



REPORT

ORGANIZATIONAL AND PROGRAM ASSESSMENT

YAYASAN BADAK INDONESIA

2018



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PREFACE

Our highest appreciation goes to the Indonesian Rhino Foundation (YABI) for 12 years for its hard work in protecting and rescuing the Javanese and Sumatran Rhinoceros, which provided many important meanings for endangered Rhinos in Indonesia. YABI has four (4) YABI priority programs in the Rhino rescue and protection such as the Rhino Protection Unit (RPU), Intelligence Law Enforcement Unit (ILEU), Sumatra Rhino Sanctuary (SRS), and the Java Rhino Study and Conservation Area (JRSCA), which able to maintain the Sumatran and Javan Rhinos sustainability in Indonesia.

The long process of Indonesian Rhino Foundation (YABI) Organization and Program assessment that is conducted by the Penabulu Foundation Team in July-November 2018 involved many parties to obtain reliable results and could be used as a reference in the development of rhinoceros conservation organizations and programs in Indonesia.

A lot of learning during the YABI assessment process that we cannot write one by one. YABI still has many opportunities in this space to be more optimal in managing the knowledge of rhino conservation and can be used in science development and building better community involvement.

In completing the YABI organization and program assessment, we are very grateful to all stakeholders of the Indonesian Rhino Foundation, including: Ir. KRT. Darori, MM, Professor, Dr. Ir. HS. Alikodra, MSc., Drh. Muhamad Agil, MSc., Drs. Sukianto Lusli, MSc., Drs. Jansen Manansang, MSc., Susie Ellist, PhD., Clare Campbell, John Bryan Payne, PhD., And A. Christy Williams, PhD as Board of Trustees; Ir. Adi Susmianto, MSc., Tony Sumampau, and Drs. Herry D. Susilo, MSc. as a Supervisory Agency; Drs. Widodo S. Ramono, MM, Ir. Muhamad Waladi Isnani, Shanty Maulidhianty, SE, MM., as the Governing Board and at the same time get the mandate as program implementers. And all program managers and staff both at headquarter and field level.

We also thank to Drh. Indra Exploitasia (Director of Conservation and Biodiversity - KLHK), Head of the Ujung Kulon National Park, Head of the Bukit Barisan Selatan National Park and Head of the Way Kambas National Park, along with the staff.

Partner of non-profit organizations that has worked with YABI, such as: Nature Conservation Education Foundation (YAPEKA), the Sumatran Tiger Conservation and Conservation Foundation (YPKHS), and the International Rhino Foundation (IRF) both Mr. Sectionov (Indonesia Liaison Office) and Mrs. Susie Ellist, PhD (International Headquarter Office of IRF) who provided full support for the process of reviewing and completing the Indonesian Rhino Foundation Organization and Program Study Documents and became an important part in saving and protecting Sumatran and Javan Rhinos in Indonesia.

Best regards,

Eko Kurniawan and Penabulu Assessment Work Team

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CHAPTER 1. INTRODUCTION

1.1. Background

International Rhino Foundation (IRF) is a nonprofit organization that focuses on conserving the five species of rhinos in the world which are endangered. In Indonesia, IRF cooperates with the Yayasan Badak Indonesia (YABI) which works at the site level to conserve the two species of rhinos that exist in Indonesia, these are: 1) Javan Rhino (*Rhinoceros Sondaicus*) which can only be found in Ujung Kulon National Park. The population is estimated around 60-63 Javan Rhinos that is included in *CITES appendix 1*. 2) Sumatran Rhino (*Dicerorhinus sumatrensis*) which the habitat is in the tropical forests of Sumatra. The species is the most endangered with 70% population decline over past 20 years and has been stated extinct in Malaysia since 2015. Currently, the population is less than 100 Sumatran Rhinos and includes in the *CITES appendix 1*.

Yayasan Badak Indonesia was established on December 28, 2006. It was merged of 2 (two) foundations, these are: 1) Yayasan Mitra Rhino, established in 1990 and 2) Sanctuary Rhino Sumatera, established in 1997. Beside both of these foundations there is 1 (one) program joining the Yayasan Badak Indonesia, that is the Indonesian Rhino Conservation Program. 2012-2017 Indonesian Rhino Foundation's vision, mission and program are:

1. Vision: The realization of Javan Rhinos and Sumatran Rhinos species life in safe habitat sustainably.
2. Mission: Preserve Javan rhinos and Sumatran rhinos through protecting and monitoring the habitat populations, increasing breeding, research and development, increasing public awareness of the existence and importance of conservation for Javan rhinos and Sumatran rhinos, cooperating with the stakeholders and fundraising for sustainability rhino conservation program.
3. 2012-2017 Programs: YABI continues long-running programs that is the rhino conservation program in three national parks of Sumatra and Java, then the Sumatran rhino captivity program in Lampung's Way Kambas National Park. The programs are developed based on the need organization developing to be the leading organization in managing rhino conservation in Indonesia. The programs that have been compiled for the first 5 (five) years are:
 1. Conserving the Javan and Sumatran rhinos through protecting and monitoring its populations and habitats,
 2. Increasing breeding,
 3. Research and development,
 4. Increasing public awareness of the existence and importance of Sumatran and Javan rhinos' conservation,
 5. Cooperating with the stakeholders and fundraising for sustainability rhino conservation program.

As the end of 2012-2017 program, an assessment is needed to review how the implementation of managing and actuating has been carried out in achieving the strategic plans and programs that have been set. The assessment is also expected to provide recommendations for constructive changes, so that YABI's management and actualization is more effective and efficient in achieving vision and mission of the institution.

1.2. Objectives

1. Provide an objective assessment to YABI and IRF about the effectiveness and good organizational management, program management, general operations, human resources, and financial management in YABI.
2. Identify YABI needs in the terms of management and organizational growth to face future challenges
3. Provide internal assessment about the role and effectiveness of YABI in Indonesian rhino conservation.
4. Identify what is and isn't working about the relationship between YABI and its main donor, IRF, and how best to improve the relationships so it's useful for Rhinos in Indonesia.

1.3. Methodology

A. Data Collection Technique

The assesment used descriptive participatory method. Through this method, information is collected in an actual and detailed regarding the symptoms found in the study, identifying problems or checking the conditions of both policies and practices, evaluating and recommending plans and decisions taken by the organization in the future.

Data collection used qualitative approach with document study methods, focus group discussions, interviews and in-depth interviews. The findings from each method were analyzed using triangulation techniques both on the method and data sources of each assessor. With this triangulation technique, it is expected that the findings obtained will be verified and valid. As for each method that has been done can be explained below.

1. Documents Study

This stage is institutional documents study and the first step in starting an assessment. The steps are collecting all institution documents to obtain data, initial information and conditions at each of the review areas, these are:

- a. Management Area (Governance)
 - Institutional strategic plan, how the strategy to achieve it, the implementation and results produced.
 - Institutional structure, functions and elaboration of tasks inherent in the established structure, how the coordination path and responsibilities between personnel in the structure.
 - Institutional strategic policies and standard operating procedures - applicable SOPs and how they are implemented.
 - Planned budget set, and how to implement the budget plan.
- b. Effectiveness Area (Governance)
 - Expected program impacts and impacts achievement.
 - The established monitoring and evaluation mechanism and its implementation.
 - How is the internal control system established and its implementation.
 - What is the policy on human resources in terms of recruitment, job evaluation and staff capacity building.
 - What are the policies for data processing, information and knowledge management.
- c. Partnership Area with IRF and other strategic partners.

- How is the agreement and relation pattern between YABI and the IRF and other strategic partners.
- How collaborative planning is prepared with strategic partners.
- How is reporting and monitoring patterns in the programs carried out with strategic partners.

Documents learned in document studies include: documents considered to be equated as strategic planning documents, annual work plans, annual reports, financial reports, audit reports, organizational SOPs, knowledge products, and other required institutional documents.

The results of the documentary study were analyzed and became the basis for the FGD stages, interviews, and in-depth interviews with relevant agency personnel.

2. *The initial review of institutional documents* aims to get an overview of the procedures, relations, practices that run with the applicable legal parameters, the values of transparency, and accountability of the foundation as a non-profit organization. The Penabulu Team has compiled an assessment tool consisting of three areas, these are governance, effectiveness and partnership. Furthermore, the device is a guide for specialists to measure the suitability of the Foundation with legislation, values, and principles of a universal non-profit organization.

The initial review was carried out by interviewing at least 5 organizational representations: (1) Board, (2) Executive Directors, (3) Senior Staff, (4) Program Managers, and (5) Finance managers. Then, the Penabulu specialist team analyzed the findings with the output in the initial description of YABI's institution. The selection of Administrators as subjects in the organization scan is carried out with the approval of the Administrators because they better understand of YABI's operations. Senior staff representatives and program managers were obtained from the YABI Director with the following criteria: (1) having an office in YABI Bogor, (2) experience at YABI for more than 5 years, and (3) having a better understanding of YABI organizations. The initial description of YABI's institutions is used by specialists to explore interview questions.

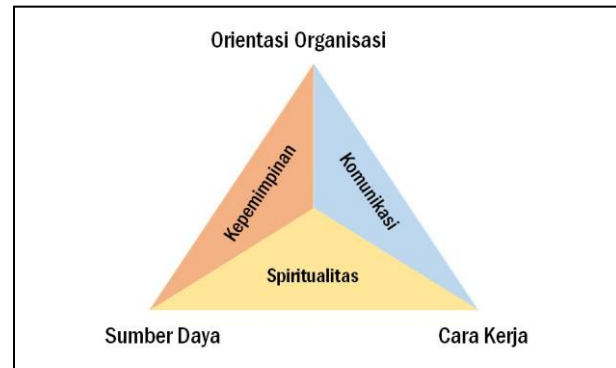
3. *In-depth interviews* aim to obtain information and data on the study document gap findings to ensure the data obtained is valid and can be accounted for as findings, as well as to explore input on the obstacles faced and their solutions in each area of the review. In-depth interviews were conducted on organizational elements consisting of Coaches, Administrators, Supervisors and Implementers of Activities. The implementers of the intended activities are YABI staff in Bogor and YABI's work areas, these are Ujung Kulon, Bukit Barisan Selatan and Way Kambas. In addition, in-depth interviews were also conducted with key YABI stakeholders, beneficiaries, and the Ministry of Environment and Forestry agreed upon with YABI and IRF.

Relating to in-depth interviews with coaches who were abroad, Penabulu Specialist Team used remote interview techniques with Skype media. This interview is important to dig up information that is in accordance with the in-depth interview tool prepared and agreed with YABI and IRF.

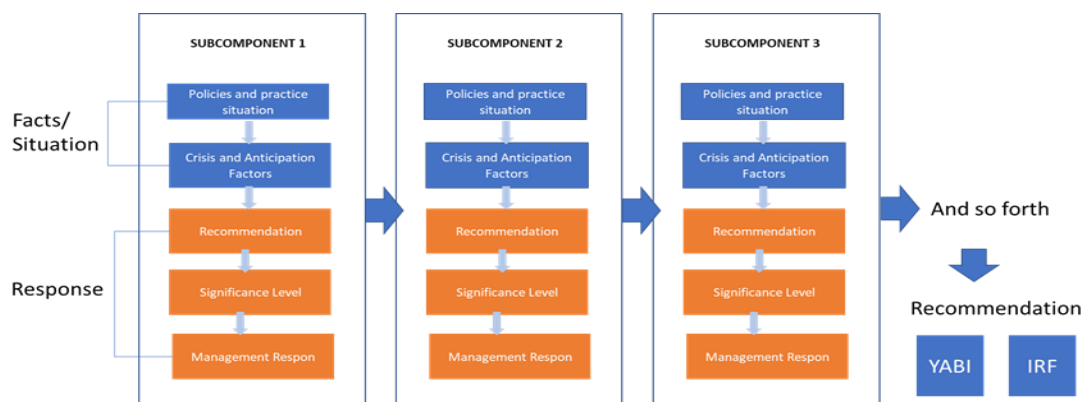
4. *Focus Group Discussion*, aimed at triangulating data on the analysis obtained from document studies, interviews and in-depth interviews to obtain clarification and more comprehensive input in the 3 targeted review areas. The FGD is the final stage to produce a draft assessment report which will be submitted and discussed with YABI management later.

B. Data Analysis Techniques

Organizations can be likened to living organs where there are people, systems and procedures, and cultures that are components of the organization. The organizational components in each organizational development tool are different. This evaluation has referred to several tools for organizational analysis as references, such as TANGO (NGO Transparency and Accountability), ODST (Organizational Development Snapshot Tools), OCPAT (Organizational Capacity and Performance Tools), SMAL (NGO Minimum Accountability Standards), CSTT (Civil Society Tracking Tool), PERANTI (Independent Assessment Tool for Accountability and Transparency) and so on. From some of these tools, Penabulu uses PERANTI as a reference to map the components / sub-components of the organization consisting of the Governance Area, Effectiveness Area (management), and Partnerships Area. The core elements in the organization are 3 aspects: a. Orientation (vision, mission, goals, values, Main Field of Results, Field of Main Activities, etc.), b. Resources (human, capital, material, method - as science, and machinery - technology), c. How it Works - Work System (Rules, SOPs, policies, strategies, etc.).



After mapping the evaluation objectives and organizational components reviewed, data analysis is carried out, with the aim of: (1) identifying the policy and practice situation of each area and component, (2) identifying crisis factors and how the organization anticipates them, (3) providing recommendations to increase organizational capacity, and (4) things that need to be improved by the organization.



After the situation in each area is obtained, the analysis is carried out using SWOT analysis (Strength, Weakness, Opportunity, and Threat). The SWOT Analysis matrix can be seen as follows:

AREA	Threat (T)	Opportunities (O)
Strength (S)	T vs S	O vs S
Weakness (W)	T vs W	O vs W

Basically the SWOT analysis matrix is aimed to find the right recommendations with YABI's institutional needs based on strengths, internal weaknesses, challenges, and opportunities found. This recommendation is expected to be a guide for YABI to organize and increase institutional capacity in accordance with the applicable legal context.

C. Tim Assessment

Supervisor	:	Eko Komara (Executive Director of Penabulu Foundation)
Team Leader	:	Adi Nugroho
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Partnership Area	:	Adi Nugroho
Evaluation Instrument Specialist	:	Sugiarto Arif Santoso
Administrator	:	Rivia Dian

D. Selection of Key Informants

The selection of key informants was carried out through mutual agreement with IRF and YABI. The total key informants that we managed to interview were 72 people, both institutional personnel (foundations and program implementers) and parties outside the YABI institution who had an influence on the existence of YABI as a rhinoceros conservation organization in Indonesia.

The following is the distribution of key informants who have been determined together, both at the Head Office (Headquarters / HQ) and in the field office.

A. Foundation Component		
1.	Coaches	9 people
2.	Supervisors	2 people
3.	Administrators	3 people
B. Program Implementer		
1.	Operational & Financial Manager	1 person
2.	Finance Staff: Senior Finance and Administrative and Financial Staff	2 people
3.	Information and communication staff (Nuke)	1 person
4.	Human Resources Staff (Dedi)	1 person
5.	KfW program staff (Dadan)	1 person
6.	Data base manager	1 person
7.	Area Manager	1 person
8.	Assistant manager	3 people
C. Field Project		
UK National Park		
1.	RPU UK National Park	6 people

	2. JRSCA	5 people
C.	BBS National Park	
	1. RPU BBS National Park	6 people
	WK National Park	
	1. RPU WK National Park	7 people
	2. ILEU	1 person
	3. SRS	4 people
D.	Eksternal Stakeholders	
	1. KKH Directorate	2 people
	2. UK National Park Office	1 person
	3. BBS National Park Office	5 people
	4. WK National Park Office	4 people
	5. PKHS	2 people
	6. YAPEKA	2 people
	7. IRF Asia	1 person
	8. IRF Indonesia	1 person
TOTAL		72 people

E. Study Limitation

In implementing YABI's institutional assessment, assessors honestly admitted the existence of several obstacles and limitations in obtaining data and information, among others.

1. Availability of data
Assessors are not easy to get the required institutional data because the data sources are spread over several key people both in the Headquarter (HQ) and the field, and some important data still have to wait for permission from the KLHK and the Head of the National Park Office or just finished so that the supporting documents cannot be obtained by the assessor.
2. Availability of informant time
The time constraints of key informant, especially external stakeholders such as the Joint Indonesian Rhino Protection Secretariat, WCS, WWF, and LIPI, the assessor cannot do because of limited communication and availability of informant time.
3. Limited time of visit
Limited time of visit in the field limit the assessors to visit the surrounding habitat in the TNWK and meeting with communities around the National Park area to conduct interviews.
4. Limitations due to scattered and distant sources
In conducting interviews, it is best if it can be carried out directly in situations that are comfortable and egalitarian. Considering that foreign informant are located in several countries, "virtual interviews" are used. With interviews that are not face to face, the interviewer cannot see the expression and gesture of the interviewee. The interviewer also does not easily ascertain whether the informant is healthy or not, feeling 'depressed' or not. These things can of course affect the quality of the interview results.



CHAPTER 2. ABOUT YABI

The Indonesian Rhino Foundation is abbreviated as YABI. Founded in 2006 in the form of a Foundation and formally legally incorporated as a Foundation through the Decree of the Minister of Law and Human Rights Number C-590.HT.01.02 dated March 20, 2007. The Indonesian Rhino Foundation is an amalgamation of two (2) foundation and one (1) program, namely the Rhino Partner Foundation (YMR), the Sumatran Rhino Sanctuary Foundation (YSRS) and the Indonesian Rhino Conservation Program (PKBI).

Institutions that are primarily responsible for biodiversity conservation (including rhino species) are the Directorate General of Forest Protection and Nature Conservation (PHKA), Indonesia Ministry of Forestry. Besides PHKA, there are several organizations that participate in the conservation of rhinos in Indonesia, they are the Rhino Partner Foundation (YMR) and the Sumatra Rhino Asylum Foundation (YSRS), and the Indonesian Rhino Conservation Program (PKBI). Rhino Partner Foundation was founded in 1990 and has been active in various rhinoceros conservation activities. Rhino Partner Foundation works with the Directorate General of Forest Protection and Nature Conservation (PHKA, formerly PHPA) has published a Strategy Guidebook for Rhino Conservation in Indonesia (Indonesian Rhino Conservation Fund - SKBI) funded by Indonesia International Bank (BII) in 1993.

Through long discussions on efforts to save rhinos in Indonesia, Rhino Partner Foundation, Sumatra Rhino Asylum Foundation, and Indonesian Rhino Conservation Program agreed to join in one management. This commitment was realized with the establishment of the Indonesian Rhino Foundation (YABI) in 2006. YABI's operational areas include Ujung Kulon National Park, Way Kambas National Park, and Bukit Barisan Selatan National Park.

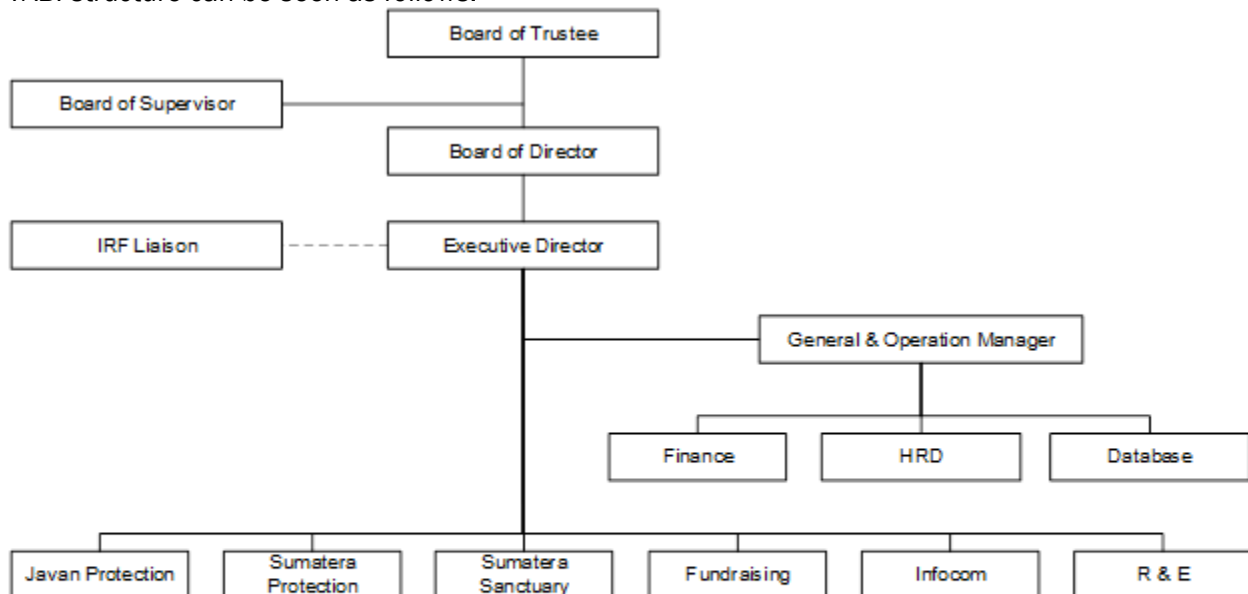
The figures involved in establishing YABI are Ir. Adi Susmianto, MSc., Prof. DR. Ir. Hadi Sukadi Alikodra, Drs. H. Widodo Sukohadi Ramono, MM., Drs. Yansen Manangsang, MSc., Ir. Jus Rustandi, Drh. Muhammad Agil, MSc., Ir. Raden Soemarsono, MM., Kerry Elizabeth Crosbie, John Brian Payne, Drs. Sukianto Lusli, Nicolaas Jan Van Strien. The founders of YABI came from different backgrounds such as bureaucracy, domestic and foreign scientists, Indonesian Rhino Conservation Program, Sumatra Rhino Asylum Foundation, and Rhino Partner Foundation staff but had the same vision of saving the population of Javanese and Sumatran Rhinos. Furthermore, in carrying out the duties of the founders of YABI formed a composition of Coaches, Supervisors and Administrators. Since 2006 until now there have been two changes to the foundation organ structure, first in 2008 and the second in 2014. Changes in the structure of the organ's foundation can be seen below.

Organ Yayasan	2006	2008 (Perubahan I)	2014 (Perubahan II)
Dewan Pembina	1. Adi Susmianto 2. Prof. Dr. Ir. Hadi Sukadi Alikodra 3. Jansen Manangsang 4. Nicholas Jan Van Strien 5. Jhon Bryan Payne 6. Carry Elisabeth 7. Muhamad Agil 8. Raden Sumarsono 9. Sukianto Rusli	1. Ir. Darori, MM 2. Prof. Dr. Ir. Hadi Sukadi Alikodra 3. Jansen Manangsang 4. Jhon Bryan Payne 5. Carry Elisabeth 6. Muhamad Agil 7. Raden Sumarsono 8. Sukianto Rusli 9. Effendi Sumardja 10. Sue Ann Ellis Wildt	1. Ir. Darori, MM 2. Prof. Dr. Ir. Hadi Sukadi Alikodra 3. Drs. Jansen Manangsang 4. Jhon Bryan Payne 5. Drh. Muhammad Agil 6. Drs. Sukianto Lusli, MSc. 7. Drs. Efendi Sumardja, MSc. 8. Sue Ann Ellis Wildt 9. Clare Campbell 10. Christy William
Dewan Pengawas	1. Ir. Dwiatmo Siswomartono Msc. 2. Drs. Ign. Heri Joko Susilo, Msc 3. Toni Sumampow	1. Ir. Adi Susmianto, MSc. 2. Drs. Ign. Heri Djoko Susilo 3. Tony Sumampau	1. Ir. Adi Susmianto, MSc. 2. Drs. Ign. Heri Djoko Susilo 3. Tony Sumampau
Dewan Pengurus	1. Drs. Effendi Sumardja (Ketua Umum) 2. Muhamad Waladi Isnani (Ketua) 3. Ir. Jus Rustandi (Sekretaris) 4. Shanty Mauliydianti (bendahara)	1. Drs. Haji Widodo Sukohadi Ramono, MM (Ketua) 2. Ir. Jus Rustandi (Sekretaris) 3. Shanty Mauliydianti (Bendahara)	1. Drs. Haji Widodo Sukohadi Ramono, MM (Ketua) 2. Muhamad Waladi Isnani (Sekretaris) 3. Shanty Mauliydianti (Bendahara)

YABI formulates a vision and mission that can unite the vision and mission of the three institutions. YABI's vision is "The realization of the life of the population of the Sumatran and Javan Rhinos in sustainable and safe habitats in a sustainable manner". Then YABI's mission is: (1) Protecting and monitoring of population and habitat; (2) Increased breeding; (3) Research and development; (4) Increasing public awareness; (5) Increased collaboration and fundraising. In order to carry out the vision and mission, YABI compiled 5 of these programs, among others: protection of the population of Javanese and Sumatran Rhinos; semi captive breeding, research and education; fundraising and ecotourism; and communication information.

In 2016, the commitment with the Government developed again in a more concrete form, namely the drafting of a Memorandum of Understanding (MoU) between the two parties between YABI and the Director General of KSDAE Ministry of Environment and Forestry which is valid for 5 years, and can be extended again with a duration of 5 years. This MoU was followed up with a Cooperation Agreement between YABI and Integrated Service Unit according to the operating area, namely the UK National Park Office, WK National Park, and BBS National Park Center. Then a five-year plan is made in each region based on the Cooperation Agreement called the Program Implementation Plan. This RPU was later revealed to be an Annual Work Plan.

Organizationally YABI has a structure consisting of organizational organs, namely Coaches, Supervisors, Administrators, and Daily Executors. The implementation of the organizational structure is arranged in detail in the Work Relationship Diagram at YABI which contains lines of communication and responsibilities, as well as details duties of each staff member in the organizational structure. The YABI structure can be seen as follows.

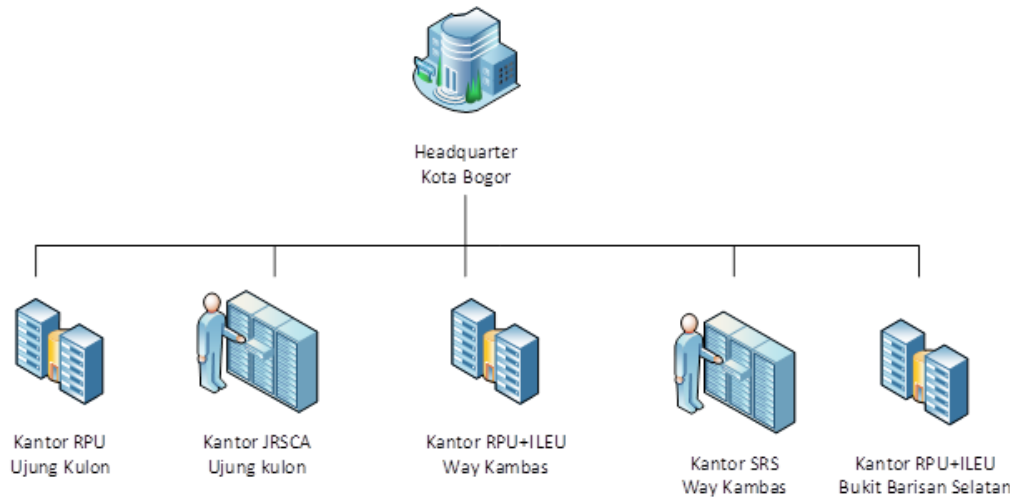


Note :

- ————— : Line Command
- - - - - - : Coordination Command
- General & Operational Manager represents Executive Director in internal matters
- Each position leads by a manager, except Finance, HRD & Database

YABI's operational headquarters in Bogor is called Headquarter (HQ). The field office for the Rhino Protection Unit (RPU) is in Ujung Kulon, Way Kambas, and Bukit Barisan Selatan. The JRSCA office is

in Ujung Kulon. The SRS office is in semi-Insitu Way Kambas National Park. Whereas the ILEU Office is in the Way Kambas RPU Office and Bukit Barisan Selatan. In the diagram can be seen as follows.



2.1. Rhino Protection Unit (RPU)

The Rhino Protection Unit is a program to protect rhino from hunting and habitat destruction of important populations (nucleus population) of Sumatran rhinos and Javan rhinos in the main conservation areas on Sumatra and Java, through the establishment and operationalization of the Rhino Protection Unit (RPU) and management support, coordination and structural supervision. The Rhino Protection Program is part of the MoU between PHKA-International Rhino Foundation (IRF) - Asian Rhino Specialist Group (AsRSG / IUCN) - Mitra Rhino Foundation signed on January 14, 1998 in Jakarta.

The RPU's tasks are:

- Prevent Rhino Hunting. Hunting prevention is the main task of the RPU which is carried out through building/ forming a rigorous patrol system, which is implemented to reduce the success of hunting.
- Disabling Snares. Rhinoceros snares found in the deactivated field, evidence is secured for identification of the offender who uses it.
- Arrest the perpetrators of hunting. The RPU must make various efforts to capture and process the violations committed until the court's decision. In accordance with the provisions of the law in Indonesia, the Chairperson of the RPU Unit with the authority granted by the authorities, takes the first steps in enforcing the law, when finding violations.
- Dealing with other forest disturbances (offenses). The RPU concentrates its activities where rhinos are prone to poaching or interference. All illegal activities and steps taken are reported, in standardized basic reports (standard RPU field reports) as well as steps follow the provisions of applicable procedures.

RPU's operational offices are in three locations, these are Ujung Kulon, Way Kambas and Bukit Barisan Selatan. In general, the RPU is one of the programs that is mostly included in YABI's routine activities to monitor and to assist national parks in handling cases in the field. 2016 portraits obtained in 2016 Highlights, the achievement of the RPU is very proud. This can be shown below.

RPU UK	RPU WK	RPU BBS
• Has operated 4 RPU units and 1 unit in UK National Park UK RPU. • Successfully running 106 general activities, • 60 patrols and surveys • Distance of 5,612 Kilometers • Spends 3,230 working days • Number of patrol days / 903 surveys in the field • The average working day per person per month reaches 18.63 working days. • Success in 2016: has detected 505 rhino signs such as 236 sites, 27 puddles, 72 dirt, 168 feeds, 2 other signs and 10 encounters directly with rhinos.	• Operates 5 units. • Successfully implemented 138 activities. • 138 patrols and surveys. • Distance of 6,658 kilometers. • Spend 3,743 working days. • Number of patrols / surveys 518 times in the field. • Average workday per person per month 14.85 working days. • The RPU was also involved in several other activities at the TNWK to assist in handling cases. • In the patrol activities, since August 2016 the RPU together with the SPTN II Bungur and focused its operations on the northern region of TNWK. • The result of this activity was the identification of lively timber theft activities in the Resort Branch area of SPTN II Bungur. • Find timber theft activities that are active in the area. The wood was intentionally cut and formed inside the TNWK area, as in Nibung (<i>Oncosperma tigillarium</i>) and Rou (<i>Dracontomelon dao</i>) wood. • Finding large-scale logging in 4 locations (Cipakis, Gendir, Cibatok, and Ranca Herang) in the Lg fern area of sengan with a total of 514 stems. The perpetrators are processed by the Pandeglang police station.	• Operates 7 units. • Successfully running 169 activities. • 150 patrols / surveys. • Distance of 4,284 kilometers. • Spend 4,303 work days, • Jumlah patroli/survey 1.287, • The average working day per month reaches 16.96 working days • The RPU was also involved in several activities in the national park including assisting in handling cases. • Has detected 307 signs of the presence of rhinos such as 73 tracks, 146 puddles, 30 rhinoceros droppings, 26 rhinoceros food, and 32 other signs as well as 1 direct encounter with rhinos.

2.2. Sanctuary Rhino Sumatera (SRS)

In 1996, the Breeding of Sumatran Rhinos Center with the name of Sumatran Rhino Sanctuary began to be built within the WK National Park area, Lampung. The Sumatran Rhino Sanctuary is the first sanctuary built in Indonesia in accordance with the recommendation of the 1994 Sumatran Rhino Sanctuary Development Workshop at Safari Garden Hotel, Cisarua, Bogor. WK National Park was chosen as the first location of the SRS was built through a process of selecting a number of areas that are potential as centers of Sumatran rhinoceros breeding, including Sukaraja (TNBBS), Bangko-Jambi (KS National Park), Seblat Water (KS National Park), Sungai Lengan (GL National Park) and Way Kambas - Lampung (WK National).

The Sumatran Rhino Sanctuary, abbreviated as SRS, is an effort to provide a vast and more natural area, which is expected to make the Sumatran rhinoceros breed. SRS also acts as a center for the protection of insitu rhinos.

SRS was built in a special (other) zone of the TNWK with an area of ± 100 hectares of $\pm 10,000$ hectares between Way Kanan and Way Negarabatin which functions as a conservation location for the Sumatran rhinoceros / ecotourism.

SRS was built and developed with semi insitu SRS programmed and integrated management concepts. Although it remains in a restricted place but the rhinoceros is kept as natural as possible with needs that are far more natural than at the zoo. At the SRS location, rhinos are left to live alone in their respective areas (10-20 hectares) which are interconnected to the center area as a location during the marriage (every 20-25 days / period). This system imitated the behavior of Sumatran rhinos in nature where it is a solitary animal, and in SRS rhinos have quite extensive roaming areas, topography of natural habitats and adequate food with complete variations. Here were also given additional leaves and fruit so that their eating needs are truly fulfilled. Human interference was very limited but rhinos remain under intensive supervision, where observations were carried out throughout the day.

The health of rhinos was the main concern in SRS, including learning how to maintain and to monitor its health. Officers must know as early as possible the abnormalities or disorders of rhino. Likewise with rhino's reproduction, always strived for the timeliness of merging or marriage. Also in sampling (blood, urine and stool) to be checked regularly and quickly in the laboratory. So far the health of rhinos in SRS are very good without significant interference. To monitor the weight of rhinos, weighing was carried out at least once a week.

Then, in anticipating disease transmission it was conducted by disease surveys around the WK National Park including in villages that are directly adjacent to the national park area every year.

Natural maintenance is an effort to improve the welfare and reproduction of rhinos, which is close to normal conditions such as in their natural habitat. SRS tried to uncover all the facts information about Sumatran rhinoceros scientifically so that it was expected to become a center of rhino's research and breeding. Also it is expected to be a source of animals for reintroduction to strengthen the natural population (insitu) in the future. Of course if the area is guaranteed to be safe from damage and rhino hunting.

Then, through various early stages of research, the information about Sumatran rhinos has been obtained. There were daily behavioral data (roaming, food, wallowing activities, etc.), marital behavior (knowing the exact signs and timing of integration, sperm analysis, ultrasound, etc.) and special health monitoring (routine and laboratory examinations). Various researchers have come to SRS and conducted several studies among others from IPB, Unila, Cornell University, Ohio University, Assafiiyah, UNAS, etc. The information was very useful for the right maintenance of rhinos in their natural habitat and there was also more knowledge about the lives of Sumatran rhinos.

2.3. Javan Rhino Study and Conservation Area (JRSCA)

Javan Rhino Study and Conservation Area (JRSCA) is one of the YABI program units which aims to develop intensive management of the Javan Rhino in its conservation which had work areas in Ujung Kulon National Park. JRSCA had a direct line of coordination with Ujung Kulon National Park Office. JRSCA's task was to protect and to manage Javan rhino populations including habitat management and breeding.

The JRSCA concept is of the Indonesian Rhino Conservation Action Plan. It focussed on developing the habitats that was managed intensively to expand the natural habitat of the Javan Rhino in UK National Park in order to realize 4 important functions, these are: (1) Increasing the population of Javan Rhinos in their natural habitat through intensive management of habitat; (2) Preparing the Javan Rhino to be translocated to the second habitat which has been prepared carefully; (3) Developing exsitu Javan Rhino conservation techniques; (4) Developing ecotourism based on community, government and business. To realize these 4 functions, various research and action research become the key that must be involved all relevant experts, both nationally and internationally.

The Javan rhino in the UK National Park is the only potential population to save the species from extinction, but the management of UK National Park for several decades shows that the population of Javan Rhinos is still experiencing various pressures due to human activities (encroachment, illegal logging, hunting and habitat narrowing as a result of the Arrest (*Arenga obtusifolia*) invasion. As a result, the population of Javan Rhinos tends to decline continuously. In this context, Javan Rhinos experts around the world agree that intensive management of Javan Rhinos in their natural habitat is the only way to save it from the extinction. For that JRSCA was recommended to be built as a media for management development of the Javan Rhino which has policy support regarding freedom in applying the intensity of Javan Rhinos' management in "special areas" which are part of their natural habitat.

Intensive management implementation of the Javan Rhino sub-population in the JRSCA area requires awareness and support from various parties so that it can be saved from extinction. Intensive management of JRSCA is expected to produce science and technology as a basis for developing the management of Javan Rhino institu, exsitu, and translocation to build second population of Javan Rhino, especially in Banten Province. In addition, intensive management of the JRSCA is expected to be able expanding the natural habitat of the Javan Rhino so that it can increase the natural population of Javan Rhinos to 20% of the current population. Besides that, it also provides selected Javan Rhinos that are ready to be translocated to the second habitat, and individual Javan Rhinos that are produced from the application of in-situ / exsitu (semi-natural) breeding technology.

2.4. Intelligence Law Enforcement Unit (ILEU)

The reduction of rhino population in Southeast Asia is generally caused by illegal hunting as an object targeting prey. Then habitat loss caused by the breakdown of forest areas due to encroachment, illegal logging, and conversion of forests to rice fields, agriculture, and settlements.

Rhinos have been hunted and killed by humans until they are almost extinct to meet the demand for endless horn products in China and now Vietnam. It also caused by public belief or the myth that rhinoceros horn has medicinal savour as a "passion enhancer" or aphrodisiac.

In Indonesia, especially Sumatra, rhino hunting is carried out using organic firearms, locok, and snares made of steel or intermittent wire. In 2001 a young Sumatran rhino died after a steel cross was installed by hunters on the Way Bambang ridge, Bukit Barisan Selatan National Park.

Law enforcement efforts against trafficking offenders, hunting of rhinos and other animal parts are protected by law are one way to reduce the rate of rhinos populations decline and other wildlife in Indonesia.

According to regulation number 5 of 1990 aboutg Natural Resource Conservation and Ecosystems, the perpetrators of hunting and trafficking protected animals are subject of 5 years in prison and mulct of 100 Million Rupiah.

To reduce or even eliminate hunting activities in Indonesia, especially in Sumatra, Intelligence and the Law Enforcement Unit (ILEU) will be formed which is responsible for:

- a. Carry out intelligence operations to help arrest the poaching perpetrators and wildlife trafficking.
- b. Oversee and ensure that hunting and forestry crimes, especially legal cases of trade in protected wildlife can be processed and submitted to the court and violators must be punished in accordance with applicable law.

Since its establishment in 2004 to 2011, ILEU and the RPU together with the National Park Authority, BKSDA, police and prosecutors and other partners have solved 55 hunting cases, 21 cases of illegal logging, and 35 cases of encroachment in the region. BBSNP has sentenced around 150 suspects to imprisonment between 4 months and 3 years. While working in the area of Way Kambas National Parks, 21 cases of poaching, 49 illegal logging cases, and 13 cases of encroachment were successfully handled and as many as 120 suspects managed to receive prison sentences between 3 months to 6 months then to 1 year.



CHAPTER 3. ORGANIZATIONAL GOVERNANCE

3.1. Vision, Mission, Strategic Issues, Position, Role, and Mandate

YABI's vision is **"The realization of Javan Rhinos and Sumatran Rhinos species life in safe habitat sustainably."** This vision was built since the merger of 3 organizations /programs engaged in the issue of rhinoceros conservation in 2006. At each foundation meeting at the end year and two times the foundation organizing, this vision is seen still relevant so that it has not changed until now.

YABI's vision relevance is seen in the selection of strategic issues, that is the lives of Javanese and Sumatran rhinos population. This strategic issue brings YABI to a special position, with distinctive features that are irreplaceable and owned by other institutions. At the same time, the relevance of YABI's vision is increasingly visible in the cooperation that was built with the Government in the rhinos conservation in the National Park area; Ujung Kulon National Park, South Bukit Barisan National Park, and Way Kambas National Park. In the process of this collaboration, YABI has a role and interpret its activities as a form of dedication to assist the Government in carrying out rhinos conservation and their natural resources and ecosystems in Indonesia.

Vision, strategic issues, roles and YABI's positions are assembled in based-experience and ability that contained in the mission as follows:

- a. Participate in preserving the Javanese and Sumatran rhinos through protection and monitoring of populations and habitats,
- b. Improved breeding,
- c. Research and development,
- d. increasing public awareness of the existence and necessity to conserve the Java and Sumatra Rhinos,
- e. Collaborate and raise funds for the sustainability of rhinoceros conservation programs and activities.

There is a very good relationship between YABI's vision, mission, strategic issues, role and position as a conservation organization that takes a role in carrying out its mandate as an NGO that has not for profit characters, especially in rhino conservation and ecosystem of natural resource in Indonesia generally.

3.2. Value and Principles

YABI's journey since 2006 has brought a number of values and principles that have been internalized in the soul of every person who joins the foundation. There are allegations that these values and principles have been internalized in everyone who comes from the organization before YABI. Unfortunately, these values and principles are not explicitly stated in a written document.

In the interview it was found that the main value that YABI carries is love for life which then produces several principles in acting such as: harmony, security-safety, brotherhood, frugality, effectiveness, efficiency, brotherhood, respect for knowledge, and proven knowledge.

Values can describe organizational principles about something that must be achieved and how to do it. In the process of achieving and acting organizations, values can be an energy and inspiration that guides everyone and the organization in achieving the highest results. In addition, value is the root of all learning; both personal and organizational. If our organization is a learning organization, values and principles are the closest mirror to organizational effectiveness.

Until now, YABI has not written down the values and principles in a document. Writing values and principles will help the process of internalizing the values and principles to each person and or work unit as a strategic business that becomes a unity in the organization. If the process of internalizing values and principles does not occur in YABI, decision making and action strategies for each person and / or work unit can not relevance with the values and principles of the organization. If this happens then it will affect the achievement of vision and mission repeatedly.

Some organizational management literature reveals that organizational success comes from 3 elements, namely values, principles and strategies. Values and principles are soft aspects of the organization. Meanwhile, the strategy is a hard aspect.

Values and principles are formed from basic beliefs and noble behaviors. Meanwhile, the strategy is built from analysis and mature thinking power. Values, principles and strategies are inseparable elements. Therefore, if an organization can harmonize all three then the organization will grow and develop. These three elements will be able to deliver an organization to achieve success and have an advantage that is difficult for other organizations to imitate.

During the study of YABI document, we have not found a written statement about the values, principles and strategies of the organization. However, in several interviews with Coaches, Supervisors, and Administrators revealed YABI's values, principles and strategies.

The results of interviews with YABI organs show the following:

Nilai	Prinsip	Strategi
Cinta pada kehidupan (<i>pro life</i>)	1. Harmoni 2. Keamanan 3. Keselamatan/perlindungan (<i>secure</i>) dan rasa nyaman (<i>comfort</i>) 4. Transparansi 5. Hemat 6. Kejujuran 7. Efektif 8. Efisien 9. Persaudaraan-kekeluargaan 10. Kemitraan 11. Berpengetahuan yang teruji. 12. Menghormati pengetahuan (<i>science</i>)	1. Konservasi alami 2. In situ, 3. Ex situ, 4. Semi captive, 5. Patrol perlindungan kawasan

3.3. Organizational Legality

a. Organization Establishment

YABI was established based on Notarial Deed No. 34 by Notary Anita Munaf, S.H. on December 28, 2006 and approved by the Minister of Law and Human Rights based on the Decree of the Minister of Law and Human Rights Number C-950.HT.01.02.TH 2007 dated March 20, 2007 (hereinafter referred to as the "Deed of Establishment").

Based on the Foundation Law, the deed of establishment which has been approved by the Minister of Law and Human Rights is automatically recorded and announced in the Supplementary State Gazette. State Gazette and Additional State Gazette are official media published by the Government of Indonesia to announce statutory regulations or other official announcements. However, from the search for documents that we did, no Additional State Gazette numbers were found that accompanied the Deed of Establishment of YABI.

The deed is then amended 2 (two) times as follows:

- Notary Deed No. 03 by Notary Anita Munaf, S.H. on June 5, 2014 which explained the changes in the results of the August 2008 Trustees' Meeting, due to the change of Trustees and Supervisors who died.
- Notary Deed No. 04 by Notary Anita Munaf, S.H. on June 5, 2014 which contained the latest amendments to the results of the Meeting of Trustees. However, from reviewing the documents we did, no information was found stating the reason for making this Notary Deed 04

Based on who was the founder, the YABI was categorized as a foundation established by Indonesians together with foreigners as referred to in the Law on Foundations (Law no.16 / TH 2001 in conjunction with Law No.28 / Th 2004) and PP Foundations (No.2 / Th2013) Based on Article 11 paragraph (1) letters a and c of the PP Foundation, the founders who are foreign nationals are required to prove their citizenship with a valid passport and provide a founders statement that the activities of the foundation do not harm the community, nation and state of Indonesia. However, because it was established before the issuance of the Foundation Law mentioned above, the requirements were not applied to YABI.

There are provisions in Article 47 paragraph (2) letters a and b of the Community Organizations Law (Law No.17 / 2013 in conjunction with Law No.16 / Th 2017) which requires foreigners who establish organizations, including those with legal entity foundations, to have lived in Indonesia for 5 years. (five) consecutive years and is a permanent residence permit holder is actually inconsistent with the exceptions provided for in Article 13 of the Mass Organization Law. This article states that the legal entity of the Foundation is regulated and implemented in accordance with the applicable laws and regulations, namely the Law on Foundations and PP Foundations. However, in practice, the Ministry of Foreign Affairs and the Ministry of Home Affairs which carry out the oversight function of mass organizations established by foreigners and Indonesian citizens often make the Ormas Law and its implementing regulations as the main reference.

Regarding the Foundation's initial wealth, Article 5 of the YABI's Articles of Association – which are an integral part of the YABI's Establishment Deed – mentions that the YABI has initial wealth originating from the founder's separated assets, amounting to Rp 10,000,000 (ten million rupiah).

The Foundation Regulation stipulates that the separation of part of the founder's personal assets which is made into the Foundation's initial wealth is at least IDR 100,000,000 (one hundred million rupiah) and evidenced by the founder's statement regarding the validity of the assets. However, this provision also does not apply to YABI because its establishment is carried out before the publication of the PP Foundation. When referring to Article 47 paragraph (2) letter c of the Mass Organization Law, the amount of YABI's initial wealth must be at least Rp.1,000,000,000 (one billion rupiah), but similar to the explanation above, the provisions are inconsistent with the existence of Article 13 of the Law on Mass Organizations.

So far, the characteristics of YABI's objective have no potential to intersect with issues or parties as the example above. **Thus, in terms of the establishment of an organization, the process of establishing YABI is in accordance with applicable laws in Indonesia, namely the Law on Foundations and implementing regulations, and does not require adjustment to the Mass Organization Law.**

Views Based on the Mass Organization Law

Part of the composition was foreigners who were involved in YABI's establishment which referred to Law Number 17 of 2013 concerning Community Organizations jo. Law number 16 of 2017 concerning Substitute Government Regulations Law Number 2 Year 2017 concerning changes to Law Number 17 of 2013.

There are 3 organic policies on the enactment of Law Number 17 of 2013, namely PP 58 of 2016 concerning Implementation of Law Number 17 of 2013 concerning Community Organizations and PP 59 of 2016 concerning Community Organizations established by Foreign Citizens.

When referring to Article 43 of the Law on Mass Organizations, YABI is referred to as a Mass Organization established by foreign nationals. In CSO laws established by foreign nationals, they are divided into three: (1) foreign foundation legal entities or other designations; (2) foundation legal entities established by citizens of foreign countries or foreign citizens with Indonesian citizens; or (3) a foundation legal entity established by a foreign legal entity. YABI is in the number 2 category, a foundation legal entity established by foreign nationals or foreign nationals with Indonesian citizens.

If YABI refers to the Mass Organization Law, YABI must follow PP 59 of 2016 concerning Community Organizations established by Foreign Citizens (WNA). One of the consequences is that YABI must fulfill the principle permit and operational permit which only has a validity period of 3 years and can be renewed again.

b. Organizational structure

Based on the Foundation Organizational Structure written in the Deed of Establishment and Notary Deed until the last amendment, the Chairperson, Secretary, Treasurer, and Management Members of the YABI are citizens and reside in the territory of the Republic of Indonesia. Meanwhile, all Trustees who are foreign reside outside the territory of the Republic of Indonesia, so that they are not required to hold permission to carry out activities or businesses in the territory of the Republic of Indonesia or KITAS.

Members of the YABI Organs (specifically the Auxiliary Organs and Organ Organizers) came from various circles, both academics, practitioners, government, private sector, donors and politicians who were photographed in the structure of the Indonesian Rhino Foundation. The plurality involvement of various elements in the Foundation can be interpreted as opportunities and challenges in carrying out the mandate and goals of rhinoceros conservation in Indonesia. YABI is often referred to as a 'red plate' non-profit institution because it contains many former government employees in it.

No	Foundation Organ	Position	Background
I	Coaches		
1	KRT. Ir. Darori Wonodipuro, MM.	Chairman	Bureaucrats / Politicians
2	Prof. Dr. Ir, HS Alikodra, MSc.	Member	University / Academics
3	Drs.Jansen Manangsang, MSc.	Member	Private Sector / Practitioner
4	Dr. drh. M. Agil, MSc	Member	University / Researcher
5	Drs.Sukianto Lusli, MSc.	Member	NGO Activist / Researcher / Privat Sector
6	Susie Elis, PhD.	Member	Donor / YABI
7	John Brian Payne, PhD.	Member	Researcher/NGO Activist
8	A. Christy William, PhD.	Member	INGO Activist/WWF Myanmar
9	Clare Campbell	Member	INGO Activist/Wildlife Asia
II	Supervisors		
1	Ir.Adi Susmianto, MSc.	Chairman	Bureaucrats
2	Tony Sumampau	Member	Private Sector / Practitioner
3	Drs.Herry D. Susilo, MSc.	Member	University / Researcher
III	Administrators		
1	Drs.Widodo S. Ramono, MM.	Chairman	Bureaucrat / Practitioner
2	Ir.Muh. Waladi Isnain	Member	Bureaucrat / Practitioner
3	Shanty Maulidhianty, SE, MM.	Member	Practitioner

The YABI Organizational Structure that is written in the Deed of Establishment and Notarial Deed until the latest amendment, has been in line with the laws and regulations relating to legal entities of the Foundation and mass organizations in Indonesia. There are no changes or adjustments needed for YABI regarding the organizational structure.

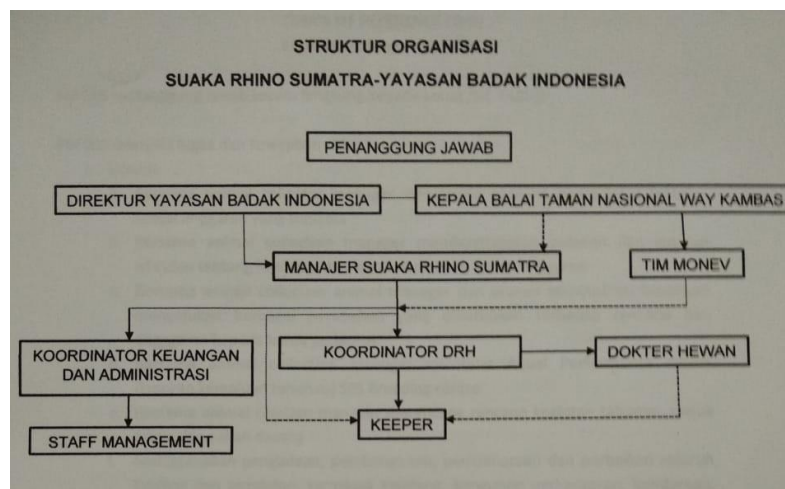
The YABI organizational structure consists of an organizational structure created in 2014 and internal work relations in 2018. The YABI's organizational structure shows the framework and arrangement of relations between functions, parts or positions as well as people who show position, different duties, authorities and responsibilities. In the implementation of activities using the guidelines for Work Relationship Diagrams endorsed through the Management Decree No. 52 / K-Management / YABI / II / 2018.

Based on the two references, there are differences as follows:

Issue	YABI structure	Relationship Diagram
Position of Operations and General Managers	- Under the Executive Director, but does not have a direct line to other managers on one line. - Support System for internal problems	Being on par with other managers, then becoming the activity executor.
Finance, HRD & Database	When becoming a support system, finance leaders, HRD and databases do not function as managers.	Same with the structure only the database is placed under the program manager

	The authority of operational and general managers is broad and large if it oversees Finance, HRD, and Databases so that it has an ineffective impact on the organization's operations.	
Information and communication	Equivalent to managers	Under the coordination of fundraising managers
Research & Education	Equivalent to managers	Under the program manager. (Program manager is not in the organizational structure)
Javanese and Sumatran Rhino Managers	There is	There is
Javanese and Sumatran Rhinoceros Database	Not visible	Appears under the area manager
Duties, Authority and Responsibilities	Not described	Outlined

Unfortunately, the structure and structure of work relations have not been widely understood by staff at the RPU or SRS. Even YABI staff still do not know the name of the Chairperson and Members of the coaches and supervisors. Mr. Widodo as Executive Director (ED), is only known as ED and does not known he has a position as Chairperson. In other words, some YABI staff who were met during field visits knew the leaders personally, not their roles and functions in an organization / foundation. In the interviews, we also found that they also did not understand the work relationship diagram in the organization. In the case of Way Kambas, the SRS chairman created his own structure to accommodate requests from WK National Park. The chart below, we found during an interview at WK National Park.



So, it shows that internalization of the structure and internal relations is still not optimally implemented, especially in RPU, SRS, JRSCA. Even from some of the people interviewed they just learned about YABI's internal structure and relationships.

c. Licensing

Based on the documents we received:

- Formally from the Ministry of Law and Human Rights Decree, YABI Legal Status is a Foundation as authorized by the Minister of Law and Human Rights on March 20, 2007 in the Decree of the Minister of Law and Human Rights of the Republic of Indonesia. C-950.HT.01.02.TH 2007,
- The Indonesian Rhino Foundation deed establishment was made by Notary Anita Munaf, S. H. on December 28, 2006,

d. Registration

Based on the documents, YABI has a registered and recognized status in:

- Ministry of Law and Human Rights (based on SK Kemenkumham No. C-950.HT01.02.TH.2007).
- General Director of Taxes Office (based on NPWP No.21,001,974.1-404,000).
- Bantar Jati Village Office (based on Certificate No. 503.1 / 33-Btj).
- General Director of Natural Resource Conservation and Ecosystems (based on a Memorandum of Understanding between the Director General of Natural Resources Conservation and Ecosystems with the Indonesian Rhino Foundation on Rhino Conservation of Javanese and Sumatran Rhinos No. PKS.4 / KSDAE / SET.KLN.2 / 5/2016 / No. 01 / MOU_YABI / V / 2016).

However, there are a number of notes such as changes in management and coaches (based on YABI's presentation document, the Foundation Coaches Meeting was held on May 26, 2014 and made a Notary Deed). That way, the change must be immediately notified by the Management to the Ministry of Law and Human Rights and ask for a receipt.

e. Employment

From the reviewed documents, it can be seen that YABI has complied the employment's laws and regulations. This can be seen from the fulfillment of one of the most fundamental rights, that is the salary above the city minimum wage. Regarding regulations that require further arrangements such as termination of employment and contract extension, YABI does not yet have a clear SOP. To improve YABI's employment aspects, the assessor team needs further documents, for example the detailed regulations about work relations which include rights and obligations that can provide different regulatory opportunities with the provisions of the legislation that is relevance with the agreement parties without negating the arrangement substance of heteronomous rules.

3.4. Authority Classification

The classification of organizational authority is carried out based on functional departmental lines. At the level of the Organ Foundation, the authority classification based on functional department lines shows authority line and and the full command is in the coach. This authority line draws strict orders to the Management and Supervisor as another body (which is under the authority of the Coaches - because the Management is appointed by the Coaches) in the Foundation Organ. The authority classification of functional departmental lines is a fast decision-making process in fast coordination also.

The practice shows that the coach function is not working well so that the Supervisor and Management do not fully implement the direction of organizational policy from the Coaches. This relation gives the impression that the coach has not given full attention to the other organs; Management and Supervisor. When the organizational atmosphere is slow, the decision-making process through the deliberation mechanism will also slow down. For example: organizational strategic decisions regarding

cooperation with companies, follow-up meetings with the government/Ministry of Environment and Forestry related to government funding, and the involvement of new personnel in the Organ Foundation - YABI, which should be quickly executed, but not yet executed.

In the Deed of Establishment Article 9 - paragraph 2 (Tasks and Authority of the Coaches), it only contains 7 Coaches 'Authority, but "there is no description of the Coaches' duties."

Supervisors have not implemented its functions actively to supervise the organization's work program management. Supervisors supervise the Organizers/Daily Administrators if requested by the Management. In fact, the supervisory function can be carried out by the Supervisor independently based on the initiative when he sees signs of deviation from the organization management. The coach based on his authority gives instructions to the Supervisor to supervise the organization. For example: supervision in the sanctuary physical construction, development of rhinos conditions, patterns of recruitment and field staff performance, and the welfare of YABI staff.

- The Supervisory function as an early warning system has not run well at YABI. This happens because the Supervisor is not given time to deliver their findings in the meeting after a field visit in front of the coaches and Administrators, or with a written report. The foundation organ does not arrange a supervisory routine and scheduled agenda for a year which should be carried out by the Supervisory Board.
- In the YABI Management practice, the administrators and Daily Executors are not separate. The absence of this separation has been discussed and decided at the Foundation Organ meeting; in 2008. The advantage of separation between Administrators and Daily Executors are effectiveness, efficiency, optimization and fast decision-making and not complicated.
- Presentation of periodic and annual reports (achievements of program and financial results) made by YABI Administrator/Daily Executors is lack of essential-substantive responses related to achieving mission and vision within the framework of YABI's organizational values and principles. There is an impression, from the interviews that have been conducted, the report presentation is a normative procedural in the organization's annual cycle to delivering the "ends results" than the process and learning.
- Relations with donors (YABI) are handled and fully managed by the Administrator/Daily Executors rather than the Coaches and Supervisors. Donors feel more comfortable to communicate the programs and policies with YABI Administrators/Daily Executors. In the case of YABI, donors can have a dialogue and make decisions related to the result achievement, funding, and policies that directly or indirectly influence YABI's vision, mission and "image" in front of stakeholders.
- The Role and Communication of the Indonesian Rhino Foundation's Organ: Maximizing the role of Supervisors in monitoring program implementation that is measurable and not yet maximized. Supervisors are only asked to go to the field without special assignments or formally by using the Term of Reference and requesting monitoring results in the written reports. This condition is also influenced by program planning and organizations that have not included the Supervisors and Coaches routine monitoring agenda in implementing the program and measuring the level of program achievements from the stated program planning.
- The Supervisors and Administrators involvement in decision making is still not optimal because it's only carried out by the Coaches after responding to the Administrator and Supervisor Reports. Optimizing communication between the foundation component is still to be less than optimal, especially in carrying out their respective roles. For example, in response to the Administrator's report to the Coaches and Supervisors every three months for the program development is lack of quick responses or program adjustments that are necessary and changes to the input given when the response was noticed in the following quarter.

3.5. Decision Making Mechanism

Meetings means for decision making related to the organization policies. In the founding deed of YABI, it is regulated for holding meetings such as:

- a. Coaches meeting at least once a year (article 10),
- b. Administrators Meeting (article 16),
- c. Supervisors Meeting,
- d. Joint Meeting - between Administrator and Supervisor (article 31),
- e. Annual Meeting (article 12). In this case there is no joint meeting rule between the Coaches, Supervisors and Administrators, even though in practice a joint meeting has been held between the Coaches, Supervisors and Administrators.
- f. In the Annual Meeting (article 12) it was mentioned about the Supervisory and Administrators reports, but it was not explicitly mentioned who were the participants (who must attend) at the meeting.
- g. Promulgation of coaches meeting no later than 7 days before the meeting (article 11).

The contribution of the Coaches in the meeting has not been evenly distributed because there are Coaches who for the past 10 years have only attended 4-5 times at the Coaches meeting. Although the Deed of Establishment has been translated into English, there are still non-Indonesian Coaches who still do not understand all of their roles and functions as well as other rules in the Deed of Establishment.

All respondents stated that the duration of the meeting was always limited (usually around 2 hours), so the discussion of the meeting agenda was often not yet deep and did not produce significant decisions to be followed up.

Various meetings that have been held used face-to-face methods and there has never been a meeting using the virtual meeting method as an effort to strengthen the communication between the Foundation Organ or between individuals in the foundation organ; Coaches, Supervisors and Administrators.

The Annual Meeting is not optimal

YABI organizational governance has been carried out in accordance with the rules in the Articles of Association, although the implementation has not been maximized because the availability of coaches' time is very limited due to their activities based on professional background and organization.

Based on interviews with the Foundation Organ, we found that the annual YABI meeting was sometimes not fully attended by the Coaches due to time constraints. They can only be present at a limited time. Whereas abroad coaches member feel that their presence in the annual meeting is not optimal because the Indonesian coaches cannot full time attend so that the report discussion and some issues/problems that are considered important cannot be done optimally .

This was acknowledged by the Coaches that the annual meeting became rigid and impressed only as a annual reporting formality. Important issues are not always reflected in it so that problem solving is not always clear.

One of the challenges in terms of decision making complained about is language problems. This problem is an obstacle in the foundation organization meeting, so that decision making is not optimal. This condition affects the communication between each individual in the foundation organ.

3.6. Planning

It's known that assessment process in the YABI conducted through document studies but we have not found written documents for medium-term (3 years) and long-term planning (5 years or more), so that YABI seems running the programs and activities on a regular basis from year to year.

During the interview with the Foundation Organ, it was confirmed that the planning was made annually by an annual budget as a routines and normative; with activities that almost always occur namely RPU and SRS as YABI's core competencies.

In the organization long-term planning is found in table form. This article has been packaged so well that a written note appears titled "2018-2022 YABI Activities Program". Organizational planning has not been approved by the Coaches.

YABI conducted scaling-up programs with donors support outside the IRF such as WWF, TFCA, and KfW. The challenge faced is the Supervisory Board has not played an optimal role in conducting supervision of program evaluations, finance, and staff performance. To support scaling-up programs, the YABI opens opportunities adapting agreed cooperation contracts

3.7. Fundraising

Funding support from outside of IRF has not shown significant results because more than 90% of funds received is still originate from IRF. Until now, YABI's biggest funding choice still seems to be relying on IRF. Outside funding such as donations from shrimp farm companies and other funding have not been optimized. In documents and interviews, it is also uncertain who should be responsible for fund raising.

Almost all respondents interviewed agreed that relying on one financial source, although many had high risks. Therefore, if YABI can develop funding from outside IRF it is very good and highly recommended.

3.8. Leadership and Regeneration

Leadership can be reflected in the organizational structure. The YABI leads to leadership based on a centralized line of hierarchy. This is very beneficial if the scope of work area is at one point so that coordination and control mechanisms can be maintained properly.

The scope of work area and YABI control range is very wide covering three (3) National Parks, with a large number of staff (around 200 people). Seeing this range of control, awareness of urgency (not interpreted as a concern and fear) to find problems and opportunities is needed for the YABI. This awareness of urgency will be more accurate with the availability of performance information systems and data in each work area. Therefore, teamwork and team leadership development are very much needed in this era. If it is done, YABI is conducting an enrichment process for members/staff and communicating the organization's vision as a regeneration process.



CHAPTER 4. EFFECTIVENESS OF INTERNAL MANAGEMENT

4.1. Program Management

One important aspect in program management is planning. YABI's planning includes two things: (1) Institutional Planning of YABI Activities Program and (2) YABI Planning based on the MoU with the Director General of KSDAE. The second plan is basically part of planning in the first point.

Planning related to the MoU with the Director General of KSDAE is arranged for a 5-year period. Furthermore, it is derived in the form of a Cooperation Agreement (PKS) between YABI and each Head of the National Park Office, which contains a RPU with a period of 5 years. This PROGRAM IMPLEMENTATION PLAN was revealed to be an Annual Work Plan that binds the field work implementation for 1 year.

The YABI activities planning documents related to the MoU with KSDAE and the National Park are the reference for implementing the program as follows:

1. 5-year Program Implementation Plan
2. Annual Work Plan Activities in Ujung Kulon National Park
3. Annual Work Plan Activities in Way Kambas National Park
4. Annual Work Plan Activities in Bukit Barisan Selatan National Park
5. Terms and Conditions of YABI Support to YABI

Meanwhile the planning related to YABI's institution was also compiled, but it was only an agreement at the Coaches' Meeting and not yet approved as an institution document. The document in question is as follows:

1. 2014 - 2018 YABI Activities Program
2. 2015 - 2019 YABI Activities Program
3. 2018 - 2022 YABI Activities Program

YABI Institutional Planning links between Vision, Mission and Objectives. The matrix also shows the indicator target for each expected goal. With these targets, the level of progress can be measured against the expected goals, and then contribute to the organization's mission. Documents generated from discussions in institutional meetings, for example the coaches meeting, were declared to be running but received insignificant attention. This lack of attention is characterized by: (1) Documents have not been approved by the Coaches as YABI plans for 5 years. (2) In institutional reporting to the Coaches, this document has not become the achievement basis because it is still activity oriented (activity based). (3) Coaches Monitoring has not used institutional planning as a basis for success measuring of YABI in overseeing the vision and mission achievements.

Cooperation Planning with the Head of the National Park tends to be better understood in the field. This plan is called the RPU which is derived into an Annual Work Plan. In the field, YABI work units such as RPU, JRSCA, SRS, and ILEU tend to understand Annual Work Plan more than YABI's institutional planning. Even sometimes staff in the field have not seen YABI's institutional planning itself.

Programmatically, WK National Park units include the activities of the RPU, SRS, and ILEU. Whereas the units in the UK National Park include RPU and JRSCA activities, and in BBSNP it includes RPU activities only. These Java and Sumatra units are managed in program management by Headquarter regarding HR, Administration, Finance, Databases, and Information and Communication.

Regarding funding for programs that until now are still fully supported by the YABI (around 90%), the role of Headquarter is to develop all three ANNUAL WORK PLANS from UK National Park, WK National Park, and BBS National Park to become YABI's budget planning. Subsequently submitted to the YABI. The Bogor Headquarter activity is contained in the document *"Terms and Conditions of IRF Support to YABI"*, which also includes RPU and SRS activities.

In the proposal document to the YABI, the following are recorded:

- a. There are activities that contribute to institutions such as annual audits, and inhouse training. However, no activity has been found such as meetings of Coaches, Supervisors, and Administrators.
- b. There are activities that contribute to the promotion of programs, namely information and communication, awareness and exhibition.
- c. There is support for core activities, namely RPU, SRS, JRSCA, etc.
- d. The formulation of target indicators on CTR is not consistent. Indicator statements are still activity, not yet a measure of program success (which shows quantity or quality, size or time). Example of the SRW TNSK 2017: Rhino Health Maintenance Activities. Target: Regular sample maintenance every month, tetanus vaccine and worming. Results: not explained.

YABI can show the document that there is an achievement relationship between program planning that is compiled with the achievement of the institution's vision and mission, but until now it has not become an institutional document. This document has not been approved by the Coaches.

Program control at the RPU and SRS levels has been running well, as shown by the staff meeting held once a month at the RPU of UK National Park, RPU of WK National Park, and RPU of BBS National Park. For SRS, meetings are held every day where every keeper reports the rhino's development so that the health and safety of the rhinoceros is constantly monitored.

YABI does not yet have a report on the organization's vision and mission achievement. The report presented is still a description of activity reports as seen in YABI's 2017 Activities Highlights and Achievements.

Not specifically found institutional development activities such as coaches meetings, improvement of human resource capacity, information and communication management, fundraising, and other activities as institutional development activities. Budget allocations is general such as allocation of meetings, workshops whose numbers are not sufficient for institutional development, but rather for the implementation of activities. As the organization output can be said it's have been achieved, because most activities are routine and run well. While the outcome has not been able to be seen because there are outcome indicators target.

4.2. Information Management

Management of information regarding the activities of storing, managing, sending, and receiving information by the organization. The object of information management are information, statements, ideas, and signs that contain values, meanings, and messages, data, facts and explanations that can be seen, heard and read and can be presented in various packages and formats in accordance with development of information and communication technology electronically or non-electronically.

The right media to deliver information so that there is a connection between the sender of information and the recipient of information is communication. Therefore the relationship between information and communication is complementary. Communication requires accurate management so that the

purpose of communication is achieved, in other words the information received by the recipient is the same as the information from the provider.

In organizations, information and communication are functionally placed in a department or division called Information and Communication. Management of information and communication is placed at the staff level. The Information and Communication Staff is under the Fundraising Manager (referring to the structure contained in the YABI Work Relationship Diagram). While based on the YABI Organizational Structure issued in 2014, Information and Communication department is directly responsible to the Executive Director of YABI.

The workings of information and communication management, based on the interviews results with the staff include several things, namely:

- a) Explore information about YABI's activities.
- b) Prepare presentation materials at the Executive Director request.
- c) Compile a summary book of Javanese and Sumatran rhinos.
- d) Designing public promotional tools such as t-shirts, placards, brochures, and so on.
- e) Updating information about YABI on YABI's social media namely websites, instagrams, facebook every month.
- f) As a node of information for other parties who want to visit SRS.

In terms of information gathering, Information and Communication Staff collaborates with the Field & Database Coordinator at RPU for information regarding monitoring and survey activities, while for information related to SRS in collaboration with SRS Managers and Team Doctors. The Database Staff. is responsible of collecting and analyzing RPU data in Headquarter. The FGD results conducted by the Assessment Team at SRS, data on the development of rhinos in the SRS were collected by the Doctor Team and submitted quarterly to the Headquarter, DE, and collected by Operations and General Managers.

Information needed by Information and Communication Staff not only conducts RPU database analysis that is collected by Database Staff or data from the Doctor's Team from SRS, but also information about events that are intended to be communicated to other parties. Means, the information about field condition, learning, and so on are still needed.

Information and Communication staff has an achievement target to update social media every month which must produce 4 news on the website and 8 news on Instagram. This achievement target is agreed upon verbally and submitted to the organization. Achievement for 3 years working at YABI has gotten as many as 1700 LIKE on Facebook Fanpage.

Communication is a process where a person or several people, groups, organizations, and communities create and use information to connect with the environment and others. In the case of YABI, the management of communication diagnosed by the assessment team includes two aspects, namely communication to the public and stakeholders. Communication to the public is also called publication. Meanwhile, communication to stakeholders can be said as a partnership.

In terms of publication, YABI has produced several types of publications such as brochures, placards, t-shirts, infographics and so on. The aim is for the rhinos preservation to be promoted in the public space so that anyone can be educated with it. However, there are two things asked by the assessment team regarding publications, namely (1) whether YABI has technical guidance in terms of publication and (2) whether YABI has a tagline agreement as a YABI brand in promoting the issues it is working on. Based on the interview results, it turns out that YABI does not have specific guidelines or tagline agreements in carrying out publication activities.

In terms of communication to other stakeholders. YABI has implemented a number of things such as visiting schools. Then YABI maintains relationships with journalists, donors and NGOs especially during certain events. YABI also opens opportunities for the public to visit the National Park by displaying it on the website. But communication with stakeholders is still exclusive, in the sense that YABI has not openly accepted all parties to enter the National Park because it is feared that it will disrupt the life of rhinos.

Information and communication management guide that covers how information collection, storage, dissemination and packaging strategies are not yet available. Likewise with the Communication Management Guide that includes YABI branding, media strategy, and so forth not yet available. YABI in managing information and communication utilizes the mechanism of coordination meetings based on the evolving context of needs.

YABI does not have a specific target in managing information. Information management work targets such as the number of website visitors, Instagram followers, LIKE fanpages, and so on. The target of visiting schools for example is the quality of students' understanding of rhinos, or for the community is the quality of people's understanding of rhinos conservation, and so on.

Regulation No. 14 of 2008 concerning Public Information Openness states that every information is basically open because it is an important feature of the democratic state. Public information disclosure is a means of optimizing public supervision of the state administration and other public institution and everything that has an impact on the public interest. The regulation also mandates that public institutions have a list of information that must be provided and announced and a list of excluded information. This is intended to protect the consequences that arise when an information is given to the public and after careful consideration that closing Public Information can protect a greater interest than opening it or vice versa.

The YABI Information Management Guide does not yet exist so there are no regulations that are in accordance with the law.

4.3. Human resource Management

Reference documents in managing human resources consist of:

- Appointment of YABI Employees SOP has not been signed.
- RPU management SOP has not yet been signed.
- Employee Performance Evaluation (Key Performance Indicator) has not been approved and signed.
- Vehicle Use and Maintenance Protocols have been signed.

Employment guidelines have not been integrated in one document. Holiday and leave arrangements, salaries, BPJS and allowances are set in the TOR of each staff, while the appointment of employees is regulated in a separate SOP. Performance appraisal procedures are still in the form of instruments. Capacity building, remuneration standards have not been specifically regulated. Implementation of reference documents/SOPs is still not optimal. Human resource management is handled by HR Officers who are responsible to YABI's Operations and General Managers.

Besides human resource management, the HR Officer's duties also include taxation (tax calculation and reporting income tax 21 and 25 along with making proof of cut), vehicle management, procurement of goods and services in accordance with the provisions of the funder. The current YABI employees (including the Management) are 191 people.

Planning for employee needs and work equipment is not optimal, because some parts need additional staffing and filling in the vacancy position but there is no response or solution. Examples of staff requirements for southern JRSCA, Way Kambas and ILEU RPU.

Performance appraisal of YABI staff has not been carried out routinely and systematically. The last assessment was carried out around 2012, and has not changed human resource management policies.

There is no competency-based payroll system because it has been referring to the Regional Minimum Wage in the local area. There was a statement from the field staff who had been working for a long time but then received the same salary as the new employee.

Staff capacity building has not been carried out systematically because it was carried out incidentally, offered and financed by the YABI. In increasing this capacity, HR Officers need to get increased capacity in human resource management and apply it to YABI internally.

There is no system in handling and resolving conflicts between staff and complaints from staff. This condition affects conflicts at the field level such as conflicts between the former Sumatra area and the RPU Field Coord and ILEU WK. Although there is no system yet, some conflicts have been resolved deliberately.

Staff understand their duties, because they are contained in terms of reference (ToR). However, some staff do not yet understand the relationship or work relationship at YABI because they have not understood the new working relationship diagram. Ujung Kulon RPU staff has not received a Special Time Cooperation Contract (SKKWT) in 2018.

4.4. Knowledge Management

Knowledge is basically a relationship combination between the flow of information and experience that meets the cycle of knowledge: identifying, organizing, sharing, practicing, and rediscovering new things. This assessment focuses on knowing how to manage knowledge in YABI both in terms of policies and practices within the organization, specifically the description of policies and practices at the stage of information and experience.

Information flow starting from facts, data, information and knowledge. When speaking a fact becomes data at YABI, it will be seen that the role is attached to the team units in the RPU, JRSCA, and Keeper / Doctor Team. This data is collected technically in the form of a database, so that YABI has databases such as: (1) database monitoring and surveys sourced from RPU/JRSCA and (2) development database of rhinoceros health sourced from SRS.

Each database has its own applications and devices. Application for database monitoring / surveys obtained by the RPU using the Smart Patrol application. This method is based online so it is easy to use for both YABI and National Parks as YABI partners. The Smart Patrol method is used to fulfill YABI's obligations accountably to National Parks in three areas, namely Ujung Kulon, Way Kambas, and Bukit Barisan Selatan. Besides the Smart Patrol application, YABI also still uses the Master Database (MDB) application. This application is almost the same as Smart Patrol, but more data is presented. While for the Badak health database collected by the Keeper Team and Doctors at SRS. Rhinoceros health monitoring is carried out every day and diagnosed by the Doctor Team. The diagnosis results of the Doctor's Team are used as material for taking medical decisions.

The next stage is that the data is processed into information. Based on the type of data, data processing is divided into two types: RPU database (monitoring / survey) and SRS database (individual rhino development). Headquarter processes information specifically is carried out by Database Staff and Reporting assisted by Information and Communication Staff. Data processing is carried out by Database and Reporting Staff was used for YABI reporting to the Director General of Biodiversity Conservation - Ministry of Environment and Forestry, Ujung Kulon National Park, Way Kambas and Bukit Barisan Selatan, and also donors (IRF). Processing data into information is carried out by the Information and Information and Communication Staff to be disseminated to the public through YABI social media (Facebook, website, Instagram). In addition, information is packaged with publications such as brochures, pocket books, and so on.

Below are the tasks of Information and Communication Staff and Database and Reporting Staff in accordance with YABI's Job Relationship Diagram.

Task of Information and Communication Staff

Responsible for the technical implementation of Communication and Information Division, related to:

- a. Collection, management and development of YABI data and information
- b. YABI information provider and submit it to the general public or parties / institutions / organizations / certain agencies.
- c. Management / Maintenance of Web-site, Facebook.Tunder, YABI Fan Page.

Planning

- a. Assist in the preparation of YABI Communication and Information work programs.
- b. Assist in the preparation and preparation, technical instructions/guidance for making technical reports of the Communication and Information division to the RPU and ILEU field coordinators and SRS managers.
- c. Attend meetings, seminars, workshops etc. according to the instructions of the Chairman.
- d. Make notes on meetings, seminars, workshops etc.

Report

Make and prepare monthly, quarterly and annual technical reports on YABI Communication and Information Division.

The Task of Database Staff and HQ Reporting

To be responsible

1. Compile the entire HQ- RPUdatabase
2. Preparation of HQ- RPUquarterly reports
3. Make quarterly HQ- RPUreports
4. Assisting the Protection Manager of Java and Sumatra Regions
5. Processing field data into a database of RPUfield activities at HQ
6. Collect and process technical data from the field at HQ

7. Create and prepare monthly, quarterly, and annual RPU technical reports at HQ

Help the RPU Field Coordinator to:

1. Planning the preparation of the RPU quarterly Work Plan.
2. Plan every field operation activity which includes patrolling, surveying, reporting, and publication materials and making schedules and completion targets.
3. Collecting Basic Reports on the results of the RPU team field activities.
4. Make monthly and quarterly techniques to the Administrators through the Protection Manager and to the Head of the National Park Office.
5. Enter data from the basic report into the YABI Database.
6. Submitting a Database in the file format MASTER DATABASE (MDB).
7. Make a Field Activity Report and the RPU field findings.
8. Presenting other technical reports as needed.
9. At any time carry out patrol activities and can become Rhino Protection Unit (RPU) member and serve as a RPU member and be asked by the Field Coordinator.

*Source: Administrator Decree No. 52 / K-Management / YABI / II / 2018
about Work Relationship Diagrams*

Information about SRS (rhinos individual development), so far the data analysis or processing has been carried out by the Veterinarian Coordinator and Keeper and its members. Information obtained from the SRS so far is still sensitive to be opened to the wider public. Reports from the SRS are reported to the Executive Director (Headquarter). Ideally, HQ submits its report to Way Kambas National Park Hall. But in practice, the SRS report has not been received by the National Park Office.

The flow of experience is a practices set in encouraging the improvement of the quality of human resource knowledge related to the rhinos conservation. Then, YABI staff feel familiar with what YABI has been doing, is going to do, how to carry out work in accordance with measurable targets/indicators, and how to sharpen, discover new things and renew efforts to protect Rhino populations and habitats as YABI's vision .

The flow of experience can be mapped in four currents namely Socialization (S), Externalization (E), Combination (C), and Internalization (I). These four currents are often referred to as SECI Theory found by Nonaka and Takeuchi. First Flow Socialization. Socialization is referred to as the practice of institutions in transferring knowledge through face to face. Externalization is referred to as the practice of documenting in writing individual knowledge (tacit). Combinations are referred to as the practice of combining various knowledge into new knowledge. Internalization is referred to as the practice of absorbing knowledge (explicit) into individual knowledge (tacit). If these practices are carried out intensively, they will become habits, habits become organizational culture. The faster and more intensive the organization implements SECI the more knowledge the organization has.

In SECI Theory, it can be explained that YABI has also carried out these four practices, but with different intensity and speed scales. In terms of socialization, meetings means of externalizing knowledge. For

example, the RPU meeting held once a month, members of the RPU/JRSCA/ LEU team report the field progress into the forum, recorded neatly in the minutes. So even with the SRS team meetings, the keeper and the team of doctors reported the progress of the field, and recorded neatly in the minutes. Based on these minutes the RPU and SRS Coordinators can make decisions regarding future work plans.

Externalization in SECI Theory has not yet shown progress, seen from the written products. One of the things is that knowledge about rhinos is still very few in written products. One of the things found in the field is the team pocket book.

The implementation at the combined stage of research that carried out by the institution has not been done much.

Internalization in SECI Theory, based on the assessment team observation, still looks weak, especially at the RPU, JRSCA, and SRS levels. This condition was seen when the team asked for institutional documents such as the RPU SOP, Work Relationship Diagram, even many staff did not yet know the YABI Coaches.

It can be said that the supporting culture on increasing the knowledge is still quite weak, except in the practice of socialization that seems to be running and functioning. Therefore, based on the SECI Theory of the knowledge cycle is still quite slow, it appears that many new findings have not been documented.

4.5. Financial Administration Management

One factor that supports the health of an organization is good financial management. During the financial management assessment at YABI, we found several things that illustrate important conditions, including:

A. Ability to maintain organizational wealth

- Financial SOPs and Unit Cost Standards (SBS) are important instruments as guidelines for financial and budget management. YABI's Financial and SBS SOPs are not appropriate with YABI's current conditions, because YABI continues to grow significantly, while the SOP and SBS have not been upgraded - adjusted. Matters that are not in accordance with the Financial SOP include; (i) Financial SOPs (including value limits for bidding on the procurement of goods and services) have not been in accordance with the organization's agreement, (ii) the creation and review of bank reconciliation, (iii) fixed assets loan as office facilities, and others.
- Small cash is a number of funds that are formed specifically for routine expenditures and are relatively small in number. The implementation of the Petty Cash in YABI is not yet in accordance with the Financial SOP that is adapted to existing conditions.
- YABI has fixed assets, but the value limit of it has not been regulated in the Financial SOP.
- There is no register number on fixed assets, so YABI does not have complete data and knows the position or transfer of fixed assets.

B. Reliability of accurate accounting data

- YABI has not compiled the institution's consolidated financial statements properly.
- There are several cases that financial information between document 1 and other documents has not been synchronized, in this case information on receipt of funds from YABI donors.
- The Advance Account contains the mutation of the Advance from the YABI Account to be managed by the Advance Money applicant and the liability when the activity has been completed. A Donor Income Account is the amount of receipt received from a donor. However,

the finance department is journaling which is not yet appropriate for 2 different types of transactions.

C. Qualified employees

- Currently financial management is held by the Financial Manager, Senior Finance Officer and Cashier. The number of financial personnel is sufficient for present fund management at YABI
- The bookkeeping function has not been maximized to be able to produce consolidated financial statements in accordance with PSAK No. 45, as a reference for financial management and accounting for a non-profit organization.
- There has been an increasing capacity of financial management, but it is still project based.

D. Practice

- Every Indonesian citizen including a business entity is no exception, a non-profit organization must obey taxes. YABI has not reported the Annual SPT for 2017 to the Indonesian Tax Director General.
- Procurement of audit services has been carried out without going through the bidding process for the 3 service providers (bidding process).
- In the financial SOP there is reporting from the Financial Manager to the Treasurer of the Foundation which is currently held by one person. It can cause confusion, provide opportunities for the emergence of authority abuse (because there is no check and balance mechanism) and is an unaccountable financial management practice.
- YABI has not made a Advance List for each donor except for YABI donors.



CHAPTER 5. PARTNERSHIP DEVELOPMENT

5.1. Relationship between YABI and IRF

The Indonesian Rhino Foundation has a pretty good attachment with the International Rhino Foundation (IRF) as a strategic partner for rhinoceros conservation in Indonesia. The IRF engagement was built before the founding of YABI in 2006, together with the Rhino Partners Foundation through the Rhino Protection Unit (RPU) Program and Sumatrans Rhino Sanctuary (SRS) working in Way Kambas National Park, and RPU working in Bukit Barisan Selatan National Park, together Indonesian Rhino Protection and Conservation Program supported by the YABI and GEF-UNDP. In addition to working at two (2) national parks in Sumatra, YMR and PKBI worked for the Javan Rhino Protection Program in Ujung Kulon National Park in Banten.

The IRF partnership with YMR and PKBI became the starting point in the formation of the Indonesian Rhino Foundation on December 28, 2006. There was no change in the program in the merger, only the agreement on the foundation structure that was adjusted to the enactment of Regulation Number 28 Year 2004 concerning Amendment to Regulation Number 16 Year 2001 About the Foundation.

YABI and IRF relations include a number of things, as follows:

Conservation Strategy	There are similar goals and services for the rhinos conservation
Organizational structure	IRF is included in the organizational structure as a coaches member
Funding	IRF is YABI's main donor in terms of PKS implementation that is described in the ANNUAL WORK PLAN. Annual Work Plan
Research	IRF sends foreign experts in the framework of rhinos breeding in the SRS. IRF supports data collection on rhinos population and habitat.
Capacity Building	IRF involved YABI staff in training on rhinoceros conservation in Africa IRF provides fundraising training

It is interesting to see the relationship between the IRF and YABI at the level of interests and differences views of YABI organizations. A large funding proportion from IRF encourages it to have a high deep interest in YABI. IRF is very interested in YABI program because almost all YABI programs are supported by the IRF or approximately 90%. This affects the work, performance and communication between YABI and IRF both directly and indirectly affecting the partnership relationship between the IRF and the Program Implementers that carried out by the Administrators, with the aim of securing the implementation and achievements of the program.

IRF as a donor is often understood differently by other coaches. IRF seems to dominate the implementation of YABI activities, even though the relationship built between YABI and the IRF is the giver and recipient of the grant.

5.2. Relations with the Government

The Indonesian Rhino Foundation has a strategic partnership with the Ministry of Environment and Forestry (KLHK) specifically at the Directorate of Natural Resources and Ecosystem Conservation

(KSDAE). It is an important part of YABI's strategic work in the conservation of Sumatran and Javan Rhinos in Sumatra and Java national park areas. Precisely located in Way Kambas National Park and Bukit Barisan Selatan National Park, Lampung Province and Ujung Kulon National Park, Banten Province.

The partnership with the Ministry of Environment and Forestry is built through a Memorandum of Understanding (MoU) between the KSDAE Directorate and YABI which is renewed every three (3) years. The MoU was then strengthened by a Cooperation Agreement (PKS) between the Head of the National Park Office and YABI with a period of two (2) years and always renewed.

The following table shows the YABI Partnership with the government which was confirmed through a Memorandum of Understanding and Cooperation Agreement (PKS).

Number	Partnership (Sustainability)	Memorandum of Understanding / Cooperation Agreement	Information
1.	Memorandum of Understanding (MoU)		
1.a.	KLHK-Director General of KSDAE	Memorandum of Understanding between the Directorate General of Natural Resource Conservation and Ecosystems with the Indonesian Rhino Foundation About Sumatran and Javan Rhinoceros Conservation (27 June 2016-27 June 2021) Number: PKS.4 / KSDAE / SET / KLN.2 / 5/2016 Number: 01 / MOU_YABI / V / 2016	There is no date for the signing of the Memorandum of Understanding But it applies June 27, 2016
2.	Cooperation Agreement		
2.a	YABI with Bukit Barisan Selatan National Park Office.	Cooperation Agreement of the Great Hall of Bukit Barisan Selatan National Park (2018-2023) Number: PKS.12 / T.7 / TU / PKS.2 / 7/2018 Number: 03 / PKS-YABI / VII / 2018	Has been extended
2.b	YABI with Way Kambas National Park Office (June 24, 2013)	Cooperation Agreement of Way Kambas National Park Hall with Indonesian Rhino Foundation (2013-2018) Number: PKS.609 / BTNWK-1/2013 Number: 06 / PKS / TNWK / YABI / VIII / 2013	Not extended yet
2.c	YABI with Ujung Kulon National	Cooperation Agreement of Ujung Kulon National Park	Has been extended

	Park Office (March 02, 2018 - March 01, 2023).	Hall with Indonesian Rhino Foundation (2018-2023) Number: PKS.03 / T.12 / TU / K3 / 03/2018 Number: 01 / PKS-YABI / III / 2018	
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The implementation of YABI's program is more in the national park area so that a Cooperation Agreement (PKS) is needed with the national park referring to the Memorandum of Understanding between YABI and KLHK through the Directorate General of Natural Resources and Ecosystem Conservation (KSDAE).

5.3. Relations with Non-Profit Organizations and Universities

YABI's strategic partnership with other non-profit organizations in rhino conservation in Indonesia collaborates with the World Conservation Society (WCS), World Wild Fund (WWF), the Sumatran Tiger Protection and Conservation Foundation (YPKHS), and the Foundation for Community Empowerment and Nature Conservation (YAPEKA Foundation). The establishment of partnerships with non-profit organizations with a focus on rhino conservation is not only driven by the same goals within the framework of cooperation with the Government through KLHK cq. KSDAE Directorate General, but also built by Badak conservation project ties outside of funding from the YABI such as: TFCA Sumatera and KfW - German Development Bank.

The following is a cooperation letter from KfW which appointed WCS and WWF work with YABI and Memorandum of Understanding between YABI and Lampung University.

Number	PARTNERSHIP	Memorandum of Understanding / Cooperation Agreement / Contract	Information
1	TFCA Sumatera	-	We haven't got it yet
2	KfW-WCS New York/USA-WWF Germany-YABI	KfW funds New York WCS and Germany WWF for Rhino conservation with thw the implementer is YABI.	There is no date in the KfW letter
3	Lampung University	Memorandum of Understanding between YABI and Lampung University about Increasing Potential of Conservation Areas for Community Use (29 March 2017 - 29 March 2019) Number: 02 / MoU-YABI / III / 2017 Number: 2495 / UN26 / 2017	Not yet revealed in the PROGRAM IMPLEMENTATION PLAN and Annual Work Plan

The collaboration project indirectly strengthened YABI's goal achievement as a rhino conservation organization in Indonesia, although the project achievements have not been included as YABI's achievements as an organization.

YABI also cooperates with Lampung University for Research and Community Empowerment through a Memorandum of Understanding between YABI and Lampung University about Increasing the Potential of Conservation Areas for Community Use (29 March 2017 - 29 March 2019) Number: 02 / MoU-YABI / III / 2017; Number: 2495 / UN26 / 201. In this collaboration it has not been revealed in the form of PROGRAM IMPLEMENTATION PLAN and ANNUAL WORK PLAN. This collaboration involves students in research and projects with other donors in the form of a consortium.

In addition, the involvement of academics/experts from universities, especially IPB and University of Lampung and international, national and local conservation organizations has been carried out to support the rhinos conservation in Indonesia.

Partnership with other non-profit conservation organizations that support the alliance project is also a special concern in consortium management because YABI is the project holder. As in the TFCA Project, where YAPEKA has not yet obtained their rights, even though agreement in management has been accounted for.

Then, partnership with local communities around the national park area where YABI runs its program is not yet good, although in several projects with other institutions (Sumatra TFCA) this role is carried out by other consortium members such as Lampung University, PHKS, and YAPEKA. YABI's involvement in building alliances in protection, research and campaigns has been carried out even though it has not been maximized and measurable.

5.4. Relations with Private Sectors

Partnerships with the private sector (company - profit organization) are also important homework for YABI, especially for funding issues (in the context of fund raising) from financial institutions such as banks or others. One of the Coaches Board exemplifies YABI's relationship with Bank Mandiri. As is known that YABI accounts at Bank Mandiri for funds originating from the YABI. This opportunity has not been "utilized" optimally by YABI to obtain CSR funds from Bank Mandiri for the benefit of Rhino conservation. While the money flowed through Bank Mandiri for the Rhino conservation program amounts to 'million' dollars.



CHAPTER 6. ANALYSIS AND RECOMMENDATIONS

6.1. Analysis

A. Governance Area

The term governance emerged along with the issue of good governance which flourished around 1999. In the business world, attention to governance grew stronger when the collapse of large companies in America, especially Enron Corp in 2001. Enron Corp was successful and most innovative in the American energy field collapsed in a count of no more than 5 years. After being examined, it was caused by bookkeeping and auditing manipulation, and authority abuse by company leaders. Based on this brief story, the area of governance has become a concern for institutions/organizations and companies observers.

In some literature, there are many explanations about the terms and meanings of governance. The essence of governance is interpreted as a process and governance structure that is used to increase the success and accountability of institutions/organizations and companies in realizing the value (founding organization/company) in the long term based on ethical and legal values, while still taking into account stakeholders. If the governance process and structure is achieved, so the organization or company has implemented good governance (GG). The application of GG, in some cases management, is based on the principles of transparency, accountability, responsibility, independence, and fairness.

Based on findings from document studies and interviews result, YABI is in the process of implementing governance structures to achieve organizational goals. To analyze it, we use SWOT analysis to assist in structuring and enriching organizational strategies.

Governance SWOT analysis is:

GOVERNANCE	Threats (T)	Opportunities (O)
	- Lack of government funding support for rhino conservation. - Organizations are faced with the mass organizations regulation that have been established with foreigners. - Land clearing for cultivation and large-scale plantations. - Public knowledge about rhinoceros conservation is minimal. - National community support is not massive. - Lack of support from local communities around the program location. - Indonesia's geographical position as a "ring of fire"	- Forestry Minister Decree: Joint Secretariat for Indonesian Rhinos Rescue. - Preparing national Emergency Action Plan (EAP) for rhinoceros conservation. - Convention Ratification of Biological Diversity. - Sumatran rhinos is the "genus" category. - International support for the Sumatran and Javan rhinos' conservation. - There are major donors who are ready to support the organization. - Organizational / personnel proximity to National Park Managers. - Organizations proximity with private sectors, in this case Safari Parks and Indonesian and international garden associations. - Good relations with science and technology experts in rhino breeding field; both national and international. - Good relations with environmental conservation experts; both national and international.
Strengths (S)	S-T	S-O
- Has vision and mission - Has organizational values - Has a legal entity	Compilation of strategic (medium and long-term) planning of organizations that respond to rhinoceros	Scientific development (science and technology) about the rhinos breeding and their habitat (conservation breeding).

• Has the understanding and competence of rhino conservation through SRS and RPU. • Has a strong source of funds • Has foundation personnel who have deep knowledge and are very experienced in the field of conservation. • Has a rhino conservation strategy • Has a hierarchy and authority partition between Foundation organs. • Has an organizational structure for the daily implementation and management of organizations. • Has a MoU with the Government / KLHK-KSDAE. • YABI becomes reference for rhinoceros conservation programs in Indonesia	conservation based on government targets, withholding the pace of land clearing, increasing community knowledge, ring of fire positions and organizational development. • Looking back on the position (reposition) of the organization through the current legal and legislative approach. • Reviewing policies (AD / ART, director decision or coaches' chairman) according to the needs of the organization and its environment. • Establish annual strategic actions	• Development of conservation programs with economic values involving multi-stakeholders and major donors. • Development of programs and financial organizations that are able to absorb national and international opportunities or support. • Budget allocation for foundation organ meetings on a regular basis (at least 3 months). • Ensure the meeting agendas of foundation organ for effective decision making.
Weaknesses (W)	W-T	W-O
• Does not have long-term planning that has been ratified as a reference in determining programs and activities. Organizational values have not been written. • Values and work concepts Internalization to the executive staff, especially the next generation of institutions. • The implementing organizational structure and work procedures are still not solid. • The personnel function and involvement in foundation organ meetings is not optimal. • Annual and routine meetings of Foundation Organs have not been optimal for producing organizational policies. • 90% organizational programs funding still depends on one donor • Lack of attention to proposals as program development and organizational fundraising. • English is still an obstacle in communication between organ foundations.	• Develop a dynamic organizational structure, based on objectives and adaptive to the "current" external environment; Generation X, Millennial, and Y phenomena. • Building a written commitment to the Foundation's organs. • Develop a funding model that does not depend on one donor. • Build a regeneration/cadre model in the organization.	• Network development by foundation organs (coaches and administrators) through the lobby. • Write program proposals to international donors. • Writing a work achievement framework for the government as an EAP implementation. • Develop daily implementing capacity through national and international meetings. • Raise funds for rhinoceros conservation by involving companies and animal protection associations..

Internally, strengths and weaknesses, YABI has a comparative advantage compared to other organizations engaged in rhinoceros conservation. The main advantage of YABI is the position of qualified strategic management. Some of the strategic management elements that are qualified are:

- a. Foundation organs (coaches, supervisors, and administrators): personnel in the foundation organ have high background of knowledge, expertise and skills in conservation; especially rhinos. Most of their backgrounds are State Civil Apparatus (ASN), so the determination of organizational policy greatly contributes significantly to support to the Government in carrying out rhinos conservation along with living natural resources and their ecosystems in Indonesia. Therefore, the relationship with the government (KLHK / KSDAE) is very close.
- b. Leadership; the executive director authority can inspire the vision, mission and organizational approach to each personnel internally.
- c. Vision, mission, values and principles: commitment to vision, mission, values and principles reflected in organizational decisions that respect mutual and natural growth aspects; hone, love and care.

Looking at the internal scope, YABI is in the stage of stability maintaining. This can be interpreted as the organizations establishment in work and financial programs that are built on the basis of; recognizing, self-confidence, strong role and competence. At this stage, the YABI leadership needs to be aware of two things: the rebirth and death of the organization. Rebirth is characterized by a process

of identifying needs for changes, energy discovery and new goals; the process of measuring organizational relevance. Organizational death is characterized by the loss of planning direction, excessive bureaucratic culture and the loss of organization role.

Externally, seeing opportunities and challenges, YABI has a competitive advantage in resource management and wide access opportunities. Some elements of resource management and YABI access are in dimensions of:

- a. Funding support: organizational work experience can be a potential to expand funding support at national and international levels; both individual, institutional and governmental. However, this potential has not been optimally developed. It is hoped that the various potentials that have been developed will be used to diversify funding sources, so that YABI's funding will not only be dominated by the YABI.
- b. Relations with partners: distribution of information through the dissemination of data and reports (narration and finance), YABI communicates the performance progress to partners to maintain relations and trust.
- c. Environmental sustainability: YABI's attention and concern has an influence on the sustainability of rhinos and their habitat and can open up new knowledge to the wider community; national and international.

Looking carefully at the external scope, YABI has greater opportunities to overcome challenges. YABI's external scope that is relatively good and conducive will not be observed as a valuable opportunity if YABI survives in the stage of maintaining relationship security. At this stage, YABI tends to mean that maintaining relationship stability is an affirmative part of the strategy to see efficiency, routine and formality as a success measure. YABI's external scope is currently very supportive for developing organizations that are dynamic and oriented to economic values. Therefore, leadership and management models that are innovative, flexible, unique and risk taking will lead YABI to achieve a new measure of success that is the product or work in the form of goods or services.

B. Effectiveness Area

Analysis of the effectiveness area basically analyzes strengths, weaknesses, challenges and opportunities (SWOT) on several key aspects, namely program management, information management, HR management, knowledge management, and financial administration management. This analysis comes from findings that are grouped into T-S (Threat-Strength), O-S (Opportunity-Strength), T-W (Threat-Weakness), and O-W (Opportunity-Weakness). The results of the analysis can be a reference for formulating recommendations that aim to respond the changes. Recommendations that is produced through SWOT analysis are directly considered representations in improving YABI in the future. The SWOT results in the effectiveness area are as follows:

EFFECTIVENESS (MANAGEMENT)	Threat (T)	Opportunity (O)
	• Greater job opportunities for civil servants. • Information technology development • Regulations that tend to change over time such as taxation, employment, finance, public information disclosure, community organizations, etc. • The issue of rhinos has not become mainstream as a key population species	• Information technology development. • The issue of rhinoceros conservation has become a national issue (SRAK Rhino, EAP Rhinoceros) • Support of national and international academics who focus on rhinoceros issues • International donor support • Funding support from private and public sectors
Strength (S)	T - S	O - S

• Has strong relations with the government in program implementation • Has routine annual reports. • Routine activities have been identified and runned well • The implementation of direct monitoring has gone well. • HR is capable of managing rhinoceros issues • The implementing organization structure is quite complete • YABI already has an SOP: Recruitment, Finance, Operational Vehicle Maintenance, RPU, etc. • Financial management is sufficient. • The database is sufficient. • There are a number of innovations in the program (catch control, buffalo fly control, etc.)	• Databases and Management Information and communication are recommended to be in one division so the coordination will be more effective. • Creating learning spaces in YABI (SECI Theory). • YABI conducts studies and improvements on Financial SOPs and Unit Cost Standards. • YABI compiles an asset management system (planning, procurement, storage, maintenance, recording and deletion). • Develop a campaign strategy for rhino conservation	• Mobilization of wider YABI funding sources • Building a transparent and accountable fundraising system to the public. • There needs to be a monitoring and evaluation mechanism by functioning the YABI implementing structure. • Encouraging the government to manage a reliable database as a center for rhino knowledge
Weakness (W)	T – W	O – W
• Not yet having an adequate Labor Standart Operational Procedure, there is only recruitment. • Long-term program planning does not yet exist/has not been approved (including targets, indicators, etc.). • There is no need planning for Human Resources. • The personnel function in the implementing organization has not run optimally, because the staff's understanding has not been evenly distributed regarding the structure of YABI. • Performance evaluations have not been conducted regularly. • There is no mechanism for resolving labor conflicts. • Capacity in managing Human Resources, finance, information and communication needs to be improved. • Institutional consolidated financial statements have not been carried out properly in accordance with PSAK 45. • The culture of internal knowledge sharing is still not well formulated. • Documentation of knowledge and experience in rhino conservation has not been maximized.	• Develop guidelines for managing information and communication. • Setting targets for managing information and communication to be part of the organization's target achievement plan. • Aligning guidelines for managing information and communication with the public information disclosure regulation. • Needs a reference document in the management of human resources that has been prepared and agreed and can be implemented which regulates: (1) Planning or identifying staff needs; (2) Staff recruitment and selection; (3) Evaluation of staff performance; (4) Need for staff capacity building; (5) Competency-based staff classification and staff remuneration; (6) Right to leave; (7) Health insurance; (8) Handling conflicts between staff and staff complaints. • Need an evaluation Human Resources Officer duties and functions in order to optimize tasks implementation, increasing capacity, and estimating workload outside the human resources management. • Need to re-socialize tasks and work relationships between staff. • YABI immediately completes institutional financial reports in accordance with PSAK 45 Accounting Standards. • Financial audits must be carried out immediately for the 2015 to 2017 financial report. • All procurement services, including audit services, must go through 3 bidding letters process. • Prepare program and financial risk analysis and mitigation.	• Menyusun rencana peningkatan kapasitas staf. • Institutional program strategic planning authorized by YABI. • Institutional programs planning is based on results. • Research development on rhino populations • Develop a plan to increase staff capacity

In terms of program sustainability, YABI has enormous opportunities for several reasons;

1. YABI is the only institution in Indonesia that has specificity and long experience for the rhinos conservation and development.
2. YABI gets tremendous trust from the YABI which is manifested in funding support,
3. YABI gets legitimacy from the government as a rhinoceros conservation institution, as well as supported by its policies,
4. YABI has a very good relationship with government in Rhino conservation.

C. Partnership Area

1. The relationship between YABI and IRF, the Government, other non-profit organizations, academics and private parties has different characteristics with different levels of importance. In the context of these relations, the need for partnerships is very important and must be supported by YABI's strong institutional commitment with its platform (values and principles) agreed upon with partners especially YABI as IRF's main donor.

PARTNERSHIP	Threat (T)	Opportunity (O)
	• YABI's image as a red plate organization. • There are not many other organizations that focus on rhinoceros conservation • Partnerships are still short-term and project-based • Access funds from APBN and APBD, because thr rhinos conservation is also state duty.	• YABI has close personnel with the government (KLHK, National Parks, BKSDAE, etc.) • Has access to use state facilities (National Parks) • There are not many other organizations that focus on rhinoceros conservation • Cooperation with other stakeholders is quite large. • YABI data is used by other stakeholders
Strength (S)	T – S	O – S
• Has an MoU with the government. • Flexible funding commitment from IRF • Can work with other conservation institutions • Has CSOs network that are engaged in rhinoceros conservation at the local, national and international levels. • Have good relations with academics. • Recognized competence by other stakeholders. • There are foundation members come from the University	• Ensuring organizational values and principles in network development. • Expanding networks not limited to issues of rhinoceros conservation in national parks	• Development of joint sessions or collaboration with other stakeholders
Weakness (W)	T – W	O – W
• Does not have written standards of cooperation with other institutions. • Does not yet have a partnership strategy with NGOs and academics. • Networks with other parties are still owned by several individuals. • Communication through internet media is still not optimal	• Strategic stakeholder mapping. • Measuring the level of stakeholder satisfaction towards services and relationships with YABI	• Funding with a discretionary fund system (tactical funds to respond the networks).

2. YABI's relationship with IRF is historically strong, committed, and dependent on carrying out rhinoceros conservation programs in Indonesia. The Indonesian government needs the YABI through YABI to help rhinoceros conservation program implementation which is considered important because of budget constraints. These two things become the starting point of partnership need that must be strengthened between IRF, Government, and YABI in saving endangered rhinos. YABI is impossible to leave the IRF as a strategic partner and other (tactical)

conservation organization network in carrying out its role to achieve the organization's vision, mission and goals.

3. The relationship with Bank Mandiri is a great potential for YABI to explore the possibility of cooperation in the rhinos conservation, especially in the utilization of CSR funds from Bank Mandiri. This is because; (i) Rhinos are rare animals in Indonesia and even in the world. Thus image of rhinos will also improve the image of Bank Mandiri, which is environmentally friendly. (ii) YABI has an account at Mandiri with very large funds (more than US \$ 1 million). Thus the relationship between YABI and Bank Mandiri can be a symbiotic and mutually beneficial relationship.
4. Relations with the Central Government are very good. This strong relationship is a huge potential to support YABI in carrying out rhinoceros conservation activities. However, until now YABI has not really been used it to strengthen programs and in organizational. There are many program opportunities that can be done based on collaboration with the Central Government.

6.2. Recommendation

To assess the recommendations, the ranking system parameters are used as follows:

Critical	Addresses a fundamental control weakness or significant operational issue that should be resolved by management as a priority.
Important	Addresses a control weakness or operational issue that should be resolved by management within a reasonable period of time.
Good Practice	Addresses a potential improvement opportunity in operational efficiency/effectiveness.

Area	Recommendation	Significance Level	Benefits for YABI
Governance	The need for scientific development (science and technology) about the rhinos breeding and their habitat (conservation breeding).	Critical	- There are several options for scientific-based methods that will be practiced to realize the organization's vision and mission. - Contributes alternative solutions for the successful achievement of Indonesia's State policy for saving rhinos in the implementation of EAP. - Obtains recognition (national and international) as a center of excellence for saving rhinoceros genus and species.
	The need to allocate budget for Foundation organ meetings regularly (once every 3 months)	Important	Detect problems and solution based on Foundation organ meeting agenda for effective decision making.

Area	Recommendation	Significance Level	Benefits for YABI
			• "Ideas shopping" for writing program proposals to international donors. • Strengthen the developing of foundation's organs capacity.
	The need for strategic organization planning (medium and long term) that answers rhinoceros conservation which refers to: • Values and Principles. • National and international trends. • Organizational achievement. • Government policy, • Withholding the rate of land clearing, • Conservation economic value, • Increase community empowerment, • Position of the "ring of fire", • Organizational development.	Critical	• Have a plan and steps to develop a conservation program with economic values involving multi-stakeholders and major donors. • Having formulations and steps for developing organizations (programs and finance) that are able to absorb national and international opportunities / support. • Have a formulation of annual strategic actions. • Formulate strategies and fundraising steps for rhinoceros conservation by involving companies and animal protection associations. • Have formulations and steps to develop the network by organizing foundations (coaches and administrators) through lobbying and negotiation. • Have a plan and form of funding that does not depend on one donor. • Having formulated a capacity development plan as a form of increasing human resources for daily implementers through national and international meetings.
	The need to conduct a policy review (AD / ART and the decision of the director or coaches chairman) according to organization need and its environment.	Important	• Looking back on the position (repositioning) of current legal and legislative approach based organizations. • Rebuilding and refreshing written commitments by the Foundation's organs.
	The need to develop a dynamic organizational structure, based on goals and adaptive to the "present" external environment.	Important	• Have a design for developing regeneration / cadre models in the organization; scrutiny of X, Millennial, and Y generation phenomena.

Area	Recommendation	Significance Level	Benefits for YABI
Effectiveness Area	The need for databases and management Information and communication are suggested to be in one department so that coordination runs more effectively.	Good practice	Effective coordination by placing the right position will encourage the effectiveness of program implementation
	The need to create learning spaces in YABI (SECI Theory).	Good practice	Improve the quality of YABI staff in understanding rhino conservation.
	Perlunya YABI melakukan kajian dan penyempurnaan SOP Keuangan dan Standar Biaya Satuan.	Critical	There are clear references in budgeting and financial management.
	The need for YABI to compile an asset management system (planning, procurement, storage, maintenance, recording and deletion).	Critical	Ensure the maintenance of YABI's wealth for organizational sustainability.
	The need to develop a campaign strategy for rhino conservation	Good practice	Public support for the rhino's conservation has increased.
	The need to develop information and communication management guidelines.	Important	There is a clear reference in managing information from the field to HQ.
	The need to set targets for managing information and communication is part of the organization's target achievement plan.	Important	The development of public support can be more measurable.
	The need to harmonize the guidelines for managing information and communication with the public information disclosure regulation.	Important	Legal formal of YABI information management
	Needs a reference document in the human resources management that has been prepared and agreed and can be implemented which regulates: (1) Planning or identifying staff needs; (2) Staff recruitment and selection; (3) Staff	Critical	There are clear references in HR management so that YABI staff feel comfortable and productive in carrying out their functions and duties.

Area	Recommendation	Significance Level	Benefits for YABI
	performance evaluation; (4) Need for staff capacity building; (5) Competency-based staff classification and staff remuneration; (6) Right to leave; (7) Health insurance; (8) Handling conflicts between staff and staff complaints.		
	It is necessary to evaluate the duties and functions of HR Officer so that the implementation of tasks can be optimized, capacity building, workload estimates outside the management of human resources.	Important	HR staff are more effective in carrying out their main tasks.
	It is necessary to re-socialize the tasks and work relations of each staff, so that the duties can be done optimally.	Important	The function and coordination between divisions is more effective and harmonious.
	YABI needs to immediately complete the institutional financial report in accordance with PSAK 45 Accounting Standards.	Critical	Management can make informed decisions.
	Financial audits must be carried out immediately for the financial year 2015 to 2017.	Critical	YABI implements an accountable and transparent form of financial management responsibility.
	The need for all procurement services, including audit services must go through a bidding process with 3 offer letters.	Critical	Transparency of financial management practices.
	Need to develop program and mitigation risk analysis and finance.	Important	Minimizing the risks faced by the program and finance.
	Need to mobilize a wider range of YABI funding sources.	Important	Reducing fundings dependence from one donor only and ensuring the sustainability of YABI.
	Perlu membangun sistem fundraising dari publik yang transparan dan akuntabel.	Important	Greater public trust to YABI

Area	Recommendation	Significance Level	Benefits for YABI
	It is necessary to build a transparent and accountable fundrising system from public.		
	Perlu adanya mekanisme monitoring dan evaluasi dengan memfungsikan struktur pelaksana YABI It needs a monitoring and evaluation mechanism by functioning the YABI implementing structure.	Critical	YABI becomes a learning and developing organization.
	It is necessary to encourage the government to manage a reliable database as a center for rhino knowledge.	Good practice	Become a national and international rhinos reference in Indonesia
	Need to do strategic planning (Integrated Program and Financial Long Term Planning) for YABI.	Critical	- There is a clearer and more logical explanation of vision and mission. - There is a valid long-term program reference for program implementation every year. - In strategic planning various analyzes are carried out to support the formulation of the program framework (trend analysis, stakeholder analysis, internal organization analysis, beneficiaries analysis)
	Required results-based institutional program planning	Critical	There are references to measuring the success of results-based programs.
	Need to develop research on rhino populations.	Good practice	Become a national and international rhinos reference in Indonesia
	Need to plan staff capacity building (finance, HR, Information and Communication, etc.)	Important	Program implementation is more effective.
Partnership Area	Need to ensure organizational values and principles in network development.	Important	It is important to find and choose partners or networks that are in line with the values and principles of the organization.
	The need to expand the network is not limited to issues of rhinoceros	Good Practice	Organizations get cross cutting knowledge to strengthen program outputs and outcomes and program

Area	Recommendation	Significance Level	Benefits for YABI
	conservation in the national park area.		innovations to achieve the organization's vision and mission.
	Need for strategic stakeholder mapping	Good Practice	The organization gets a strategic and tactical partner view on rhinoceros conservation in Indonesia.
	Need to measure the level of stakeholder satisfaction towards services and relationships with YABI.	Good Practice	Organizations get an overview of services quality to other stakeholders.
	Need for joint session development with other stakeholders.	Good Practice	YABI gets good learning from other organizations.
	Need for funding with a discretionary funds system to respond the networks	Good Practice	The organization has a wider network with a special mandate in the rhinos conservation.

6.3. Recommended Main Activities Formulation

INSTITUTIONAL GOVERNANCE AREA	EFFECTIVENESS AREA	PARTNERSHIP AREA
Strategic Management - Review of foundation organs related institutional. - Formulate organizational values as an organizational travel reference. - Preparation of results-based strategic plans. - Preparation of Human resources development plans. - Reviewing AD and ART, specifically discussions about the coach duties. - Preparation of regeneration strategies to take the relay of organizational leadership. - Carry out restructuring and regeneration. - Organize strategic planning workshops by involving as many key stakeholders as possible. - Fund raising by expanding funding sources. Technical Management - Implement Performance Appraisal for all implementing staff regularly (at least once a year). - Structuring the program documentation system for knowledge development and management.	Program Management - Workshop on socializing the results of strategic planning in three areas: UK, WK and BBS. Information Management - Making information and communication management guidelines. - Determination of information and communication targets is integrated into Institutional strategic planning. - Adjustment Standard Operational Procedure of Information Management with the Public Information Disclosure Regulation. Human Resource Management - Preparation of Human Resource Standard Operational Procedure that are tailored to the management of non-profit Human Resource organizations. Knowledge Management - Informal thematic discussion about rhino conservation.	Networking Management - Stakeholder Mapping that has an impact on conservation. - Survey of stakeholder satisfaction levels (3-5 years). - Approach to Bank Mandiri for getting Bank Mandiri CSR funds. - Promoting rhinos through strategic partners and the community or wider community to increase public awareness of rhinos.

• Material and results documentation of Foundation organ meetings so that they can be distributed at least 3 days before the next meeting date.	Financial Management • Discussion on improving the Financial SOP and Unit Cost Standards. • Asset management system preparation. • YABI immediately reports taxes in 2017. • YABI makes a register number on fixed assets	
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6.4. Lesson Learned

a.	The existence of RPU in Ujung Kulon National Park received good appreciation from the Head of UK National Park Office. Its success is an important part in suppressing hunting of animals in protected areas and is able to carry out persuasive actions for people who occupy protected areas to be located outside the Ujung Kulon National Park area without conflict and violence. This persuasive approach was developed by RPU with extracting information in developing village potential programs through the cultivation of palm sugar. RPU identified social approaches to buffer village communities that were directly adjacent to national park areas such as Cikadak Village, Racapinang Village, Ujung Jaya Village, and other areas by establishing door to door communication and sharing knowledge in the cultivation of ren sugar. This social approach is successful because it responds to the immediate needs of the community for their welfare through improving the family economy compared to using a security approach that tends to be protective and even repressive.
b.	Working with heart bears success. YABI personnel from organ foundations (Coaches, Supervisors and Administrators) up to field staff have highly dedicated to save rhinos. The values and principles of rhinos' conservation have been institutionalized at all levels of YABI staff, although not explicitly written. When talking about the rhinoceros conservation program, all YABI personnel both at HQ and in the field (RPU, SRS, JRSCA, and ILEU) showed their deep commitment and earnest work. The competence of YABI personnel in the rhino's conservation has been recognized by the Head of the National Park Office in the UK, WK, and BBS. Until now there has been no other organization (according to the National Park Office) that has high competence regarding rhinos other than YABI. YABI's competency along working with heart produces aspirations to continue saving rhinos both by preserving the natural habitat of rhinos and also creating sanctuaries whose principles can increase the rhino's population. This is evidenced by the birth of two rhinos in the SRS and they grow healthily. This practice is good for YABI and indirectly contributes to the efforts of rhino's conservation.
c.	Intensive supervision of implementation makes the program effective. The program planned by YABI, especially the CTR, has worked well. Planning activities at RPU, SRS,

	JRSCA, and ILEU shows that these activities are recorded in the database, written in minutes and delivered through organization's annual Highlights. This can be realized because the supervision system has been running well. . RPU as a monitoring/survey unit always evaluates the progress of the field every month, then plans for the next month. Evaluation facilities conducted by the RPU through a monthly meeting mechanism. It was consistently conducted and the results are coordinated with the area manager and HQ. Likewise with SRS, coordinated to monitor the health of rhinos every day, which must be monitored routinely and in detail. Supervision is also carried out by HQ by visiting the field to monitor the program implementation. Routine and consistent supervision models that was carried out make all the data and information to be accurate and reliable. This is a practice that needs to be continued and even developed by YABI in the future.
d.	Organ foundations (Coaches, Supervisors, and Administrators) and field personnel who frequently visit the field will create new energy for field personnel. Unfortunately this has not been done optimally. The foundation organ does not provide their time to visit the field in order to carry out their duties and functions. It is recognized by field personnel, they are not clear about who are YABI's Coaches, Supervisors and Administratos. In addition, it makes the transfer of knowledge from foundation's organs to field personnel is slow. This non-optimal communication has not yet affected program results achievement at present, but can have an effect on YABI's institutional governance. Organizations will be able to contribute a lot to achieving their goals if all staff have the same understanding of YABI's vision, mission, values, principles, strategic planning and approach to rhinoceros conservation.