and local actors in response to disasters<sup>6</sup>
- ▶ BNPB has requested OCHA, on behalf of international actors, to draft standard operating procedures that articulate response arrangements, including in situations involving international actors. This process will clarify responsibilities in humanitarian response, building upon government regulations<sup>7</sup>
- ▶ National civil society networks and consortia are strengthening and seeking to better link with the whole-of-system humanitarian response and coordination
- ▶ Islamic financing for humanitarian response is gradually supplanting funding from traditional donors.

**The Government of Indonesia is a key player in supporting systemic change at the regional level.** Indonesia is an active member of disaster management and response platforms at the regional and global level, including ASEAN, the ASEAN Regional Forum and the Organisation of Islamic Countries.<sup>8</sup> It supports the role of the AHA Centre in humanitarian coordination<sup>9</sup> at a policy level through its commitment to One ASEAN One Response, and operationally by testing response mechanisms through exercises such as Mentawai Megathrust, ARDEX-18.

- ▶ The Government's international aid initiative, Indonesia Aid, is a pivotal development that demonstrates Indonesia's transition to a middle-income country. Indonesia has contributed financially to crisis responses elsewhere in Asia and the Pacific.<sup>10</sup>
- ▶ Indonesia's acceptance for a greater role of the AHA Centre was prominent in the response to the Central Sulawesi earthquake in 2018, which tested the escalation of national response to the regional level by requesting the AHA Centre to coordinate offers of assistance. There is now momentum to normalise this mechanism for coordination.

Collectively, these factors mean **the time is ripe for the humanitarian system to support the Government of Indonesia to strengthen efficiency, accountability and outcomes for disaster-affected populations.**

4 Indonesia calls for enhanced prevention in the World Humanitarian Summit, Statement of the Delegation of the Republic of Indonesia in the World Humanitarian Summit, May 2016

5 Humanitarian Advisory Group and Pujiono Centre, Local Leadership in the first 100 Days in Humanitarian Response to Central Sulawesi Earthquake Response, 2019.

6 BNPB, Indonesia National Disaster Response Framework, 2018.

7 Regulation of BNPB Head No. 3 / 2016 regarding Emergency Response System

8 President Jokowi's Six Proposals at OIC Extraordinary Summit, December 2017, including a call for OIC to take steps together to increase humanitarian aid to the Palestinians

9 Closing remarks of Head of BNPB at the conclusion of ARDEX 2018 in Cilegon

10 Remarks of President of the Republic of Indonesia H.E. Joko Widodo on The Release of Humanitarian Assistance from Indonesia for Rohingya/Rakhine State, on 29 December 2016

# LESSONS TO BUILD ON

BNPB and the Humanitarian Country Team (HCT) commissioned work to identify lessons from the responses to the Pidie Jaya earthquake (2016), Mount Agung eruption (2017), Lombok and Sumbawa earthquakes (2018) and Central Sulawesi Earthquake (2019).<sup>11</sup> These reviews are important in informing our understanding of the humanitarian system from the perspectives of the Government of Indonesia and international humanitarian actors.



## Lessons Learned



## Examples

**Recent regulations passed by BNPB have led to improvements in streamlining disaster management and response.** These regulations, along with practical implementation guidelines, should be clarified and extended to all local governments and disaster management actors in Indonesia

- ▶ BNPB regulation 3/2016 has been implemented, with mixed results
- ▶ Prompt declaration of emergency status led to the quick establishment of mandated provincial and local Command Posts<sup>12</sup>
- ▶ There has been confusion surrounding the roles and responsibilities of each Post across the three status levels of disaster: preparing for emergency, emergency response, and emergency transition to recovery<sup>13</sup>

**More clarity is needed around when and how international assistance is expected to contribute to response**

- ▶ The Government did not request international assistance for any of the four responses. However, it did accept assistance from ASEAN following the Pidie Jaya earthquake and Central Sulawesi earthquake
- ▶ International actors are expected to work through ongoing local partnerships to fill gaps and provide technical assistance. This has led to confusion surrounding if, when and how international assistance will be accepted to fill humanitarian gaps<sup>14</sup>
- ▶ Ongoing dialogue between the Government and the HCT agencies is required to clarify parameters around the acceptance of international and regional assistance<sup>15</sup>
- ▶ The Sulawesi response demonstrated the potential for the AHA Centre to play a central role in coordinating international assistance

<sup>11</sup> HCT, 'Learning from Pidie Jaya Earthquake Response, Aceh Province,' 2017; HCT, 'Lessons from Mount Agung Eruption Response, Bali Province,' 2018; HCT, 'Lessons from Lombok and Sumbawa Earthquake Response, West Nusa Tenggara Province,' 2018; HCT, After Action Review: Central Sulawesi Earthquake, 2019.

<sup>12</sup> Learnings from Pidie Jaya Earthquake Response, 2017; Lessons from Mount Agung Eruption Response, 2018.

<sup>13</sup> Learnings from Pidie Jaya Earthquake Response, 2017

<sup>14</sup> Learning from Pidie Jaya Earthquake Response, 2017; Lessons from Lombok and Sumbawa Earthquake Response, 2018.

<sup>15</sup> Lessons from Lombok and Sumbawa Earthquake Response, 2018.



## Lessons Learned



## Examples

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### **There is appetite for clear standard operating procedures outlining coordination**

between national clusters and local Emergency Command Posts to clarify roles and responsibilities

- ▶ The activation of national clusters has often led to confusion among local actors
- ▶ Sometimes clusters did not coordinate regularly with the Command Post, which led to a disconnect between national and local actors<sup>16</sup>
- ▶ Interviews following the Mount Agung response revealed that clusters developed their own operational plans before communicating to the Command Post, limiting the Post's ability to effectively coordinate and collaborate with the clusters
- ▶ It is recommended that the HCT invest time and resources in developing SOPs and guidelines and provide training and support to national clusters<sup>17</sup>

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### **There is room for improvement in data management systems.**

Data collection, analysis and information sharing has been inconsistent and often conducted through ineffective channels

- ▶ Following the Pidie Jaya earthquake, data provided by the Command Post was not of sufficient quality or quantity for other actors to usefully apply. The absence of centralised assessment data led to gaps and duplication of needs assessment
- ▶ Humanitarian gap analysis was performed by government systems for the Lombok and Sumbawa response and the results were not accessible to NGOs, leading to major gaps in the provision of assistance
- ▶ Platforms such as WhatsApp have been useful for rapidly circulating information, but these informal channels are very difficult to track, analyse and manage<sup>18</sup>
- ▶ The HCT has emphasised the need for quality data collection and coordinated information management but limited practical guidance for this has been agreed or applied<sup>19</sup>

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16 Learnings from Pidie Jaya Earthquake Response, 2017

17 After Action Review: Central Sulawesi Earthquake, 2019.

18 Learning from Pidie Jaya Earthquake Response, 2017; Lessons from Mount Agung Eruption Response, 2018; Lessons from Lombok and Sumbawa Earthquake Response, 2018.

19 After Action Review: Central Sulawesi Earthquake, 2019.



## Lessons Learned



## Examples

**There is strong motivation for and momentum towards capacity development** for local governments to take the leadership role in response

- ▶ Local governments have valued technical assistance from BNPB and the HCT because it increases their capacity to respond<sup>20</sup>
- ▶ National Assisting Posts (POSPENAS) were established to assist local governments through strategic direction, resource mobilisation and information management. The function of POSPENAS can be adjusted to adapt to local government capacity and fill gaps as required<sup>21</sup>
- ▶ It is recommended that capacity strengthening activities should extend beyond the national disaster management agency (BNPB) to include the broader government response system and BPBDs at the Provincial and District level<sup>22</sup>

**There is strong focus on civil society and community engagement in Indonesia**, which could be leveraged to become a key driver of response

- ▶ During the Pidie Jaya response, NGOs worked directly with communities to supplement coordination with the local government. Communities were involved in data collection and emergency response activities, which helped effectively assess and allocate resources based on community needs
- ▶ The Mount Agung response highlighted the importance of ‘people helping people’ throughout the evacuations. Significant direct assistance was provided by communities and civil society outside the traditional aid architecture
- ▶ In 2016, OCHA and the RC initiated a process to formally establish HCT membership of national civil society organizations; currently three organisations regularly participate in HCT meetings<sup>23</sup>

20 Learning from Pidie Jaya Earthquake Response, 2017; Lessons from Mount Agung Eruption Response, 2018; Lessons from Lombok and Sumbawa Earthquake Response, 2018.

21 Learning from Pidie Jaya Earthquake Response, 2017; Lessons from Lombok and Sumbawa Earthquake Response, 2018.

22 After Action Review: Central Sulawesi Earthquake, 2019.

23 After Action Review: Central Sulawesi Earthquake, 2019.

# PHASE ONE: LAYING THE FOUNDATIONS

PHASE 1 2019  Aug  2020  Apr

## OBJECTIVE

*Phase One: Laying the Foundations* applied systems thinking methodologies to identify and prioritise which changes were most likely to be catalytic, that is, which changes would help to most effectively transform the humanitarian system in Indonesia.

## METHODOLOGY

Phase One research drew on the knowledge and expertise of humanitarian actors in Indonesia through workshops. The initial methodology aimed to identify catalytic, systemic changes in one workshop. It became apparent that more detailed understanding of the humanitarian system would be needed.

### Workshop 1: Short-cutting catalytic, systemic change

Humanitarian Advisory Group and Pujiono Centre worked closely to host the first workshop in Jakarta in August 2019, engaging a wide range of stakeholders, including local, national and international actors in Indonesia (see Figure 1). This workshop identified four priority areas for change and the success factors that would enable the research to generate action. Each of these four priority areas need to adapt to enable a more localised humanitarian response system in line with Government requirements and local capacities. However, it was not clear what interventions might be catalytic across the system as a whole.

#### THE FOUR PRIORITY AREAS FOR CHANGE:

-  **Accountability:** to strengthen accountability to affected populations and all stakeholders
-  **Financing:** to improve access to and transparency of funding
-  **Coordination:** to refine and clarify roles and responsibilities
-  **Capacity:** to strengthen and standardise capacity standards and capacity-building across Indonesia

#### SUCCESS FACTORS FOR THE RESEARCH:

-  **Build on what is happening already:** map the humanitarian system and existing initiatives aiming to strengthen the humanitarian system in Indonesia
-  **Strengthen buy-in from stakeholders,** particularly the Government of Indonesia, and regularly engage and communicate with workshop participants
-  **Be accessible to humanitarian responders** at the national, provincial and local levels
-  **Establish a core reference group of experts** to guide the research
-  **Employ a robust, mixed methods methodology** and include partners to support the research

## Workshops 2 & 3: Applying systems-thinking methodologies

The research team drew on systems thinking expertise and methodologies to build a deeper understanding of the humanitarian system in Indonesia and identify opportunities for catalytic, systemic change.

Humanitarian Advisory Group and Pujiono Centre engaged CARI, an Indonesia-based data analytics organisation with expertise in systems mapping. Experts at CARI combined systems thinking methodologies from the Omidyar Group<sup>24</sup> with their data analytics approach. CARI worked alongside Humanitarian Advisory Group and Pujiono Centre to design two stakeholder workshops and build a humanitarian systems map for Indonesia.



### PARTNERSHIP WITH CARI

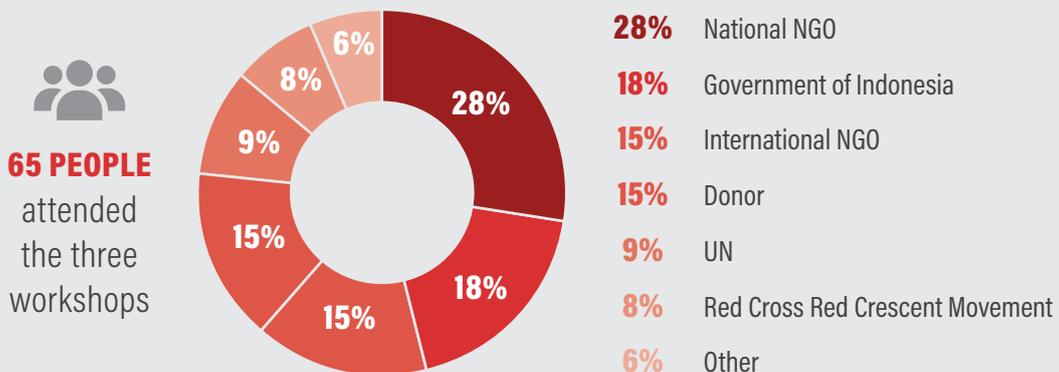
Pujiono Centre contracted CARI, an Indonesia-based data analytics organisation specialising in disaster management, to provide technical oversight and support in mapping the humanitarian system.

A second workshop was held with humanitarian actors to identify the cause and effect relationships within the system, framed by the four areas for change identified in workshop one. These relationships represent the underlying forces of the system, enabling identification of potential entry points for intervention and the likely consequences of change. CARI used network analysis and system-dynamic software to produce a systems map for each of the four areas, which were then integrated to form the first draft of the humanitarian systems map. The systems map was verified with secondary data, and each of the cause and effect relationships weighted to identify the strongest connections and influences across the system. This resulted in a highly complex map, reflecting the complexity of the humanitarian system in Indonesia. The map was simplified to enable users to engage with the analysis without being overwhelmed.

In a third workshop, participants provided feedback on the simplified version of the systems map to verify its accuracy. Participants proposed points of leverage for catalytic, systemic change, and tested them for unintended consequences.

The intervention points identified by participants focused on the four key areas for change identified in the first workshop, reinforcing that initial analysis.

Figure 1: Workshop participants



24 The Omidyar Group, Systems Practice Workbook, <<https://docs.kumu.io/content/Workbook-012617.pdf>>



# STEERING COMMITTEE GUIDANCE

A steering committee was established, with members representing Muhammadiyah Disaster Management Centre (Indonesian NGO), the Australian Government (donor), the Red Cross Red Crescent Movement and UN OCHA (coordination). It met twice during Phase 1, providing strategic guidance for the research.

Figure 3: Phase 1 Stakeholder Workshops

	 Workshop 1	 Workshop 2	 Workshop 3
 <b>Omidyar Systems Approach</b>	LAUNCH	GAIN CLARITY	FIND LEVERAGE
 <b>When</b>	August 2019	December 2019	February 2020
 <b>Objectives</b>	<ul style="list-style-type: none"> <li>▶ Refine a research objective and outputs for Indonesia</li> <li>▶ Develop a research methodology for 2019–21</li> </ul>	<ul style="list-style-type: none"> <li>▶ Build a map of the humanitarian system in Indonesia</li> <li>▶ Capture key forces and patterns driving the system</li> </ul>	<ul style="list-style-type: none"> <li>▶ Elicit feedback on the systems map</li> <li>▶ Identify potential leverage points within the system</li> </ul>
 <b>Outputs</b>	<ul style="list-style-type: none"> <li><b>a. Four focus areas for change:</b> accountability, financing, coordination, capacity-building</li> <li><b>b. Ideas for research outputs</b> that would contribute to the research objectives</li> <li><b>c. Key success factors</b> for the research</li> </ul>	<ul style="list-style-type: none"> <li><b>a.</b> A ‘problem tree’ for each of the four areas for change</li> <li><b>b.</b> Positive and negative cause and effect relationships within the system</li> </ul>	<ul style="list-style-type: none"> <li><b>a.</b> Improved systems map</li> <li><b>b.</b> Ideas for leverage points for catalytic change, including hypotheses about the impacts of proposed changes</li> </ul>
 <b>Actions between workshops</b>	<ul style="list-style-type: none"> <li>▶ Established a steering committee</li> <li>▶ Engaged CARI for systems mapping expertise</li> <li>▶ Developed systems mapping methodology</li> </ul>	<ul style="list-style-type: none"> <li>▶ CARI, HAG and Pujiono Centre analysed workshop outputs and secondary data to develop a map of the humanitarian system</li> </ul>	HAG and Pujiono Centre: <ul style="list-style-type: none"> <li>▶ analysed hypotheses</li> <li>▶ presented findings to steering committee</li> <li>▶ planned to develop phase two methodology for consultation</li> </ul>

# PHASE 1 FINDINGS

Phase 1 research concluded that no single entry point would catalyse systemic, transformative change across Indonesia’s humanitarian system. In order to achieve systemic change, it is important to work in concert across various aspects of the humanitarian system: accountability, coordination, information and financing, and capacity. These findings largely echo the four areas of change identified in the first workshop (with information being key to

supporting greater transparency and access to finance) and the lessons identified by BNPB and the Humanitarian Country Team (summarised above), reflecting the deep knowledge of the humanitarian system of humanitarian actors in country. The drive towards localisation continues to underpin the four areas of change, with actors taking on new roles and needing clarity and new skills to localise and implement Government regulations effectively.

 **Area of change**

 **Leverage point**

 **Explanation**

Area of change	Leverage point	Explanation
 <b>Accountability</b>	Design humanitarian response to best meet the needs of people affected by crisis	Any intervention must result in responses that are increasingly people-centred, rights-based and accountable to Indonesians affected by major humanitarian crises. This is a top priority for stakeholder groups and echoes one of the largest calls for global reform <sup>25</sup>
 <b>Coordination</b>	Clear roles and responsibilities enable more effective coordination	Nationally and locally led coordination mechanisms can be strengthened through improved understanding of the roles and responsibilities of international, national and local actors
 <b>Information and financing</b>	Shared access to quality and transparent data	Reliable data collection, analysis, sharing and management, including clear authority on information management, accessible needs assessments and information on financing mechanisms, will support better decision-making and allocation of resources
 <b>Capacity</b>	Agreed and standardised competencies and values	The capacity of Indonesian humanitarian actors is a core foundation upon which reform will be built. There is appetite to adapt global standards to the Indonesian context, for example through a national humanitarian code of conduct, that could help standardise competencies for the sector

<sup>25</sup> See Workstream 6, 'Participation Revolution,' Grand Bargain, 2016.

# PHASE ZERO TO ONE: WHAT WE LEARNED

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## What worked well

1. Our partnership: The partnership between Humanitarian Advisory Group and the Pujiono Centre continues to grow. The partnership leverages our strengths and seeks to foster areas for mutual growth.
2. The scoping phase: This helped to identify a country with significant momentum for change within the humanitarian sector upon which we could build.
3. Consultative process: The workshops were effective ways to draw on the expertise of the humanitarian actors, and build buy-in across a broad range of stakeholders.
4. Shared understanding on the priority areas for change: from the outset there was broad consensus around the main areas for change. Humanitarian stakeholders know the system well and understand what needs to shift for positive change.
5. Flexible and adaptable approach: the research team was able to pivot to an action research approach that aligned with Blueprint objectives in response to the significant contextual changes brought about by COVID-19.
6. Expert guidance: The Steering Committee has provided useful direction, particularly as members were often able to participate in workshops. So, in addition to strategic guidance, it provided useful cross-checking of workshop findings.

## What we're working on improving

1. Getting the right people in the room: while stakeholder engagement is increasing over time, it requires consistent attention to ensure key decision-makers and influencers are engaged at the right times to support and be able to implement change. Demonstrating buy-in, engagement and progress is helping to engage additional stakeholders. The Steering Committee has approved the inclusion of government representatives, a goal of the research team. The team is looking at alternative mechanisms, such as field visits, engagement with global reform partners, dedicated/individual stakeholder consultations and updates for key stakeholders not yet engaged.
2. Using people's time strategically: the methodology that was used required non-negligible chunks of time – not ideal for busy people with multiple competing priorities. This may have contributed to some strategic stakeholders being unable to engage at the level we would have liked. In future, we will strive to engage the right people within timeframes that better reflect their priorities and other needs.

## What we'd try differently next time

1. Critique the value-add of taking an analytical approach to systems thinking: the systems thinking methodology did not substantively impact on the main areas for change, nor did it identify common leverage points for change. This may have been because the analysis was overly analytical and complex (it was performed for individual areas of change and then combined), and/or because system-wide leverage points for change do not exist. If we were to repeat the methodology, we would balance the analytics with humanitarian actors' knowledge of the system.

# PHASE TWO: PIVOTING IN RESPONSE TO COVID-19



**The momentum leading from Phase 1 into Phase 2 was interrupted by the significant changes in context brought about by COVID-19.** The focus in Indonesia, including the Pujiono Centre, shifted towards the COVID-19 response in country. Whilst this required a pause in the progression towards Phase 2, it also presented the research team with an opportunity to pursue an action research approach in Indonesia to collect learnings to augment what we found through Phase 1.



**The Pujiono Centre, in collaboration with Oxfam Indonesia and Muhammadiyah Disaster Management Center, formed the SEJAJAR network to support cross-sectoral collaboration during COVID-19.** SEJAJAR is a politically independent platform that adheres to the universal values of civil society organisations and other relevant humanitarian and development codes and standards.

SEJAJAR's mission is to develop and provide services that add value to civil society and the general public in terms of information exchange, strategy development, and collaboration among fellow civil society organisations. It works at national, provincial, district/city and grassroots levels, and with government and other stakeholders.

SEJAJAR's objectives link closely to the priority areas identified during Phase 1 of the Blueprint research. With support from Humanitarian Advisory Group through the Blueprint Stream, a monitoring and evaluation framework for the network was developed to systematically capture evidence and learning from the network to inform the next phase of Blueprint consultations and design.

## FOR MORE INFORMATION

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