INFO INVEST DM 2.0

Knowledge Exchange Webinar 3 on Learning from Disaster (12/16/2021).

Learning from disasters mechanisms: Lessons-learned must be systematic, integrated, inclusive, and applicable

Lessons learned are deemed successful when they result in a change; this requires a lessons-learned mechanism that systematically captures knowledge, integrates it, and is inclusive to all users. The quick identification of the lessons learned from disaster response is an excellent way to start, but it is not enough to ensure learning outcomes are integrated. To improve disaster-response quality and effectiveness, lessons captured must be applied and lessons learned must be carried out systematically for continuous improvement. An After-Action Review (AAR) is one of the most utilized tools for capturing learnings, but all actors must beinvolved in the process. The lessons from an AAR can lead to long-term change if incorporated as part of knowledge to policy or law. Recognizing this importance, the Indonesia Disaster Management Authority (BNPB), with the support of INVEST DM 2.0. is developing a framework for learning from disaster mechanisms.

The Knowledge Exchange series #3 webinar on Learning from Disasters (LDF) Mechanisms on December 16, 2021, facilitated by INVEST DM 2.0, explored topical policies and practices from the Indonesian and United States (US) contexts. The online event, featuring distinguished speakers from the United States, Indonesia, and Ukraine, was co-hosted by BNPB's Education and Training Center and the University of Hawaii's National Disaster Preparedness Training Center (NDPTC). The takeaways of the webinar are being utilized to create a framework for learning from disaster mechanisms for BNPB. Dr. Kim (NDPTC) led the event moderated by Dr. Berton, the head of the BNPB Education and Training Center. The five featured experts included Glen Woodbury (Director of the Naval Postgraduate School's Center for Homeland Defense and Security, USA); Steve Recca (Humanitarian Assistance Program Advisor, Pacific Disaster Center, USA); Prof. Khrisna Pribadi (Bandung Institute Technology ITB and University Forum for Disaster Risk Reduction); Ignacio Leon-Garcia (Head of Office UN OCHA – Ukraine); and Ardito Kodijat (Head of Indian Ocean Tsunami Information Center UNESCO-IOC). There were 115 participants (42 female, 73 male) from national and sub-national disaster management authorities, NGOs, media, private, and regional government.

Mr. Recca underlined the need to identify lessons learned and apply them in non-disaster and emergency contexts. Prof.Khrisna added that lessons learned to take place at any stage in the disaster management cycle, from mitigation to recovery. Lessons learned should be captured at the individual, community, and organizational levels. According to Mr. Leon-Garcia,lessons learned must influence the community, government, private sector, and implementing partners and be an integrated and inclusive process that allows us to respond better and be more prepared. Learning mechanisms should also considercreating incentive or disincentive systems for those who contribute to reducing or increasing the risks. Learning outcomes can be applied naturally or strengthened through legal frameworks, policies, or laws.

In addition, Mr. Kodijat shared the learning practices from tsunamis occurring in Indonesia from 1945-to 2004 through collecting, documenting, and providing public access to documents, government letters, reports, news clips, and eyewitness stories about the tsunami that occurred during this period. One of the lessons learned shows that while the cross-generational memory of tsunami incidents is fading, indigenous knowledge and local experiences can be valuable resources for local education, awareness, and tsunami disaster preparedness.

A step towards achieving a high-performing organization: BNPB starts implementing a results-based performance management system

As part of Indonesia's ongoing bureaucratic reform, the Government of Indonesia (GOI) is fundamentally changing the civil servant performance evaluation system from an activity to a results-based process. The GOI is enacting the reform process under the ministerial regulation on Civil Servant Performance Management. Results-based staff performance is one of the eightbureaucratic reform areas of change. It falls under "Structuring the Human Resource Management System's Apparatus" to establish individual performance measures. The change means that employee performance targets (SKP) are a requirementfor all staff. These targets coalesce and cascade down from the organization's performance and are measured through the National Medium-Term Development Plan (RPJMN), Organizational Strategic Plan, and Performance Agreements (figure 2).

Figure 1. Civil Servant Performance Management System 4 Main Stages

Figure 2. Alignment of Organizational Performance Flow to Civil Servant Individual Performance
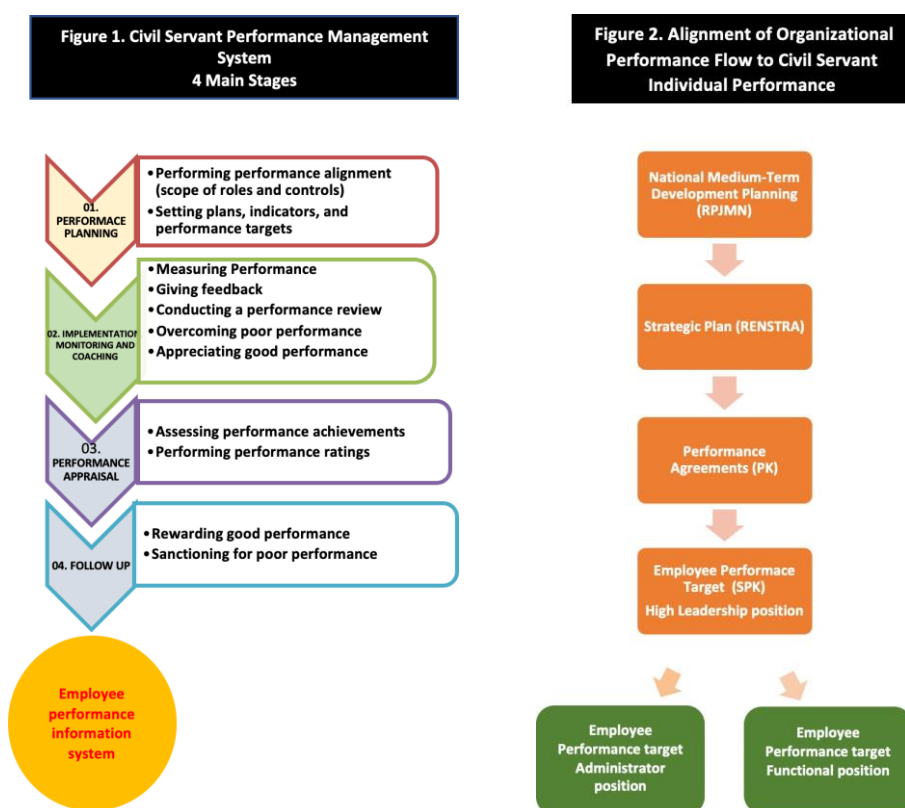
The SKP includes key performance indicators as well as individual performance indicators. BNPB is now required to carry out annual individual performance appraisals through a results-based performance dialogue process that considers the SMART criteria (specific, measurable, achievable, realistic, and timely) and is updated based on changes in organizational structures, policy, business culture, and services.

BNPB's Human Resource and General Affairs Bureau, collaboratively with INVEST DM 2.0, has advanced this milestone reform by developing the Practical Guidelines for implementing the Civil Service Performance Management System. INVEST DM 2.0 contributed to guidance development through a series of focusgroup discussions to assist BNPB in developing a results-based performance management system. Divided into four stages, the process (figure 1) comprises (1) performance planning, (2) implementation, monitoring, and coaching performance, (3) performance appraisal, and (4) follow-up. BNPB has built an electronic-based performance management application system (e-performance) to improve accountability and transparency in human resource management. BNPB developed the system by referencing the performance management guidelines drafted with INVEST DM 2.0 support to enable system guidelines and applications to run in sync. The digital performance management system requires all BNPB employees to complete SKP and conduct performance dialogue with their supervisors through e-performance. It ensures that each stage is documented and tracks the development of each staff's performance goals.

The Importance of Civil Servant Performance Management in the process of transforming the culture of individual performance:

1. CIVIL SERVANT CAREER DEVELOPMENT
Mutation, Promotion and Competency Development based on performance

2. TALENT MANAGEMENT
Employee performance should be one of the foundations in the placement of the talent pool

3. PERFORMANCE ALLOWANCE
Performance allowances are paid based on performance achievements, no longer just on attendance

4. AWARD
Awarding based on objective and transparent performance assessment results

5. SANCTIONS
Performance assessment of civil servants who do not reach performance targets are subject to administrative sanctions up to the termination

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The transformation of a performance-based culture is the first step toward establishing a strong foundation for a high-performing organization. This requires a strong commitment from management and all levels of staff to implement a 360-degree measurement of performance behavior and achievement of performance results. Practical guidelines for implementing a performance management system, developed in collaboration with INVEST DM 2.0 by BNPB's the HR and General Affairs Bureau will guide staff in implementing all stages of the civil service performance management system

- Dra. Eny Supartini, MM., Head of HR and General Affairs Bureau for BNPB.

Strengthening disaster preparedness systems at the local level: Jakarta Provincial Disaster Management Authority involves neighborhood heads as disaster management champions
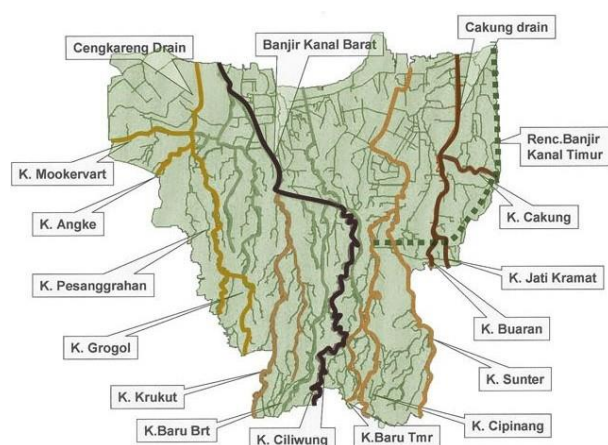
Jakarta is located downstream of 13 rivers and suffers from coastal subsidence and experiences perennial flooding that causes displacement, property damage and loss, and significant disruptions to transport and commerce. These challenges in particular affect vulnerable groups, with climate change expected to aggravate the problem further by increasing both the frequency and intensity of these hydrometeorological events. For this reason, it is essential for all Jakarta City and local government levels to establish structural and non-structural disaster mitigation and preparation systems, and to build community resiliency to flooding and other hazards.

The Jakarta Provincial Disaster Management Authority (BPBD) is addressing this challenge by mobilizing neighborhood heads (Lurah) and locally appointed officials at the neighborhood level to enhance disaster management coordination responsiveness for communities, particularly in the emergency responsephase as their local area disaster focal points.

Currently, the National Disaster Management Authority (BNPB), with the support of INVEST DM 2.0, is preparing modules for disaster management training in the neighborhoods to meet one of the minimum sub- disaster service standards (MSS-DM).

INVEST DM 2.0 also assists Jakarta Provincial BPBD in developing technical guidelines relevant to the Jakarta Governor regulation about assigning Lurah as Disaster Management Champion. According to the regulation, the Lurah is responsible for: 1) coordinating efforts to reduce disaster risk in disaster-prone areas; 2) coordinating efforts to optimize the management of community institutional resources, the private sector, universities, Non-Governmental Organizations, Communities, Community Organizations, disaster volunteers, and the preserving the local knowledge to reduce disaster risks; 3) coordinating efforts to reduce disaster risk in the neighborhood's area; and 4) carrying out disaster management monitoring, assessment, and reporting, as well as disaster recovery. This regulation also emphasizes the BPBD's responsibility in disaster management to provide assistance and counseling to neighborhoods.

Learning from the development of technical guidelines on calculating deaths and missing persons attributed to disasters

Indonesia's National Disaster Management Authority's (BNPB) Emergency Operation Centre (EOC), has developed a technical guideline for calculating the number of deaths and missing persons caused by disasters with the assistance of INVEST DM 2.0. The guidance ensures accurate, consistent, and accountable mortality rate data is obtainable. From the drafting process, two important lessons were generated. First, reflecting on and learning from prior disaster-related death calculations aids inidentifying obstacles and preparing alternate solutions. Secondly, it is important that the Bureau of Statistics is involved in monitoring the compliance of the chosen calculation method to ensure the validity of the data. From the onset, input from the sub-national Disaster Management Authority (BPBD), the intended user oftechnical instructions, is also necessary.

Data Collection and discussion meeting to draft the guidelines held at Bekasi, West Java (11/31/2021).

Challenges in calculating the deaths and missing persons due to disasters in Indonesia have persisted for years. For instance, different death recording systems and data on the number of potentially disaster-exposed people were often limited to only natural disaster hazards defined in the Disaster Risk Assessment document. For this reason, the purpose of the TechnicalGuidelines is important to describe the formula and provide guidance on deaths calculation and the criteria limits for eachindicator. It also establishes standards for data sorting for the calculations. These steps simplify computations while maintainingconsistency and allowing for temporal and spatial comparisons.

Various parties from internal and related Ministries are involvedin the drafting process. The Deputy for Systems and Strategy, the Deputy for Emergencies, the Center for Disaster Information and Communication Data, and the Bureau of Law, Organization, and Cooperation are all involved from National Disaster Management Authority (BNPB). The Central Bureau of Statistics, the Ministry of Home Affairs, and the sub-national Disaster Management Agency (BPBD) of DKI Jakarta Province, Bogor Regency, and Bekasi City are among the other government agencies engaged.

Meeting of the Directorate of Disaster Management System (DDMS) with BPBD Jakarta (09/14/2021).

Data collection and discussion meeting on the second draft of the Technical Guidelines for calculating deaths and missing persons attributed to disasters held at Bogor, West Java (11/17/2021).

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INVEST DM 2.0, a USAID-funded program is a continuation of INVEST DM program. The program applies a holistic approach to support BNPB's own-people-centered approach, with comprehensive inputs in the technical capacity in preparedness-response-recovery; policy and planning; governance; and organizational development. These areas are grounded in human capital, serving to capacitate and reinforce the people resources that contribute to disaster management.

INVEST DM 2.0 is a consortium of Mercy Corps, Mercy Corps Indonesia, and the University of Hawaii at Manoa

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