

# MASTER THESIS

## Evaluation of Actors' Interaction in Indonesia-Netherlands WASH Programme

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## Abstract

In 2010, Indonesia announced its first national rural Water, Sanitation, and Hygiene (WASH) programme, which aims to provide universal access to sanitation in the country by 2019. Several challenges, such as lacking human resources and funding, and the weak coordination among actors, obstruct the implementation of the WASH Programme. The WASH programme is not only about 'government as the implementer and citizen as the target', but other actors are involved as well, and their interactions are important in achieving success. In Indonesia-Netherlands WASH Programme, those actors are the Dutch Donor and the Dutch International Non-Governmental Organizations (INGOs). These actors have a complex interaction pattern, which has not been revealed clearly. At the same time, the development cooperation policy of the Dutch government in Indonesia is shifting from 'aid' to 'aid and 'trade'. This thesis assesses the interaction of the actors in the Indonesia-Netherlands WASH Programme using four criteria: the availability of resources, trust among actors, the quality of knowledge, and the willingness to collaborate. The results show that the current interaction pattern between the key actors of the Indonesia-Netherlands WASH programme contributes towards the achievement of universal access for water and sanitation in Indonesia. Two main recommendations are made to further improve the WASH programme. Firstly, the formalization of the authority of the national government as a platform to connect the development aid demand at the local level and the supply of aids from WASH partners (NGOs and donors) is needed. Secondly, the development of national policies, which encourage the local governments to commit to the WASH programme, is recommended.

Keywords: actors' Interaction, NGO-state Interaction, WASH, Indonesia, Netherlands, development cooperation, aid to trade

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## List of Abbreviations

AUSAID	Australian Agency for International Development
ADB	Asian Development Bank
BAPPENAS	Badan Perencanaan Pembangunan Nasional Ministry of National Development Planning
BAPPEDA	Regional Development Planning Agency =Badan Perencanaan Pembangunan Daerah
CLTS	Community Led Approaches to Total Sanitation
CSO	Civil Society Organization
DHO	District Health Office
EKN	Embassy of Kingdom of Netherlands
Gol	Government of Indonesia
GoN	Government of Netherlands
IDB	Islamic Development Bank
INGO	International Non-Governmental Organization
ITB	Bandung Institute of Technology =Institut Teknologi Bandung
MDG	Millennium Development Goal
MoFA	Ministry of Foreign Affairs
MoH	Ministry of Health
MoU	Memorandum of Understanding
NGO	Non-Governmental Organization
PDAM	Local Drinking Water Company

	=Perusahaan Daerah Air Minum
PHO	Provincial Health Office
PROPOPI	Pro-poor Private Investments
SDG	Sustainable Development Goal
SEHATI	Sustainable Sanitation and Hygiene for Eastern Indonesia
SNV	Netherlands Development Organization
	=Stichting Nederlandse Vrijwilligers
SRHR	Sexual and Reproductive Health and Rights
STBM	Sanitasi Total Berbasis Masyarakat
	= Community Based Total Sanitation Strategy
TA	Technical Assistant
USAID	United States Agency for International Development
WASH	Water, Sanitation, and Hygiene
WfW	Water for Women
WSP	Water and Sanitation Programme



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## Chapter I: Introduction

### 1.1. Background

Indonesia is the 4th most populated country in the world, with 270 million people in 2019 (World Population Review, 2019). However, more than 50 million Indonesians still do not use toilets. While, 1 in 8 Indonesian households does not have access to safe drinking water sources, and pipe water access in rural areas is still below 10 per cent (UNICEF Indonesia, 2014). This condition leads the Government of Indonesia (GoI) to implement a Water, Sanitation, and Hygiene (WASH) programme to ensure that every person has access to water and sanitation.

Before 2005, GoI implemented a WASH programme by building water and sanitation facilities for people who could not afford them but this programme ended up as a failure, since it could not increase the awareness of people as the users. Therefore, in 2005 Indonesia joined of World Bank's Water and Sanitation Programme (WSP) with Community Led Approaches to Total Sanitation (CLTS) as a community based programme which targeted the escalation of health awareness and change of hygiene behavior. In 2010, Indonesia declared its first national rural sanitation programme, which is called 'Community Based Total Sanitation Strategy' (STBM). The STBM programme aims to provide universal access to sanitation in Indonesia by 2019. The programme's expected outcome is to 'reduce the incidence of waterborne and other environmentally linked diseases related to sanitation and hygiene behavior (UNICEF, 2017).

Some challenges are observed in the implementation of WASH programme. Those challenges are mostly related to human resources, funding, and the interaction of actors. In this thesis, actors' interaction as one of the challenges for the success of Indonesia WASH Projects is discussed by examining the interaction among those actors.

### 1.2. Problem Statement

WASH programme is not only about 'government as the implementer and citizen as the target'. Besides the government, there are many other actors whose roles are also important in achieving success. Those actors are foreign donors and Non-Governmental Organizations (NGOs). Foreign donors that are usually involved in WASH projects are Netherlands Government Aid, United States Agency for International Development (USAID), Australian Agency for International Development (AUSAID), World Bank, Islamic Development Bank (IDB), and Asian Development Bank (ADB). Foreign donors usually play the role of

funder and sometimes also provide Technical Assistance (TA). The NGOs often play the role of Project Manager, who also provide Technical Assistance (TA) and mostly NGOs directly interact with the target groups. From this situation, it can be seen that the GoI, foreign donors and NGOs have a complex relationship. The collaboration that involves every relevant actors will ensure that those actors can complement each other to implement WASH programmes in Indonesia, which is a key for the success of the programme. However, the importance of the interaction among the implementers is still not well observed in Indonesia-Netherlands WASH collaboration. On the other hand, in 2020, the Government of Netherlands (GoN) will cut their development aid to Indonesia due to the shifting of the GoN 'aid' policy into 'aid and trade' policy. The change of current actors' interaction might be needed in order to handle this policy change. Such 'aid to trade' policy changes are also taking place in other countries that receive development aid from the Netherlands (Savelli et al., 2019). However, there is little knowledge on how the cooperation among the actors in donor and recipient countries can be impacted by this policy change (Hasan et al., 2019). Therefore, it is politically and scientifically relevant to investigate the Indonesia-Netherlands WASH collaboration. Against this background, this research analyzes and evaluates the actors' current interaction and suggests several recommendations for the success of the future WASH programme.

### 1.3. Research Objectives

Indonesia and the Netherlands have a long history in the context of development aid, even before the independence of Indonesia. Over time, the way that the development aid is delivered has also evolved. Furthermore, the shifting of GoN's 'aid' policy into 'aid and trade' policy is expected to impact the current cooperation among the actors. Building also on the problem statement above, the objective of this research is to analyze and evaluate the interaction among the three key actors of (Government of Indonesia, Dutch NGO, and Dutch donor) that are involved in Indonesia-Netherlands WASH programme by characterizing them in terms of resources, trust, knowledge and willingness and to give recommendations for improving on-going and future WASH projects in Indonesia specifically, and in other developing countries in general.

## 1.4. Research Question

### 1.4.1. The Main Research Question

How can the interaction pattern between the actors of Indonesia-Netherlands WASH programme be changed to improve the success of the programme?

### 1.4.2. Sub-Research Questions

1. How is the interaction among the Government of Indonesia, Dutch NGOs, and the Dutch donor organization characterized in terms of resources, trust, knowledge and willingness?
2. How does the interaction among the actors affect the success of Indonesia-Netherlands WASH programme?
3. How can the actors of the Indonesia-Netherlands WASH programme adapt to the 'aid and trade' policy?
4. What recommendations can be made in the context of actors' interaction for improving the success of on-going and future WASH projects in Indonesia?

## Chapter II: Literature Review

### 2.1. NGO-State Interaction

NGOs are one of the most influencing actors of international development programmes and projects. According to a recent systematic review, the studies in the role of NGOs in international development concentrate on six themes: 1) the nature of NGOs; 2) their emergence and development; 3) how they conduct their work; 4) their impacts; 5) how they relate to other actors; and 6) how they contribute to the (re)production of cultural dynamics (Brass et al., 2018). The results of this review also show that the studies on NGOs' relationships with other actors explores the NGOs' relationships with governments, donors, fellow aid actors, and citizens. About 33% of the studies put their concern on the interaction between the NGOs and the state, or the government. The NGO-state Interaction itself has also been studied from multiple perspectives.

Batley (2011) states that the NGO-state interaction can be assessed using three approaches. The first one is based on the degree of resource dependency, which refers to the "degree to which actors' discretion is limited by other actors' authority, control of finance, information and other inputs". In reality, it sees how far governments use their political authority and financial control over NGOs. There are three factors that can measure the level of resource dependency. Those are the authoritativeness of government policy, the extent of funding arrangements' ability in legitimizing and giving authority to government policy, and NGOs' operation type (directly with government or through networks with other NGOs). These measures categorize the NGOs into three different type of financial dependency whether high, medium, or low dependency. The second approach assesses NGO-state interaction from its financial dependency. Funding arrangement is another matter which affects NGO-state interaction. The availability of alternatives on the nature and sources of finance affects NGOs' strategies and their relationship with government. There are three categories of funding arrangements, which include governments' or international agencies' project funding, payment of service fees by individual customers (i.e. recipients of micro-credit), and financial support for NGOs (i.e. membership subscriptions, endowments, charitable donations and grants). The third approach is defining form of agreements between the government and NGOs. Batley (2011) identifies the agreement based on two perspectives, whether it is formal or informal, and whether it is hierarchical or horizontal/mutual. On the one hand, formal or informal is assessed based on whether the agreement accommodates the distribution of roles and responsibilities and dispute settlement in writing or not. While, hierarchical or horizontal/mutual is assessed based on whether the agreement puts NGO

as a provider, who is expected to execute the requirements, or the purchaser, who controls the flow of finance, or NGO and government decides willingly to plan and act together (Batley, 2011).

Another perspective from Hushie (2018) sees the NGO-state interaction on how the partnerships are managed by categorizing them into project partnerships, network partnerships, and strategic partnerships, as shown in Figure 1. Regarding the project partnership, the foreign donor and International NGO (INGO) can directly make an agreement with local NGO to implement a short-term project with specific goals to be accomplished within the allotted time. In network partnership, the foreign donor and INGO disburse their funding into local platform. They do not engage in designing or directing the project implementation. This local platform coordinates with the local NGO, which implements the short or long-term project. In strategic partnership, the INGO performs as a sub-funder, which is involved in the design and direct implementation of a long-term project. In this type of partnership, the INGO as sub-funder also collaborates directly with the communities to achieve the goals of the project (Hushie, 2018).

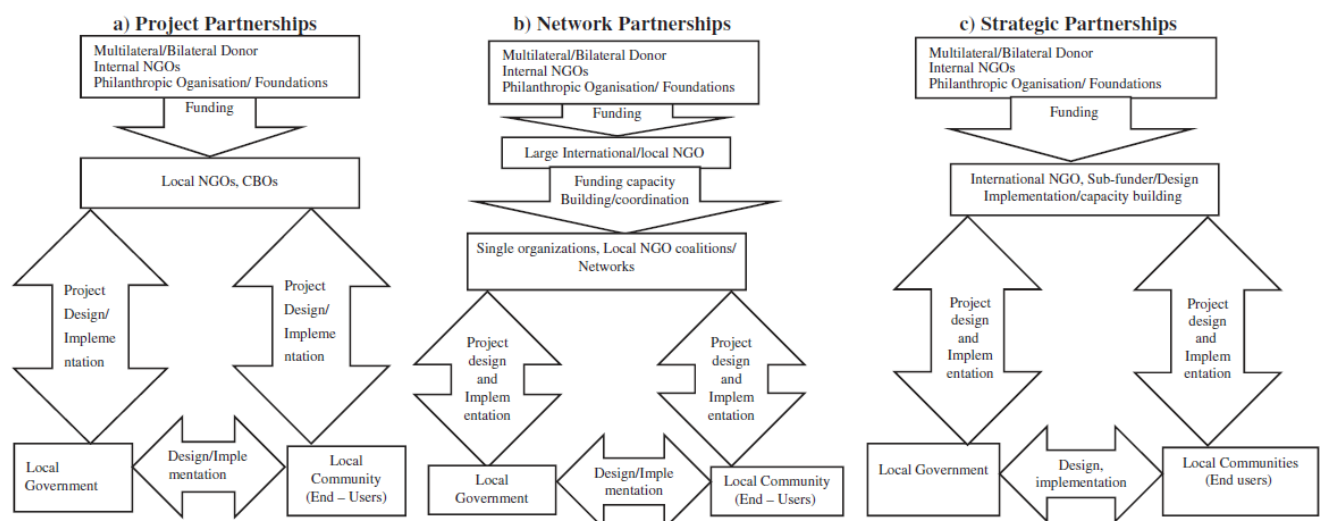


Figure 1. Type of partnership

Source: Hushie (2018)

Mcloughlin (2011) states that NGO-state interaction can be assessed by applying two approaches, namely the dualistic approach and the multidimensional approach. Dualistic approach assesses whether the interaction is strong–weak, formal–informal or active–dependent. On the other hand, multi-dimensional approach categorizes the NGO-state interaction into competition, cooperation, coordination, collaboration and control. Competition implies that organizations compete with each other without functional linkage and communication among them. Cooperation happens when organizations start to

cooperate in certain issues. In this stage, those organizations remain completely autonomous even though communication has been established. Coordination stage can be seen when organizations try to avoid duplication of efforts by keeping each other informed. Coordination also shows by simultaneously decision-making process and adjustment within each other. In collaboration, the organizations will not only share the responsibilities but also their resources in order to aim their common goals. While control is defined as a relationship when one party have an authority to control other party (Green and Matthias, 1997 in Ullah et al, 2006).

However, each NGO-state relationship is unique. Each of them is different with each other because it is formed by several variables. Those variables are the context, the nature of the organizations, and the nature of relationship. The context refers to the background and history of the country, the legal framework, and also the political system. The nature of the organizations points to the organization culture, vision and value which will be basis of its actions. Whilst, the formality level of how the relationship is organized will affect the nature of relationship (Batley, 2011).

According to Sansom (2006), governments' engagement with NGOs can be split into five main types: recognition, dialogue, facilitation/collaboration, contracting and regulation. The engagement of government and NGOs start from recognition and their engagement become more intense by increasing levels of commitment and capacity requirements towards regulation level. 'Recognition' shows the basic interaction of NGO-state relationship when government recognizes, whether formal or informal, the existence of NGO. Dialogue is engagement type when both parties start the communication about the project. Dialogue is usually initiated by NGO while strategic dialogue is needed as a process of initiating other forms of interventions. Facilitation and collaborative arrangements can be in some forms such as scaling up of project and Memorandums of Understanding (MoU) between government and NGO. Contracting as NGO-state engagement type can be in the form of long or short-term contract. Long-term contract which is more than 10 years is quite rare to be found. For water and sanitation projects, mostly short-term contract is chosen. Whilst, regulation as the most intense engagement type brings government and NGO relationship into another level where all the activities, responsibilities, and other settings are regulated whether in national or regional/local levels (Sansom, 2006).

## 2.2. Key Actors in WASH Programmes

The success of WASH programme is determined by several factors. The actors' interaction is one of the most influential factors. Weak coordination appeared as a key challenge and become a bottleneck in implementation process (UNICEF, 2017). Key actors of WASH programme can be divided into two categories: target and implementer. Target of WASH programme is community. This community refers to a group of people who has no access to water and sanitation. While, implementer consists of the government, INGO, local NGO, international organization (such as UNICEF), foreign donor, and international philanthropy. The government, INGO, and foreign donor have a big influence in planning and implementation process of WASH programme. NGO and government partnership is increasingly chosen as the strategy to expand access for safe drinking water and sanitation and also improve the health of low-income communities (Hushies, 2018). This is the reason behind why the interaction of these two actors is highlighted in several study on WASH programme. However, NGO and government relationship cannot be understood only on the basis of partnership in particular programmes. They are also affected by the funding arrangements in their programme implementation process (Batley, 2011). This statement shows that donor is also as another key actor in WASH programme.

## 2.3. Policy Change of 'From Aid to Trade'

Both aid and trade cannot be separated within the relationship of developing and developed countries. Exported goods and services as a trade is a very potential source of welfare enhancement for developed country while developing country prefers the same as an aid. In African countries, the aid donors believe that policy change of 'from aid to trade' might increase the aid's effectiveness. In fact, policy change of 'from aid to trade' is an effort to draw donor funds for certain uses which preferred by donors (Adam et al., 2004). A case of policy change of 'from aid to trade' is between The Netherlands and Kenya in the context of water and sanitation sector. As the impact of 'aid and trade' policy, the analysis in this case shows that instead of enhancing private sector involvement, it stimulates hybrid organizations that have blurred boundary between non-profit organization and private company (Savelli et al., 2019). On the other hands, 'aid and trade' is a transferred policy from The Netherlands which should be accommodated by aid recipient countries. A policy transfer creates concern, negotiation, and adjustment of relationship between those two countries. This process is influencing both countries, however, there is little knowledge on how the cooperation among the actors in donor and recipient countries can be impacted by this policy transfer (Hasan et al., 2019).



## 2.4. Degree of Actors' Interaction

Before understanding the way of interaction that happens between actors, the actors will be characterized based on their degree of interaction. The degree of interaction is assessed using a set of criteria regarding the extent of actor interaction during collaboration process in WASH programme. These criteria are based on a theory that comes from the context-specific factors and related issues for choosing an appropriate degree of interaction. The criteria consist of availability of resources, trust, the quality or state of available (scientific) knowledge, and the willingness to interact.

The availability of resources assesses actors' time, money, space, manpower, interaction, fora/channels, language capacities that they use during the partnership process (Rockmann et al., 2015). In the NGO-state partnership, each actor may be able to mobilize resources and establish their independence, or they may be dependent on resources controlled by others (Oliver, 1991; Pfeffer and Salancik, 2003 in Batley, 2011). NGOs which function in a more dependent setting have the benefit of clear sources of funding as long as they conform to national policy. However, as a price to pay, the NGOs may be required to act as government agents. Those NGOs which operate in less dependent environments have to rely more on their own capacity to mobilize resources and to negotiate policy with government, often at local or regional levels (Batley, 2011).

Trust has two main determinants that are 1) openness and honesty; and 2) concern and care. There are several other components to determine perceptions of trust such as absence of bias, objectivity, fairness, commitment to a goal, consistency, faith, empathy, and dedication. Perceptions of objectivity, fairness and information accuracy can all be stated as indicators of openness and honesty. Commitment to a goal, fulfilling fiduciary responsibilities, and caring can be understood as the ways to demonstrate concern and care (Peters et al., 1997). The process of building trust can be enhanced by institutional arrangements such as joint management, but these institutional arrangements should be adapted with the context in order to avoid distrust when new challenges are being faced (Rockmann et al., 2015).

State of available knowledge is highlighted the accessibility of information process (Rockmann et al., 2015). The interaction of actors will open the accessibility of information whereas each actor has its own knowledge in certain quality. Competence and expertise of each actor will show the credibility of the actor's quality of knowledge (Peters, 1997). A predictable advantage of joint knowledge production is getting a better mutual understanding of the common problems and reducing premature and uncertain knowledge. This joint knowledge production also refers to transdisciplinary collaboration and extended peer review (Rockmann et al., 2015).

Willingness concerns the intention of an actor to engage in participatory process (Rockmann et al., 2015). Participatory process can be seen in several forms such as information exchange, consultation, advising, joint production, and even joint decision making (Steinhauer, 2012). Decision making processes which are dominated by politics can utterly limit the willingness to interact with other actors. Meanwhile, other actors' awareness of the political reality can prevent frustration and fatigue when these actors want to interact with decision makers (Rockmann et al., 2015).

To assess each criterion, a set of questions are formulated. The criteria and the corresponding questions are listed in Table 1.

Table 1. Criteria and questions to assess the degree of actors' interaction

Criteria	Questions
Resources	Do the actors share their human resources? Do the actors share their funding? Do the actors have dependency for their resources? Are there interaction forums to share their resources? Do the actors use the interaction forums effectively? Does language become a barrier for the interaction?
Trust	Do the actors uphold transparency/openness about roles and responsibilities? Are there institutional arrangements in place (e.g. co-management) to enhance trust? Are there interactive means to build trust (e.g. cooperation, regular meetings)? Do the actors provide a right information? Do the actors publish their resource management? Do the actors commit to the common goal?
Knowledge	Is the actors' knowledge considered adequate and appropriate? Do the actors have access towards information that is needed for project continuance? Do the actors show their interest to understand other actors' expertise issue and background? Are there any efforts to conduct a joint knowledge production or a transdisciplinary collaboration? Are the uncertainties in the knowledge known and documented systematically?
Willingness	Do actors have a willingness to engage in joint problem framing? Are actors interested in learning from/understanding other actors? Do actors have a willingness to share information? Are there hidden agendas? How is the decision making process organized? Top down, bottom-up/participatory, or a combination of both?

Criteria	Questions
	Are actors willing to acknowledge the decision makers' concerns, perspectives and values?

## Chapter III: Empirical Background

### 3.1. Sustainable Development Goal No. 6

Sustainable Development Goals (SDGs), which were agreed in 2015, build on the Millennium Development Goals (MDGs). There are 17 SDGs and 169 targets, which are to be achieved by 2030. Clean water and sanitation is the Goal No.6 of SDGs which aims to ensure everyone have access to water supplies and sanitation facilities. For this goal, the achievement of each country will be assessed based on 6 different indicators: 1) population using safely managed water services (for high-income countries); 2) population using at least basic drinking water services (for other countries); 3) population using safely managed sanitation services (for high-income countries); 4) population using at least basic sanitation services (for other countries); 5) freshwater withdrawal as total renewable water resources; and 6) imported groundwater depletion (UN, 2018).

In general, Indonesia show that its SDG trend for Goal No. 6 is moderately increasing which means its score is increasing at a rate above 50% of the required growth rate but below the rate needed to achieve the SDG by 2030. In detail, because Indonesia is not categorized as high-income countries so only 4 from 6 indicators assess Indonesia SDG No. 6 achievement. Indonesia shows that until 2018, 89.5% of population using at least basic drinking water services, 67.9% population using at least basic sanitation services, freshwater withdrawal as 9.2% total renewable water resources, and 1.5 m<sup>3</sup>/year/capita of imported groundwater depletion (UN, 2018).

### 3.2. STBM as a WASH Programme in Indonesia

STBM is Indonesia's first national sanitation programme which started in 2010. Ministry of Health (MoH) in 2015 reported that STBM was being implemented in 492 out of 514 rural and urban districts, in all 34 provinces in Indonesia. The national STBM programme was designed collaboratively between the BAPPENAS (Ministry of National Development Planning) and the MoH. The BAPPENAS is authorized to lead the 'Sector Coordination' and is involved in STBM at national and sub-national levels while MoH is the 'Lead Implementer' at all levels and plays its role in periodic planning, field implementation, training, and monitoring and reporting (UNICEF, 2017).

The STBM programme aims to provide 'universal access to sanitation in the country by 2019'. While, the programme's outcome is to 'reduce the incidence of waterborne and other environmentally linked

diseases related to sanitation and hygiene behavior (UNICEF, 2017). STBM has 5 programmatic components, referred to as STBM 'Pillars' which included: 1) stop open defecation; 2) handwashing with soap and running water; 3) drinking water and food management; 4) domestic solid waste management; and 5) domestic liquid waste water management (UNICEF, 2017). If a district can prove that they have done all those 5 STBM, that district has the right to declare their STBM achievement (MoH, 2014). During the implementation of the STBM, some other non-state stakeholders are involved in order to accelerate the achievement of STBM programme, such as international organizations (e.g. UNICEF), international and local NGO, and foreign donors.

In 2014, the GoI released Regulation of Minister of Health No. 3 about STBM. This regulation explains in detail the programme strategy, the distribution of authority of each government level, regulation on monitoring and evaluation activity, and funding. In the appendix of the regulation, detailed technical manuals for STBM implementation are also included. This regulation is supported by another legal instrument, which is Presidential Regulation number 185 of 2014 concerning the Acceleration of Water Supply and Sanitation and the 6th Sustainable Development Goals (SDGs). This legal instrument stated that the government will support the acceleration of water supply and sanitation access by developing and the application of technology in water sector.

### 3.3. Governmental Actors of the WASH Programme

The GoI's involvement in WASH programme includes multi-levels and multi-sectors actors. The levels of government that involved are national, province, district, sub-district, and village level. While the multi-sectors refer to participation of several government bodies such as BAPPENAS, MoH, POKJA AMPL (WASH Working Group), Provincial/District Health Office (PHO/DHO), and Regional Development Planning Agency (BAPPEDA) (MoH, 2014).

The Ministry of Health is in charge for health services planning and delivery across Indonesia. MoH is main implementer in STBM programme. General planning, secretariat management, funds management, and implementation of health establishment in all levels (provincial, district and local level) are lists of responsibilities of MoH. In the implementation process, MoH uses its network of sanitarians (health workers) as their representatives to promote the STBM principles and implement the STBM programmes in the form of some activities that involve community participation (UNICEF, 2017).

BAPPENAS is the key public agency, which is involved in designing STBM Programme, and supporting with coordination. It leads the coordination in the national, provincial and district levels. While, POKJA AMPL

is a public sectors coordination forum which includes key WASH sector public agencies such as MoH/DHO, BAPPENAS/BAPPEDA, and others in national, provincial and district levels. The forum provides a platform not only for planning and implementing STBM but also for advocacy and knowledge sharing (UNICEF, 2017).

### 3.4. NGOs Involved in the WASH Programme

NGOs which take part in WASH programme are categorized into two: International NGO (INGO) and local NGO. INGO is a type of NGO which has international scope and operate in several countries and deal with specific issues in each country. INGOs usually help in WASH projects as a platform which connects donors and community as the target, but in many cases INGO will also do a partnership with local NGO in this process. Besides that, INGO also do some advocacy in order to influence the policy-making process of the governments regarding certain issues or promote the awareness of a certain issue (World Bank, 2007). While, local NGO usually will have an important role in connecting INGO and the community. Local NGO is very important, because they will be the one who interprets the knowledge from the INGO into community needs. Local NGO will also be the one who communicate with government in district, sub-district, and village level. In the Netherlands, several INGOs do WASH Projects in Indonesia. Simavi, Plan International, and Stichting Nederlandse Vrijwilligers (SNV) are some names of Dutch INGO with WASH Projects in Indonesia.

#### 3.4.1. Simavi

Simavi is a Dutch NGO which since 1925 has provided medical assistance for health institutions in the former Dutch East Indies (now: Indonesia). Nowadays, Simavi shifts from transporting medicines to working with an integrated approach on local, national and international levels in order to achieve a healthy life for all by ensuring that disadvantaged people in low- and middle-income countries practice healthy behaviors based on their own free and informed decisions. WASH and SRHR (Sexual and Reproductive Health and Rights) are two sectors which become Simavi focus for now with five types of expertise, namely maternal health; water and sanitation; menstrual health; hygiene; and bodily integrity. Each project of Simavi can involve two or more types of expertise at once. Currently, Simavi has two ongoing projects in Indonesia. These are SEHATI (Sustainable Sanitation and Hygiene for Eastern Indonesia) Programme and PROPOPI (Pro-poor Private Investments).

SEHATI is a WASH programme which aims to achieve Indonesian Government's target of providing universal access to water and sanitation by 2019 through accelerating STBM progress. SEHATI is funded by Embassy of the Kingdom of the Netherlands in Indonesia as a continuation of the previous SHAW (Sanitation, Hygiene, and Water) programme. This programme is implemented in seven districts (i.e. Lombok Timur, Sumba Tengah, Sumba Barat Daya, Biak Numfor, Manggarai, Dompu and Bima) and collaborates with 5 local NGOs (Yayasan Dian Desa, Rumsram, PLAN International Indonesia, CD-Bethesda, Yayasan Masyarakat Peduli).

PROPOPI is a pro-poor private investment in water supply in Bandung City. This is joint programme between Simavi, PDAM (Perusahaan Daerah Air Minum) or Local Water Company, TU-Delft, ITB (Bandung Institute of Technology) and VEI (Vitens-Evides-International). PROPOPI aims to provide drinking water network to 35.000 people in Bandung City and build 120 communal water posts for 12.000 low-income people located in 12 currently unconnected sub-districts. Furthermore, this programme also intend to improve technical and management capacity within PDAM to encourage sustainable operation of its water supply services.

### 3.4.2. SNV

SNV is a Dutch NGO founded in 1965. SNV's goals are helping to find local solutions to global challenges and spreading the seeds of lasting change. Its work focuses on assisting the four factors which are essential for successful development: inclusive development, systemic change, local ownership, and contextualized solutions. Agriculture, Energy, and Water, Sanitation & Hygiene are three categories of sector where SNV is actively involved. SNV's services include providing technical advice, brokering and stakeholder engagement, advocacy, fund management, results-based financing and delegated management.



Figure 2. WASH SDG Programme in Indonesia by Plan International and SNV

Source: Plan International and SNV (2018)

SNV started their partnership with GoI in 2013. This partnership also involves private sector and local organizations. In Indonesia, else then the three main sectors, SNV also puts its concern on climate change and gender issue. SNV is committed to enhance the livelihoods of crofter, increase environmentally friendly business benefits and improve sanitation and hygiene access for people from West to Eastern Indonesia. For the period of 2017-2019, SNV works on one national level project and six provincial projects. SNV takes part in WASH SDG Project, which is a WASH Alliance's Consortium Project in seven countries, Indonesia being one of them. SNV implements its projects in three urban areas in Indonesia, namely Lampung, Metro, and Tasikmalaya, which are shown in Figure 2.

### 3.4.3. PLAN International Netherlands

Plan International Nederland is part of Plan International Federation. Since 1937, Plan International has been working on sustainable poverty alleviation and better living conditions for children in developing countries with equal rights and opportunities for girls as its special attention. Plan International is an international, humanitarian, child-oriented development organization without political, religious or commercial objectives which since 1975 has existed in the Netherlands. Plan International's focus in Indonesia covers six areas: 1) youth economic empowerment; 2) child and youth participation; 3) disaster risk management; 4) sexual and reproductive health; 5) early childhood care and development; and 6) water, sanitation, and hygiene. Plan International tries to promote long-term change through partnerships and local fundraising.

In Indonesia, Plan International has been operating since 1969. In 2018, Yayasan Plan International Indonesia (YPPI), as part of Plan International Federation, became a national NGO in Indonesia. Now, YPII has two WASH Projects in Indonesia, which are funded by the Dutch Government. The first one is WASH-SDG projects funded by the Dutch Ministry of Foreign Affairs and implemented in three rural areas (Malaka, Belu, and Lombok Tengah) and one urban area (Mataram). The second one is the SEHATI project by EKN where YPII is involved as sub-contractor and implement its project in Lombok Utara. Another WASH project by YPII is Water for Women (WfW) in Manggarai District. This project aims to improve sanitation access, which is expected to contribute to the government's efforts to reduce stunting rates.

### 3.5. Donors of The WASH Programme

In the Regulation of Minister of Health No. 3 in 2014 about STBM, it is stated that the funding for STBM comes from the community. While, the co-funding can come from local and national government



budgeting. It is also stated that the co-funding can come from other non-binding sources in accordance with the legislation. In fact, a lot of co-funding comes from foreign donor/aid. Foreign aid is defined as “the voluntary transfer of resources from one country to another country that the transfer includes any flow of capital to developing countries”. Loan or grant are two forms of foreign aid that is usually offered to developing countries. The loan itself can be soft or hard loan. The hard loan means that the repayment is in the foreign currency while the soft loans use the home currency. Several foreign donors are involved in the establishment of WASH project in Indonesia such as World Bank, Asian Development Bank (ADB), Islamic Development Bank (IDB), Australian Agency for International Development (AUSAID), and United States Agency for International Development (USAID). The Kingdom of Netherlands is also one of the foreign donors who provides a co-funding for some STBM Projects in Indonesia.

Netherlands became WASH programme’s donor in Indonesia as a part of its Official Development Assistance (ODA). After the shifting of presidential power in 1965, the bilateral relation of Indonesia and Netherlands was restored. In 1966, Indonesia received 22 million guilders as development aid. The background of the aid was combination of morality and self-interest. In 2004, under Agnes van Ardenne as the Minister of Development Cooperation, water sector started to be one of four sectors which become the focus of both bilateral cooperation. The programme for water sector was Indonesian Water Resources and Irrigation Reform Implementation Program (IWIRIP) with its budget around €39.000. The last reported ODA budget for 2014-2017, Netherlands still put water management, drinking water and sanitation as its concern and allocated €22.368.000 for these (Nobbe, 2018). The Dutch Government mostly allocates its aid directly through The Ministry of Foreign Affairs (MoFA), which then allocates it for several programmes, such as Urban Sanitation Development Programme (USDP) and WASH SDG Programme. Other than that, a small portion of funds is channeled through the Embassy of Kingdom of Netherlands (EKN), whose fund is allocated for SEHATI Programme.

### 3.6. ‘Aid and Trade’ in Indonesia-Dutch Development Cooperation

In the document “A World to Gain: A New Agenda for Aid, Trade and Investment” released in 2013 by Netherlands Ministry of Foreign Affairs, the Netherlands Government came up with a new policy on the combination of trade and development cooperation as the core of Dutch development cooperation policy. At the international level, the policy has 3 goals: 1) to eradicate extreme poverty (‘getting to zero’) in a single generation; 2) to achieve sustainable, inclusive growth all over the world, i.e. economic growth from which the poor also benefit; and 3) to ensure success for Dutch companies abroad (Netherlands MoFA, 2013).

On the other hand, the Netherlands Government observes that the relations with low- and middle-income countries are more equal. Currently, more low- and middle-income countries are not only recipients of aid but also trading partners. Those background turn the situation become gradually hard to use aid to exert influence on poverty and equity issues. Recipient countries are taking a more firm attitude towards the aid they receive from foreign donors. Those low- and middle-income countries now are categorized as countries with transitional relation. Those countries are projected to shift from 'aid' recipients into 'aid and trade' partners in the near future. Indonesia is one of the countries that belong to this category (Netherlands MoFA, 2013).

This transition policy affects both parties, Indonesia and Netherland, in terms of the WASH Programme of Indonesia. Nowadays, GoI as other aid recipient country, has more assertive policy towards INGOs and foreign donors. On the one hand, EKN as a channel of Netherlands donor for Indonesia starts to change its budgeting policy. While, some Dutch NGOs are still on their way to find the best position as non-profit organizations, which must remain firm with their goals to help solving problems in Indonesia, but should also find their way to align with the new Dutch development cooperation policy.

## Chapter IV: Research Design

### 4.1. Research Framework

This research is a practice-oriented research project which will evaluate the interaction among actors in WASH programme. As an evaluation research towards the actors' interaction, four indicators on assessing the degree of interaction were used in the evaluation process. On the other hand, to define the type of interaction that happened, NGO-state typologies concept will be used. The research framework is formulated as a scheme in Figure 3.

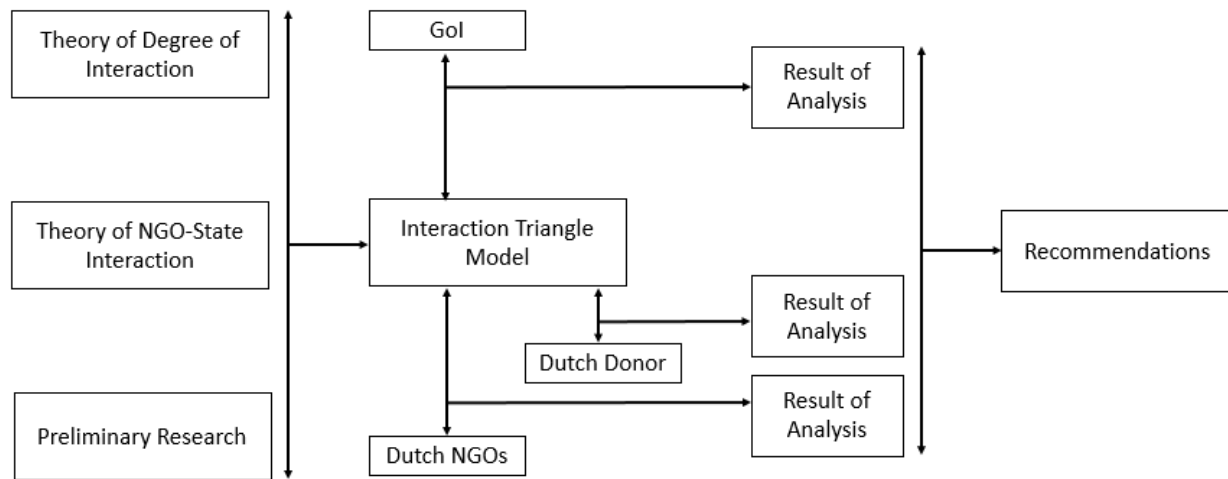


Figure 3. Research framework

### 4.2. Defining Concepts

Table 2. Research concept definitions

Concept	Definition
Degree of Actor Interaction	A set of criteria which assess the extent of actor interaction during collaboration process (Rockmann et al., 2015).
NGO-state Interaction Concept	A concept which defines the type of interaction between NGO-state in WASH Programme
Resources	The criterion which assesses actors' time, money, space, manpower, interaction, fora/channels, language capacities that they use during the partnership process (Rockmann et al., 2015).
Trust	The criterion which assesses actors' openness, honesty, concern and care (Peters et al., 1997).
State of available knowledge	The criterion which assesses actors' accessibility towards information and the quality of the information
Willingness	The criterion which assesses actors' intention to engage in participatory process (Rockmann et al., 2015). Participatory process itself can be seen in several forms such as information exchange, consultation, advising, joint production, and even joint decision making (Steinhauer, 2012).

Concept	Definition
The success of WASH Programme	A state when the goals of a WASH Project are achieved. Mostly WASH Project goals are marked as certain number of households which have access to clean water and proper sanitation access.
Aid and Trade	A new policy on the combination trade and development cooperation as the core of Dutch development cooperation policy (Netherlands MoFA, 2013).

### 4.3. Research Strategy

This research will be conducted as meta-evaluation which will assess actors' interaction by evaluating several evaluation documents. As a meta-evaluation research, the degree of interaction of each actor will be assessed by some criteria and indicators. This meta-evaluation will also be combined with an in-depth study by conducting interviews with the actors of the Indonesia-Netherlands WASH programme.

#### 4.3.1. Research Unit

Research unit of this research is Indonesia-Netherlands WASH programme. While the data resource of this research unit is the ex-post evaluation reports of WASH programme in Indonesia that is collaborated with Dutch NGO and Netherlands as its donor and also the interviews with actors which involved in Indonesia-Netherlands WASH programme.

#### 4.3.2. Selection of Research Unit

In the beginning, the selection of this research unit which choose Indonesia-Netherlands WASH programme as a specific case to understand actors' interaction is based on the author's personal interest on WASH programme. However, during the process of understanding the topic in depth, some backgrounds reinforce the author to choose Indonesia-Netherlands collaboration as its focus. Those backgrounds are 1) the long history of Dutch aid for Indonesia as a developing country, 2) assessing Gol achievement this year is quite interesting because of Gol's decision to set 2019 as deadline to achieve its universal access, 3) water is a big concern for both countries, and 4) the availability of data that is possible to gather during author's stay in Netherlands. Although this research focuses on Indonesia-Netherlands WASH programme, the result of this research has a potential to be used as lesson learned for other developing and developed countries collaborating in WASH programme.

#### 4.3.3. Research Boundary

The boundaries of this research are:

- Actors which are analyzed are only the ones categorized as Gol, Dutch NGO, and Dutch donor. Citizens, as the WASH programme's target group, and other implementers will not be included in the analysis.
- This research will only evaluate the programme which is categorized as WASH sector and implemented in Indonesia. This refers to all types of WASH programme both for rural and urban areas.
- The WASH Projects which will be analyzed are only the projects which are funded by Dutch donor and involving Dutch INGOs.

#### 4.4. Ethical Consideration

In this research, human subjects or participants were involved during the interview activity, and this raised ethical concerns. In terms of privacy, the interviewees were treated as anonymous individuals, and all the information elicited from the participants were kept as confidential. Before the interviews, the research objectives/questions were shared with the participants. Furthermore, during the interviews, the participants were allowed to stop anytime and the author asked the participants' permission before recording the conversation during the interview (Appendix B, 2019). On the other hand, all documents and reports, including the ones which were publicly available and the ones which were directly provided by related parties, were mentioned as references in the thesis. The related parties in this case refer to all institutions which are involved in Indonesia-Netherlands WASH programme.

#### 4.5. Research Materials and Data Collection Methods

In order to support the research, several research materials and data are collected. Table 3 explains the detail about the required data for the research and methods to collect the data for each sub-research question. One of the data collection method is interview which during the execution refers to an Interview Guide which can be found in Appendix A.

Table 3. Research material and data collection method

No	Sub-Research Question	Required Data	Source of Data	Accessing Method
1	How is the interaction among the Government of Indonesia, Dutch NGOs, and the Dutch donor organization characterized in terms of resources, trust, knowledge and willingness?	Data about resources, trust, knowledge, and willingness	<b>Secondary Data:</b> Evaluation Report <b>Primary Data:</b> Actors	Face-to-face interview
2	How does the interaction among the actors affect the success of Indonesia-Netherlands WASH programme?	Data about actor interactions' effects on the success of the programme	<b>Secondary Data:</b> Evaluation Reports Answer to sub-research question 1	Desktop research
3	How can the actors of the Indonesia-Netherlands WASH programme adapt to the 'aid and trade' policy?	Data about 'aid and trade' policy from Indonesia and Netherland perspective	<b>Secondary Data:</b> Policy Documents Answers to sub-research questions 1 and 2 <b>Primary Data:</b> Actors	Face-to-face interview
4	What recommendations can be made in the context of actors' interaction for improving the success of on-going and future WASH projects in Indonesia?	Answers to sub-research question 1, 2 and 3	<b>Secondary Data:</b> Answers to sub-research questions 1, 2 and 3	Desktop research

#### 4.6. Interview as Data Collection Method

The primary data that collected through interviews are the data for analyzing the degree of interaction of the actors and the type of interaction between actors. The data were collected though several questions that based on the criteria and indicators, which have been selected by the researcher. In this research the criteria consist of resources, trust, knowledge and willingness of the actors. The interviews are designed as a semi-structured interviews, with a set of predetermined, open-ended questions, with other questions emerging from the dialogue between the interviewer and the interviewee (Appendix A, 2019). The interviews were conducted with the three types of key actors in Indonesia-Netherlands WASH programme, which is Gol, Dutch donor and Dutch INGOs. As shown in Table 4, a total of 8 participants were interviewed, 1 from the Ministry of Health of Indonesia as part of the Gol, 1 from EKN, and 6 from 3 different Dutch INGOs. The detailed of all interview transcripts are listed in the Appendix C.

Table 4. List of interviewees

Interviewee	Date	Stakeholder	Duration
I01SMV	05/06/2019	Dutch INGO - Simavi	72:22
I02EKN	14/06/2019	Dutch Donor - EKN	46:31
I03PIN	18/06/2019	Dutch INGO - Plan International Netherlands	53:01
I04SMV	19/06/2019	Dutch INGO - Simavi	72:10
I05YPI	24/06/2019	Dutch INGO - Yayasan Plan International Indonesia	67:25
I06SNV	25/06/2019	Dutch INGO - SNV	34:10
I07SNV	25/06/2019	Dutch INGO - SNV	50:57
I08MOH	08/07/2019	Gol - Ministry of Health	57:29

#### 4.7. Data Analysis

In this research, the collected data are analyzed qualitatively in order to answer four sub-research questions. The detail content analysis of each sub-research question data are defined in Table 5.

#### 4.7.1. Method of Data Analysis

Table 5. Sub- Research question data analysis method

No	Sub-Research Question	Data Analysis Method
1	How is the interaction among the Government of Indonesia, Dutch NGOs, and the Dutch donor organization characterized in terms of resources, trust, knowledge and willingness?	<b>Qualitative content analysis</b> of the degree of interaction as an input to characterize the type of each interaction
2	How does the interaction among the actors affect the success of Indonesia-Netherlands WASH programme?	<b>Qualitative content analysis</b> of the linkages between the interaction among the actors and the success of the project
3	How can the actors of the Indonesia-Netherlands WASH programme adapt to the 'aid and trade' policy?	<b>Qualitative content analysis</b> of the policy of development cooperation as an input to suggest WASH programmes' actors on the shifting from 'aid' to 'aid and trade'
4	What recommendations can be made in the context of actors' interaction for improving the success of on-going and future WASH projects in Indonesia?	<b>Qualitative content analysis</b> of the suggested alteration of actors' interaction for the success of on-going and future WASH projects

#### 4.7.2. Analytical Framework

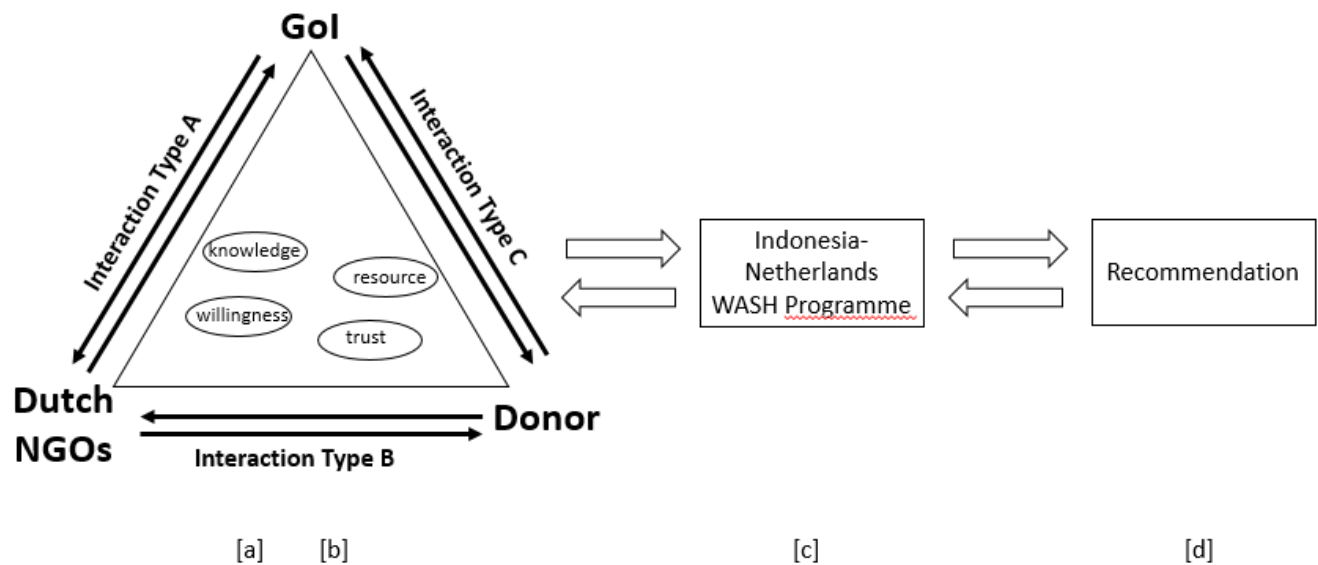


Figure 4. Analytical framework

The data analysis was conducted according to the analytical framework in Figure 4 with this following sequence:



- a). In the first step, every actor's degree of interaction was assessed by 4 criteria: the resources, trust, the quality or state of available (scientific) knowledge, and the willingness. The data were gathered by examining ex-post evaluation report. Data from this meta-evaluation were collaborated with data from interviews of each respondent, who represent Gol, Dutch NGOs, and Dutch Donor.
- b). The next step, each type of interaction among those actors was defined based on the existing NGO-state interaction.
- c). The connection between the existing interaction situation and the success of Indonesia-Netherlands WASH Programme was defined as the next step.
- d). Recommendations for on-going and future projects were given. In this recommendation, the strategic interaction of actors to handle the policy change from 'aid' to 'aid and trade' were mentioned.

## Chapter V: Results

### 5.1. Key Actors' Degree of Interaction

After Interviews with eight respondents, who are representatives of three key actors in Indonesia-Netherlands WASH Programme, a common interaction pattern can be seen among those actors. This interaction pattern cannot be completed without mentioning other actors at local, national, and international levels. Figure 5 illustrates the full network of these actors.

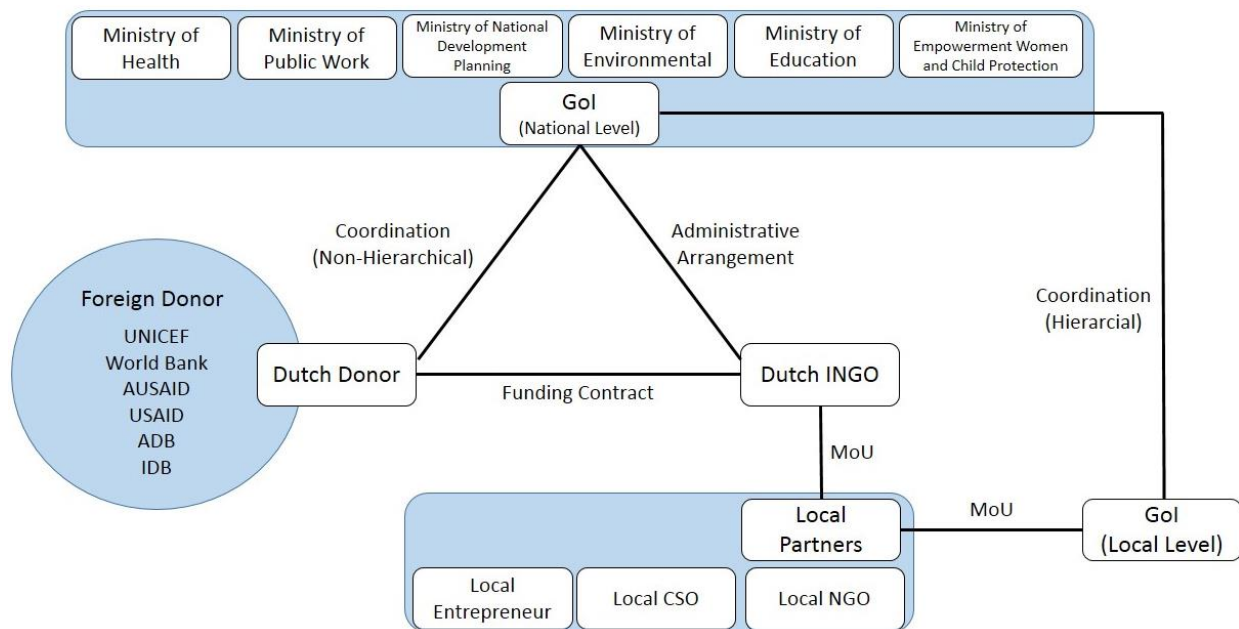


Figure 5. Actors' interaction in Indonesia-Netherlands WASH programme

#### 5.1.1. Government of Indonesia

Indonesia has no specific ministry for WASH. The responsibility for providing water and sanitation access is distributed among several ministries. At the national level, Indonesia has adequate legal instruments to support that everyone has proper access to water and sanitation (I01SMV, 2019). The Regulation of the Ministry of Health No. 3 about STBM in 2014 is supported by Presidential Regulation number 185 of 2014 concerning the Acceleration of Water Supply and Sanitation and the 6th Sustainable Development Goal (SDG). However, at the local level (city or district level), WASH programme has not become a top priority yet.

At the national level, Gol forms POKJA-AMPL, which is an ad hoc forum for the ministries that have similar concerns on WASH. The forum consists of several ministries such as Ministry of Health, Ministry of Public

Works, Ministry of Environment, Ministry of Education, Ministry of Empowerment of Women and Child Protection, Ministry of Finance, and Central Statistics Agency, with BAPPENAS (Ministry of National Development Planning) as the coordinator (I05YPI, 2019). Actually, this POKJA-AMPL should also exist at the local level, but currently not every district has their own local POKJA-AMPL or in some case, the forum exists but it is still not effectively used for WASH planning.

#### 5.1.1.1. Role and Responsibility

In Indonesia-Netherlands WASH programme, GoI still takes the lead role in directing the national WASH programme. GoI has the responsibility to coordinate all the stakeholders which want to involve in any WASH project in Indonesia (I08MOH, 2019). They ensure that every WASH project in Indonesia is under their monitoring and ensure all INGOs or local NGOs have their administrative arrangement with the related ministry.

While for local government, it is the one who has the responsibility to implement the WASH programme directly with the community. The local NGO does the lobbying and advocacy process towards the local government then it proceeds with the signing of MoU between local government and the local NGO. After that, NGO only helps for facilitating the training for the CSO or the local government officer but the one who will implement the programme with the community is the local government itself (I01SMV, 2019). The CSOs in Indonesia refer to some civil society organizations in the local level such as Karang Taruna (Local Youth Organization) and Family Welfare Empowerment Organization (PKK). In the end, the local government also the one who is responsible for helping and guiding the community to build their own water and sanitation infrastructure.

#### 5.1.1.2. Resources

At the local level, government shares their funding directly and indirectly with the INGO and local partners. Generally in the MoU between the local government and the local NGO, the local NGO will commit to support the implementation of WASH project in that district only if the government makes a commitment by ensuring that they will put their budget for fully funding replication WASH project in other sub-districts else than the pilot sub-district that they fund together. The indirect funding from the government is counted from the provision of place for the capacity training and the financial incentive for the government officer who participates in the implementation of the WASH programme during the pilot phase (I05YPI, 2019).

#### 5.1.1.3. Trust

In building trust around Gol and all the WASH programme stakeholders, Gol provides two networking forums, there are POKJA-AMPL and Jejaring AMPL. Although POKJA-AMPL is a governmental internal forum that consists of 8 ministries which correlated with WASH programme, this forum is open and involves NGOs to give their input. On the other hand, Jejaring AMPL is provided as a forum for all NGOs and private sector organizations, which are concerned with WASH. Other than that, the Gol gradually fixes its shared information system in order to improve the transparency of the program progress and finance. This shared information system can be widely access by public members (I04SMV, I05YPI and I08MOH, 2019).

#### 5.1.1.4. Knowledge

At the national level, Gol has adequate experts in managing the WASH programme. However, at the local level, mostly the mayor and government officers are not familiar with technical or non-technical aspects of WASH programme. To overcome this problem, some training is given to the government officer, while a Mayor Forum is formed as a place where the mayors can share the success stories of their district WASH programme with other mayors. This Mayor Forum proved to be effective in stimulating the awareness of mayors from hundreds of districts in Indonesia (I08MOH, 2019).

#### 5.1.1.5. Willingness

Until the 11<sup>th</sup> year of STBM implementation, Gol shows their willingness to accelerate the provision of water and sanitation access by opening and coordinating all the stakeholders which have concern in WASH programme. Gol also gradually improves their capacity as a decision maker in every governmental level. Their willingness also can be seen from the increase of the budget which is allocated to the WASH programme.

#### 5.1.2. Dutch INGOs

There are three Dutch INGOs that are actively involved in WASH programme Indonesia. These are Simavi, SNV, and Plan International Netherlands. In the SEHATI (Sustainable Sanitation and Hygiene for Eastern Indonesia) Project, Simavi is the project manager that leads the project and Plan International is the sub-contractor. In WASH-SDG consortium, which is implemented in 7 countries in Africa and Asia, the three of them are part of the consortium with Plan International as the leader. However, in the WASH-SDG project in Indonesia, only SNV and Plan International are involved (I03PIN, 2019).

#### 5.1.2.1. Role and Responsibility

Those three Dutch INGOs have quite similar roles and responsibilities. They have a role as the project manager, which gives them several responsibilities such as mapping and choosing the local partners, conducting training for local partners, coordinating the regular meetings and annual meetings of the project, monitoring the progress, collecting credible data in field as evidence for advocacy, and composing progress and financial report for the donor.

The focus of the capacity building training for the local partners is not only a technical assistance but also lobbying and advocacy process with the local government in the next step. The lobbying and advocacy proved to be more effective interventions to achieve the target of the national WASH programme, STBM. During the lobbying and advocacy process, the Dutch INGOs are not directly and actively involved. The local NGOs or CSOs are the ones who are leading in this process and the MoU is signed between the local NGOs or CSOs and the local government (I01SMV, 2019).

There are also several differences on how the Dutch INGOs handle the WASH projects. In handling the project even though Simavi as a Dutch INGO has its main headquarters in Amsterdam, the daily monitoring and coordination of the project are done by several Indonesian staff in the Indonesia branch in Jakarta. The Indonesian staff also have regular meetings and communication with the local partners and with the GoI at the national level (I01SMV, 2019). Other than that, Simavi also lets the local NGO as the one who makes the MoU with the local government, while SNV still has some portion of direct contact with the local NGOs (I01SMV and I07SNV, 2019). SNV has also become one of the parties in the MoU along with the CSO and local government (I07SNV, 2019). Whilst, Plan International Netherlands since 2018 have started to fully hand over the project to Yayasan Plan International Indonesia (YPIN). YPIN is an independent national NGO which is still part of the Plan International Federation (I03PIN, 2019). Other difference is about the role as Dutch INGO. Simavi and Plan International Netherlands are only focus for the coordination in the Netherlands WASH partnership and international forum while SNV handle both national and international forum.

#### 5.1.2.2. Resources

In general, the Dutch INGOs share their funding and personnel during the project implementation. They share the funding between the members of the consortium or with local NGOs. The funding which is shared with the local NGOs can be organized flexibly by the local NGOs during the implementation as long as fund management is still in line with the framework of budget agreement in the beginning of the contract with the Dutch INGOs (I01SMV, 2019). While with the GoI, the Dutch NGOs do not directly share

their funding. The indirect way to share the funding is by facilitating capacity building process, such as conducting the training event and providing material kit for the training (I04SMV, 2019). In terms of sharing personnel, the Dutch INGOs share their WASH experts in the process of knowledge transfer of Training for Trainer. Regular and annual meetings of the project become a forum where every stakeholder of the project can share the up-to-date information about the sharing of resources among each other (I01SMV and I04SMV, 2019).

#### 5.1.2.3. Trust

In order to maintain trust and cooperation within stakeholders, the Dutch INGOs are actively involved both at local and national levels. At the local level, along with the local NGOs, the Dutch INGOs are involved at the district level POKJA-AMPL (WASH Multi-sectors Forum) by sharing their credible data to support the forum to ensure the local government will prioritize the WASH programme in its budget. While at the national level, they are not only sharing information and lessons learned that they get during the implementation of WASH Project, but also offering the replication model that come from the success method which can be used by the GoI in other districts in Indonesia. At the national level, the Dutch INGOs also actively involved in a networking platform, called Jejaring AMPL, which became a forum for national NGOs, INGOs, private sector, and representative of GoI for WASH programme in Indonesia. In the Jejaring AMPL, the stakeholders discuss several WASH issues which need multi-sectors and multi-stakeholders involvement (I05YPI and I07SNV, 2019).

In general, the Dutch INGOs have three types of formal agreement. First, the MoU between the Dutch INGOs and local partners. They choose local partners which have more understanding about the local culture and language. This partnership proved to be a smoother way both for knowledge transfer and for lobbying and advocacy process (I01SMV, 2019). The second one is the administrative arrangement with GoI, which can be the Ministry of Health, BAPPENAS (Ministry of National Development Planning) or Ministry of Home Affairs (I01SMV, I05YPI, and I07SNV, 2019). This formal agreement gives the Dutch INGOs a legal permit to perform their aid activities as INGOs in Indonesia. While the third one is formal agreement with the Dutch Donor in the form of funding contract. While for Jejaring AMPL, there is no formal agreement between the members (I04SMV and I05YPI, 2019). As a project manager, the Dutch INGO also actively publishes the update of the project progress. They publish it not only for the other stakeholder but also for public. The information is published in the form of reports, e-books, factsheets, or informative charts on their website. Internationally, as they become part of an aid organization, the

information that they publish follows the standard of the International Aid Transparency Initiative (IATI) (I01SMV and I02EKN, 2019).

#### 5.1.2.4. Knowledge

The Dutch INGOs are observed to have adequate knowledge and experts in the WASH sector. They have WASH experts, who have been involved in WASH projects in several developing countries. They also actively update their knowledge in the context of the most effective WASH programme implementation strategy. They update their Theory of Change (TOC) based on their experience during implementation, while they also get another insight by taking part in the international forums. The international forum becomes a platform where INGOs, which implement WASH projects in developing countries, can share their achievements, lessons learned, and common challenges.

#### 5.1.2.5. Willingness

In Indonesia, the Dutch INGOs have willingness to solve common problems among WASH actors by joining Jejaring-AMPL. The way to show their commitment is through attending the meetings regularly. While in the Netherlands, they show their willingness for collaboration by joining the consortium. The consortium consists of several INGOs, which have several developing countries for implementing WASH programme. In this consortium, they complement each other's expertise because in every developing country more than one expertise might be needed to solve the WASH problem there.

### 5.1.3. Dutch Donor

The Dutch Government allocates its aid through The Ministry of Foreign Affair (MoFA), which then allocates it for several programmes. Other than that, a small portion of funds is channeled through the Embassy of Kingdom of Netherlands (EKN). EKN gives subsidy for SEHATI Project, which is led by Simavi. While MoFA gives its fund to the WASH SDG consortium, which consists of Water Alliance International (WAI), Simavi, and Plan International.

#### 5.1.3.1. Role and Responsibility

The only role of the Dutch Donor is as a supporter of STBM. They never provide direct funding, but use ODA to give subsidies to organizations or pay individual consultants (I02EKN, 2019).

#### 5.1.3.2. Resources

In general, the Dutch donor only share their funding. The other resources such as experts will be shared by the Dutch INGO as the project manager. The donor will receive regular programme report along with

financial report from the project manager. An annual meeting is held, which becomes a forum where all stakeholders involved in the programme can meet and share their information on the resources that they share within each other during the project (I02EKN, 2019).

#### 5.1.3.3. Trust

The Dutch donor build their trust with other stakeholders with a regular meeting and reporting scheme. They have a formal agreement in the form of a funding contract with the project manager, while with the Government of Indonesia, Dutch donor have a non-hierarchical coordination. In this coordination, Dutch donor are positioned as a supporter of the Gol's WASH programme. So, they will not intervene the Gol Programme and only share the lessons that they have learned for the improvement of the National WASH Programme (I02EKN, 2019).

In order to share information, the Dutch donor do not actively publish the detailed information about the progress of each WASH project but they still publish the summarized results of the funding usage through the website of Ministry of Foreign Affairs. However, they will openly provide their detailed financial information when it is needed by any authority (I02EKN, 2019).

#### 5.1.3.4. Knowledge

As a donor, EKN allocates an expert in water management to ensure that Netherlands spend their money for a right purpose. The water management expert will read, assess, and approve the progress report and financial report of the project. For sharing the lessons learned, there is an internal forum where every water management expert can share the lessons learned that they get from their funded countries. Another forum for sharing the lessons learned is the foreign donor forum, in which all of them give their funding for SDG Programme in Indonesia (I02EKN, 2019).

#### 5.1.3.5. Willingness

The Dutch donor show their willingness by actively joining the forum whether the forum for the project or the international forum for lessons learned. In the project forum, The Dutch donor let the Project Manager as the leader of the project forum (I02EKN, 2019). On the other hand, although they have the power to stop the funding, a sudden stop of funding can be prevented through the regular reporting scheme. The reporting scheme is assessed by the water management expert and it presents an environment where the problems of the project can be checked and solved together immediately by the Dutch Donor and project manager (I01SMV and I02EKN, 2019).



## 5.2. Key Actors' Interaction Type

Generally, the interaction among the actors that are involved in Indonesia-Netherlands WASH programme can be classified as a network partnership type. Hushies (2018) in his categorization of NGO-state interaction define that in network partnership the foreign donor and INGO disburse their funding into local platform, and do not engage in designing or directing the project implementation. The local platform coordinates with the local NGO that implements the short or long-term project. This similarity can be seen in Figure 6 that shows the comparison between Hushies (2018) theory and the actual interaction that happened in Indonesia-Netherlands WASH programme.

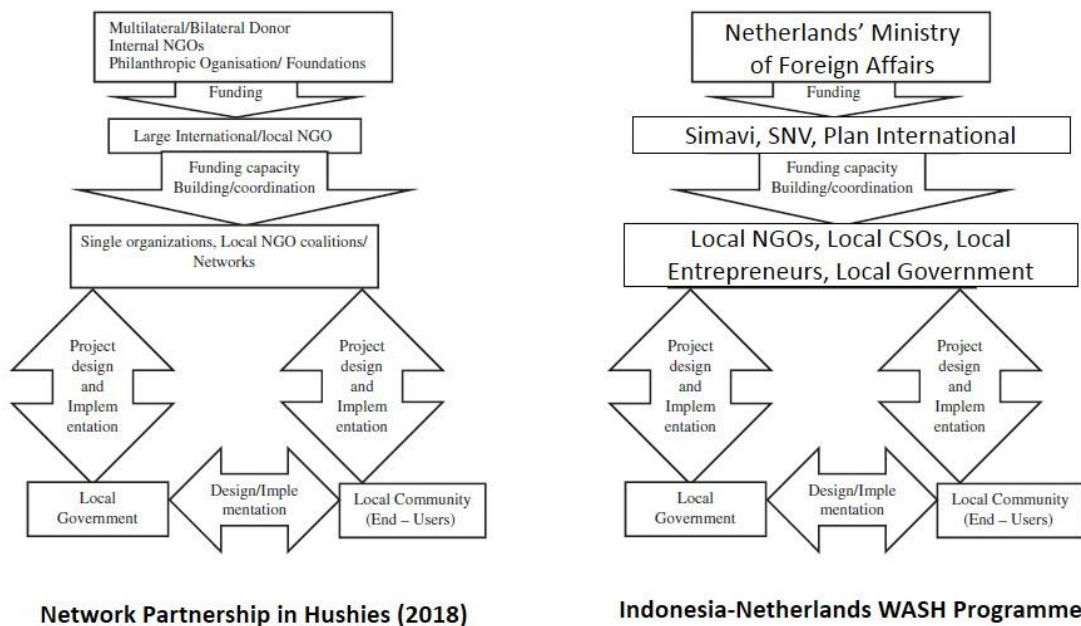


Figure 6. Comparison of Indonesia-Netherlands WASH programme with Hushies's network partnership

This type of partnership is evolved from strategic partnership as the traditional one, in which the INGOs use their funds for direct implementation towards local community. Network partnership is chosen, instead of the traditional one, because this kind of partnership not only increases the involvement of local actors, who have more understanding and cultural bonding, but also the resource sharing in it creates a more effective implementation. In this partnership, they share both funding and human resources during the project implementation.

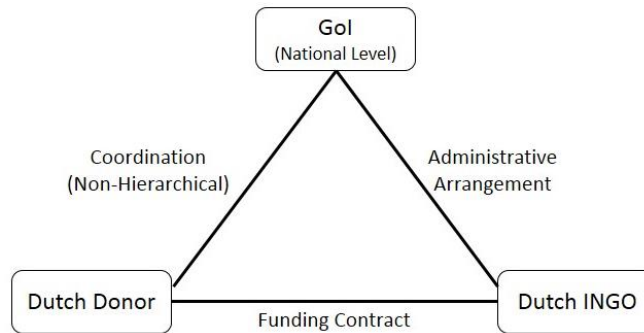


Figure 7. Interaction pattern among key actors

### 5.2.1. Government of Indonesia - Dutch INGOs

In Figure 7, It can be seen that the most noticeable type of interaction between Government of Indonesia and Dutch INGOs is the form of agreements between governmental and non-governmental service providers, in this case INGOs. Based on Batley's (2011) classification on the form of agreements, the interaction between those two actors is formal and horizontal/mutual. Formal agreement means that the agreement accommodates the distribution of roles and responsibilities and dispute settlement in writing (Batley, 2011). The Dutch INGOs have administrative arrangement with different ministries. Simavi has administrative arrangement with Ministry of Health (I01SMV and I04SMV, 2019) and SNV has administrative arrangement with Ministry of Home Affairs (I07SNV, 2019). In 2018, Plan International Netherlands started to transfer its authority to Yayasan Plan International Indonesia (YPPI), which is a national NGO. The YPII will manage all the projects of Plan International Netherlands in Indonesia based on the applicable provisions in Indonesia and has an administrative arrangement with Ministry of Law and Human Rights (I05YPI, 2019).

The horizontal/mutual agreement means that the NGO and the government decide willingly to plan and act together (Batley, 2011). This interaction can be seen at the national or local level. At the national level, even though Gol is the lead for the national WASH programme, Gol always opens for any discussion with the INGOs in order to improve the quality of STBM as national WASH programme. At the same time, at the local level, the involvement of local NGOs in local POKJA-AMPL also become one of the forms of joint decision making. This local level interaction is in the categorization of facilitation and collaborative arrangements, which in some forms consist of scaling up of projects with Memorandums of Understanding (MoU) between government and NGO (Sansom, 2006).

The interaction that happens in Indonesia-Netherlands WASH programme is quite similar with OECD's (2010) description of mutual agreements, which do not encompass delegation of authority between the

government and the service provider. Both parties share their funding with complementary goals and they are taking on distinct roles in the provision of a service. Agreements are set out in a memorandum of understanding and not enforceable by law.

#### 5.2.2. Dutch INGOs - Dutch Donor

The interaction type among the Dutch INGOs and Dutch Donor, which can be highlighted here, is based on the level of financial dependency. In general, Dutch INGOs have medium dependency towards the Dutch Donor. Medium dependency means that the Dutch INGOs have various sources of funding other than that the Dutch Donor as their main funding source. These financial conditions create a more formal and contractual relationship between the INGOs and the government (Batley, 2011). In this case, the Dutch Donor and Dutch INGOs have a short-term funding contract for each project.

A unique strategy of Netherlands as WASH Programme funder is the idea of WASH consortium, which involves the Dutch Donor and Dutch INGOs. The Dutch Donor will entrust their funding to the WASH consortium. Through this consortium, the WASH funding will be divided for several developing countries, and each country can be handled by one or more Dutch INGOs. This funding scheme will not only strengthen the collaboration among Dutch INGOs, but also make the monitoring by the Dutch Donor easier and efficient (I03PIN, 2019).

#### 5.2.3. Dutch Donor - Government of Indonesia

McCloughlin's (2011) multi-dimensional approaches to NGO-state interaction shows that the interaction between the Dutch Donor and the Government of Indonesia has similar characteristics with the coordination stage. Coordination stage can be seen when organizations try to avoid duplication of efforts by keeping each other informed. Coordination also shows by simultaneously decision making process and adjustment with each other. In Indonesia-Netherlands WASH Programme, the Dutch Donor coordinates with the GoI in order to keep informing their shared resources (whether funding or personnel). However, the GoI has a medium dependency towards the Dutch Donor regarding financial support. Besides other alternatives foreign funding, the GoI gradually increases their budget proportion for WASH Programmes (I08MOH, 2019).

### 5.3. Actors' Interaction and the Success of Indonesia-Netherlands WASH Programme

In order to define the correlation between actors' Interaction and the success of Indonesia-Netherlands WASH programme, the impact of actors' interaction and the success of WASH programme should be explained in advance as the base to see the correlation between them. Actually, there are a lot of factors

which contribute to the success of WASH programme. However, there are several direct contributions of the actors' current interaction scheme.

#### 5.3.1. The Impact of Current Actors' Interaction Pattern

There are three issues, which might be affected from the interaction among WASH actors. Those are autonomy, identity and effectiveness (Mcloughlin, 2011). Autonomy is defined as "the capacity of an agent to act in accordance with objective morality rather than under the influence of desires". In this case, autonomy refers to how dependent each actor is on the influence of other actors. The interaction among actors is observed and still each actor's autonomy is preserved. Dutch Donor as funder and Dutch INGOs as the project manager acting as the supporter of the GoI are actively involved in voicing their opinions on better implementation method of WASH programme. However, in the end, the GoI still has the authority in determining the direction of WASH policy. While, as funder, Dutch Donor have their authority to keep joining the funding scheme or not. Dutch Donor choose to contribute their funding not only based on the similar vision with other stakeholders but also based on the aid policy and funding priority of the Dutch Government. On the other hand, Dutch INGOs keep dependency on their involvement in supporting STBM. From deciding the target for programme implementation until the strategies for implementation, all these decisions are in the hands of the Dutch INGOs.

Identity in the context of this relationship refers to how the actors keep their main roles and responsibilities along their interaction. Before the introduction of SDGs in 2015, funders and INGOs took the role of government as the one who should provide water and sanitation access to the community. They used to directly implement the programme to the community. However, that kind of approach shifted into more collaborative approach which involves local actors, whether local NGOs, local CSOs, or local government. This collaborative approach restores the main roles and responsibilities of each actor. Nowadays, those local actors are the ones who directly implement the programme and interact with community, instead of INGOs and donors. On the other hand, INGOs and donors focus more on their roles and responsibilities as support system. INGOs have a big role in supporting the capacity building process of local actors while the funders ensure the running of the program financially.

Effectiveness is the noticeable sign of the whole impacts which come from current actors' interaction pattern. The condition where the actors shared their resources, more open space for mutual discussion, and distribution of duties and authority creates more conducive environment where WASH programmes can be run more effectively.

### 5.3.2. The Success of Indonesia-Netherlands WASH Programme

The success of WASH programme can be defined as a state when the goals of a WASH Project are achieved. Mostly WASH Project goals are marked as certain number of households that have access to clean water and proper sanitation access. In the context of Indonesia-Netherlands WASH programme, the success can be seen based on the achievement of STBM goals. The main goal of STBM is 100% sanitation access in 2019. Until November 2018, 73.94% of Indonesians already have had proper sanitation access. This percentage is the national average number, which comes from different range of sanitation access in 34 Provinces in Indonesia (MoH, 2019). The percentage of each province can be seen in Figure 8. However, this percentage of sanitation is only based on the achievement of the 1<sup>st</sup> STBM Pillar from the total of five pillars. This first pillar is about Open Defecation Free (ODF). This fact shows that there are still several steps to completely achieve the STBM goals, whether to achieve total ODF throughout Indonesia or achieve other STMP pillars' goal.



Figure 8. Percentage of ODF in each region in Indonesia

Source: MoH (2019)

### 5.3.3. The Direct Correlation of Actors' Interaction towards WASH Programme Success

The GoI (2018) mentions in its "Review of STBM in Indonesia 2018" that the involvement of Donor Institutions and INGOs contributes to the current success of STBM along with other partner such as CSOs, religious organizations, private companies (through CSR), and Indonesia Army. Those partners contribute to accelerate the achievement of Universal Access target for 2019 (MoH, 2019). Figure 9 shows the spread of STBM implementation with the involvement of International Aid or INGOs where Dutch INGOs are actively involved in several districts in Indonesia.



Figure 9. Data of International Aid and INGOs involvement in Indonesia

Source: MoH (2019)

As Indonesia is a huge archipelago country, Dutch INGOs and Donors have a big role in filling the gap which cannot be fulfilled by GoI. This gap is caused by the lack of GoI resources to handle all the demand in providing water and sanitation access in 34 provinces throughout Indonesia. Dutch INGOs and Donors fill the gap in the form of funding and expertise for technical assistance. In terms of funding, Dutch Donor support the shortages of major funding, which comes from APBN (State Budget). While, the need to fulfill the gap by sharing WASH expert is caused by the lack of both quantity and quality of GoI WASH experts at the local level. The WASH experts from Dutch INGOs provide a knowledge transfer process. This process stimulates the acceleration of local WASH experts both in quantity and quality which become one of the keys of current more sustainable WASH programme.

Furthermore, the involvement of Dutch INGOs create an added value for the improvement of STBM as a national WASH Project. This added value is proposed to GoI through replication models that are based on the lessons learned from their WASH project implementation in Indonesia or from the international forum. From these added values which now start to be accommodated in GoI policies and strategies, it can be seen that the Dutch INGOs contribute toward STBM success indirectly, through the ideas in improving GoI policies and strategies.

The first added value that Dutch INGOs proposed is on the achievement of the 2<sup>nd</sup>-5<sup>th</sup> pillars of STBM. Dutch INGOs proposed not only their formulated indicators for accessing the achievement of the 2<sup>nd</sup>-5<sup>th</sup>

pillars of STBM, but the idea of achieving all STBM pillars by an integrated WASH programme. In the idea of an integrated WASH programme, Dutch INGOs believe that implementing all the 5 pillars at once will be more effective and efficient. They provide their success experience of this method at the national level as a consideration for the GoI. In 2018, the GoI mentioned that monitoring the achievement of the 2<sup>nd</sup>-5<sup>th</sup> pillars of STBM as their next step. The GoI entrusts NGOs to be its partners for the monitoring and evaluation of the achievement of the 2<sup>nd</sup>-5<sup>th</sup> pillars of STBM as what they have done before in monitoring and evaluation of the 1<sup>st</sup> pillar.

The second added value that Dutch INGOs introduce to GoI is on linking WASH programme with other related SDGs issues. They persuade GoI to link current national WASH programme with gender and social inclusion, sexual and reproductive health and rights, nutrition, and climate change. INGOs have found several success stories where linking WASH with other related issue make a project more effective and efficient. In National Policy Presentation 2019, Ministry of Health started to link STBM with nutrition. Since 2019, stunting has become an official issue, which is brought together with STBM (MoH, 2019).

Another added value that Dutch INGOs introduce to GoI is in sanitation marketing. This strategy is about mapping and developing the potential of local entrepreneurs to supply the demand of sanitation facilities. The Dutch INGOs have started several pilot projects where they encourage local entrepreneurs to develop their business in sanitation facility both to meet the required standards and to use local materials. This sanitation marketing proved to increase the sustainability of WASH programme because of carrying the idea of “from the community for the community”. This idea has also become part of the GoI strategy, which is mentioned in GoI National Policy Presentation 2019. The idea of ‘Sanitation Entrepreneurs’ is involving Public Health Office, APPSANI, CSR from private sector, and BAZNAS (National Zakat Institute) (MoH, 2019).

#### 5.4. Aid and Trade Policy

During the interviews with the key actors of Indonesia-Netherlands WASH programme, several point of views is observed. It is observed that the GoI is not fully aware about this aid and trade policy which might affect the current performance of STBM. However, the GoI are optimistic that financially that this policy transition will not hardly affect the programme. This opinion is based on the commitment of GoI which will optimize the usage of government funds. Still, the support for more expert assistance is needed. So, existence INGOs is still expected (I08MOH, 2019).



EKN, as the donor, think that for Indonesia, aid and trade is a better option for Indonesia than aid to trade. The traditional aid sector is not an area for a lot of trade. However, the one which can be potential sector for trade is in urban water management such as the planning of sewerage system and huge WWTP with involving Dutch company (I02EKN, 2019).

The point of view that comes from the Dutch INGOs is varied. On the one hand, they believe that it still hard to redesign the WASH programme to generate profit. The nature of the WASH programme, which accommodates basic human needs, is not profitable and unlikely to catch attention from the private sector to put investment on it, except in the form of CSR. Therefore, they argue that Indonesia still needs WASH development aid in the coming years. On the other hand, they are optimistic that other forms of internal funds are reliable to be alternative funds, whether from CSR or social entrepreneurship. Although, they also mentioned that until now there are only a few projects, which use CSR funds or collaborate with social entrepreneurs (I01SMV, I03PIN, I04SMV, I05YPI, I06SNV, and I07SNV, 2019).

Any internal funds that do not come from the government is hard to be seen as reliable alternative funds to replace Netherlands Development Aid. However, there is still a chance to fulfil these potentials until 2020 by the involvement of private sectors, but the role of government is urgently needed.



## Chapter VI: Conclusions and Recommendations

This chapter answers the four sub-research questions in two sections, namely the Conclusions and the Recommendations. The Conclusions are based on the answers to the first and second questions, whereas the Recommendations are based on the answers to the third and fourth questions.

### 6.1. Conclusions

In Indonesia-Netherlands WASH programme, a general interaction pattern is observed during the evaluation. This interaction pattern is observed involves not only the key actors, such as GoI, the Dutch INGOs, and the Dutch Donor, but also the local actors. The most attention-grabbing interaction is the interaction between GoI and the Dutch INGOs, both at local level and national level. At local level, the Dutch INGOs shift their approach which used to be the WASH awareness education for the community and the provision of WASH facility. It shifts into a collaborative approach, which involves local actors and restores the local government's roles and responsibilities. On the other hand, at national level, GoI is open for any inputs from the Dutch INGOs. GoI provides Jejaring AMPL as an informal platform to coordinate all WASH stakeholders and accommodate all their inputs. The interaction at these two different government levels contribute to the achievement of universal access for water and sanitation. Another contribution of current interaction can be seen from the most updated WASH policy. The WASH policy becomes more integrated and effective, which is influenced by replication models that are suggested by the Dutch INGOs. These replication models come from the successful implementation by the Dutch INGOs in several districts in Indonesia. Those actions create a conducive atmosphere for mutual collaboration between GoI, the Dutch INGOs, and the Dutch Donor. Overall, the current interaction pattern is observed to positively affect the achievement of universal access to water and sanitation. It cannot be seen as an ideal system yet, but the current interaction among actors gradually improves every aspect of WASH programme implementation in Indonesia.

### 6.2. Recommendations

In general, several aspects should be adjusted to improve the current system. One of the most important adjustments is the formalization of current collaboration system through a ministry regulation. This formal regulation is expected to standardize the details of collaboration between the GoI and all other WASH partners. Such a standardization can also serve as a guidance for more active involvement of WASH partners with Indonesia in the future. The second adjustment is the formalization of GoI as a platform to meet supply and demand of WASH programme. Currently in Indonesia-Netherlands WASH programme,

the Dutch INGOs take the role as a platform that connects the donors and the target groups. It will be more effective and legally stronger, if Gol becomes a legal institution, which has the authority to accommodate the needs from both sides. If the Gol gains more authority in coordinating the WASH programme, it can be expected that the performance of WASH collaboration will be more stable. The current situation, where this role is handled by Dutch INGOs, could allow instability since Dutch INGOs have limited authority in Indonesia and its activities in Indonesia is influenced by the policy from the Netherlands Government and the support of their funders. The third one is the existence of national policies which encourage the local government to commit to the WASH programme. These policies are expected not only push the local government commitment, but also to position the national government as a bridge, which can connect the demand of local government and supply from WASH partners, whether as NGOs or donors.

On the other hand, as the Dutch Government's 'aid and trade' policy will be implemented in the coming years, the involved actors should be prepared for this change, too. In general, the actors who are involved in the WASH programme agree that WASH sector is not an area for substantial trade because of the nature of the WASH programme, which provides basic needs of human beings towards water and sanitation access. Nevertheless, several potential measures can be taken for resolving this issue. The Gol is expected to enlarge the portion of government funding in national and local level. This budgeting scheme will let the INGOs to be more focused on their role in facilitating local partners' capacity building. However, if there is still a gap for funding, the optimization of Jejaring AMPL might be needed. This optimization refers to Jejaring AMPL as a platform for an integrated budgeting scheme, where all potential aids from all foreign donors can be used to fund every WASH Project in Indonesia and collaborated between two or more donor countries, and in this context Indonesia-Netherlands WASH projects might be supported financially by other countries besides the Netherlands. However, this kind of scheme might need more involvement of Gol and higher-level international organization such as UNICEF or UNDP for facilitating the coordination. This integrated budgeting scheme cannot be applied if Jejaring AMPL remains in its current status, which is an informal forum. Therefore, the formalization of the Gol's authority in changing Jejaring AMPL as a formal platform to connect supply and demand of WASH is needed in the first place. It is also recommended to actively involve the Gol in mapping the private companies with interest in funding WASH through CSR, and then invite them in Jejaring AMPL. So, in Jejaring AMPL the NGOs can persuade the private sectors to collaborate in their WASH projects. In terms of social entrepreneurship, it is observed that it needs time to develop and generate profit. So, facilitating the potential social entrepreneurs with capacity building from success start-up in Indonesia and providing them with networks can accelerate the

development of social entrepreneurship in the WASH sector as a high-potential alternative fund. There is also another option which can be done by the Dutch INGOs in resolving the 'aid and trade' issue. That option is by nationalizing their organizations. The nationalizing can be by changing their international NGO status into Indonesia-based NGO status or by transferring their role as INGO to their local NGO partners in Indonesia. By doing so, their current WASH projects in Indonesia can be funded by more alternatives, whether from other countries' development aid or raising funds from local donors in Indonesia, which in their current status as INGO is not allowed by Indonesia's regulations.

## Appendix

### A. Interview Guide

Dear respondent, thank you very much on your willingness to participate in my research.

First of all, let me introduce myself and my research. My name is Sanjar Rabithoh Wijaya. I am a student of Master of Environmental and Energy Management (MEEM) at the University of Twente. The topic of my master's thesis is "Evaluation of Actors' Interaction in Indonesia-Netherlands WASH Programme". In order to analyze the degree of interaction and the pattern of interaction among actors, it is essential to conduct interviews with every stakeholder of the WASH programme.

The interview will take 40-60 minutes and contain open-ended questions. The respondent also can ask clarification questions during the interview. In terms of privacy, the respondent will be treated as an anonymous individual, and all the collected data will be kept as confidential. Furthermore, during the interview, the respondent will be allowed to stop anytime, and I will ask the respondent's permission before recording conversation during the interview.

In the end of this document, there is a consent form which will be signed by myself, as the researcher, and by you, as the respondent.

1. What is the main role and responsibility of your organization?
  - a. What are your organization's goals for WASH programme?
2. What kind of resources, such as funding, equipment, personnel, etc., do you share with other stakeholders?
  - a. Which resources does your organization depend on other stakeholders? Why?
3. How does your organization interact with other stakeholders?
  - a. How often does the interaction take place?
  - b. Are there interactive means to build trust (e.g. cooperation, regular meetings)?
  - a. Which organization take the lead in the interaction? How was the leader chosen?
  - b. How does decision making process take place in this forum?
  - c. Does language become a barrier for the interaction? How?
4. How do you show your commitment in the WASH programme to other stakeholders?
  - a. Is there any formal agreement with other stakeholders?
5. How far can your organization share your information with other stakeholders?
  - a. Do the other actors also share their information?
  - b. Are there any concerns not to share information? Why?
6. Does your organization have adequate and appropriate knowledge to implement successful WASH project or enough expertise in the WASH sector?
  - a. What about the knowledge and experts of other organizations?
  - b. Are the uncertainties in the knowledge known and documented systematically?
7. What is your opinion about the 'aid and trade' policy of the Netherlands Government? How does 'aid and trade' affect the way that your organization works? Does it create significant changes or challenges? How?
8. What kind of benefits do you gain from the interaction between the stakeholders?

## B. Consent Form

### **Informed consent form for individual interviews for thesis studies in MSc MEEM**

Title of research: **Evaluation of Actors' Interaction in Indonesia-Netherlands WASH Programme**

I declare to be informed about the nature, method and purpose of the investigation. I voluntarily agree to take part in this study. I keep the right to terminate my participation in this study without giving a reason at any time.

My responses may be used solely for the purposes of this study. In its publications, they may:

☐ be cited with my name or function revealed

☐ be cited anonymously, thus without identifying context

☐ only used as information source

During the course of the interview, I keep the right to restrict the use of (some of) my answers further than indicated above.

Name participant: .....

Date: ..... Signature of the respondent: .....

I declare to fully adhere to the above.

Name researcher: Saniar Rabithoh Wijaya

Date: ..... Signature of the researcher: .....

## C. Interview Transcript

### C.1. I01SMV

File Name : I01SMV\_SMV\_05\_06\_2019

Audio Length : 72:22

Interviewer : Saniar

Interviewee : I01SMV

Date Transcript : 05/06/2019

#### **Saniar**

First I want to ask, what is the main role and responsibility of Simavi itself?

#### **I01SMV**

When I was reading this question, I was thinking about our Theory of Change we have. We have our mission. So, I just going to read it. The mission we have is we strive for a world with all women and girl are socially and economically empowered and pursue their rights to live a healthy life free from discrimination, coercion and violence. Simavi itself works in 10 different countries and for Asia, Indonesia, India, Bangladesh, and Nepal and six other in Africa. We support them from the Netherlands and Simavi is an organization who established in 1925. So almost 100 years. So over the time we develop as you can see we have an old picture in here on the wall. This is like how when in the old days people went by boat into remote area in Indonesia which at that time the Dutch Indies to supply inhabitants with medical services. So they were doctor and other medical staff. So, how the organization has change so much over the last century. But still we believe health is the core for development. We basically have 2 pillars, WASH (Water, Sanitation, and Health) but also Sexual Right and Reproductive Health. These are 2 areas we focus on. But within these areas we have 5 expertise areas and these are maternal health, water and sanitation, menstrual health, hygiene, and body integrity. All these 5 core expertise areas interlink with each other. It's not about 5 we talk about expertise areas in one project. But at least the combination of 2, 3, sometimes even 4. That's what we are trying to do.

#### **Saniar**

I want to ask more about what roles that you take when you are in the WASH programme in Indonesia. I read in some reports that it's more about facilitating for lobbying and advocacy for the local NGO.

## IO1SMV

Like we don't implement many activities directly our self in the country we work. We often contract local NGOs to do the actual work. We really depend on which area we work with a certain programme. It's always limited to the donor/funding we can attract and then we look for local partners. Some of local partners, we have long relationship already. For example, it has been years already with Yayasan Dian Desa which is an NGO from Yogyakarta. But they now also have a local office in Labuan Bajo, Flores, Manggarai Barat. So, they directly implement. We contract them. We monitor their activities and their result. And we also in addition to that, sometimes give them technical advice. So, sometimes we go there to provide trainings. But then, we don't provide training to unfortunate beneficiaries. But we provide trainings to our local partners. So, it's like train to trainer and they're going to supply the trainer to the unfortunate beneficiaries. So, we kind of double roles. We attract funding that is sometimes difficult to attract by local NGOs to do by themselves. So for example, we get many funding from the Dutch Government, from European Union, and private donors and that's how we start collaborating together. That sense we gave them access through funding that otherwise don't get. And also we can get them expertise. For example now, we going to integrate more WASH and SRHR. The team menstrual health is not yet often implemented within traditional WASH Programme. But us, Simavi, we have this expertise area, now we also can give trainings to our partner organizations that don't have so much knowledge about menstrual health. Then, they can also roll this out to the area where they work. So that's why sometimes it's a bit confusing because people that don't know Simavi very well they might think us as a donor but we're not. We also dependent on funds from others. We kind of channel but we're not only a channel because we also have expertise and give the technical assistance. So, it's a double roles and in the case of Indonesia we do have local office with 5 Indonesian staffs working on the Simavi office in Jakarta and they also do the part of coordination of the programme. At the moment, we still have two projects that have WASH related activities in Indonesia. One is about sanitation in eastern Indonesia. We're implementing in at Lombok, Lombok Utara, in Dompu which is in the island of Sumbawa, and at Manggarai Barat in the island of Flores. These are 3 areas we still working on. But, in the past we also worked in Biak in Papua, Sumba, and Lombok Timur. That's the project about Community Lead Total Sanitation or STBM in Indonesia. So, it focus on 5 areas to improve sanitation. We have this other water supply programme in Bandung together with Vitens Dutch Water, Tu Delft, PDAM Bandung (the drinking water company in Bandung), and ITB. The role of Simavi there is like water company, they are going to do the technical issue of making sure water is available to supply another area in Bandung that at the moment doesn't have access to pipe water supply. Then, Simavi responsible for selecting the poor people because

the project has some funding to give the poor people access to water because they believe people with money they should be able to pay by themselves. So, Simavi came on board, looking which people are going to be connected, making use of this donor money.

### **Saniar**

In national level you also do some advocacy, so what kind of intervention/effort that you use for doing this?

### **IO1SMV**

The sanitation programme we have, SEHATI, which running in 3 districts before it was 7. It's like pilot project. So, in different locations throughout Eastern Indonesia. We work with local government and learn from that. So our local partner they support the local government to implement the 5 pillars of STBM. It's sometimes might go well, sometimes need improvement. So we try to learn from what happened in these 7 districts and come up with solution that hopefully in the end could cover for the whole Indonesia. We translate those lesson learned back to the Ministry of Health in Jakarta. So, they can learn what's going on in these 7 pilot districts and what can we learn from that. When we're going to do this to all districts nationwide. We just finished make our replication model and this replication model can be used by Indonesia Ministry of Health. Maybe help again other donor to implement everywhere because Indonesia is very big and widespread. I read, even though Indonesia is becoming transition country, the economy is booming. But because it's so big the differences between people is also quite big, especially in sanitation and access to water. So, we make lobby on both national and local level. We realize that nation policy is really well in place but it's not always known by the local government because of course there's so many issue. Because of course there's so many issue in the village or in the district. So the local partner that we support, they have focus on water and sanitation. So, they knock on the door of local government like "please prioritize this, because it's the main important for the health of your people and this is like national policy so actually you should work on that and also reserve budget in your plan." So, it's kind of we work on social accountability. So it means national and local government have responsibility to take care of their citizen and sometimes you need a civil society organization to work with government to say "hey this is important and in the national policy". Sometimes it's not lack of willing, sometimes they just don't know, lack of expertise, because depending on who works there. Our local partners also have expertise in WASH, so they can support the government in the end to reach the ultimate goals that the national Government of Indonesia has set.



**Saniar**

I also think like that, when I see the laws is actually pretty good to make sure it can be implemented and reach the target. But when we go to the local level they completely don't understand but sometimes they have no idea at all that it's really important.

**IO1SMV**

Yeah it's really interesting because often it's within politic, right? You know all around the world, even in Netherlands, politician wants to make a quick win. Sometimes the effect of basic health facilities, it takes longer time to really measure those impacts. So, if you are just selected for view years. What I want to prioritize, you want quick wins because you want to be re-elected. But you also should focus on long term impacts intervention but really depend on limited budget, limited willing on where you want to prioritize. So we're trying to support civil society organization to put this on the list of local government. So that's why lobbying and advocacy become more important to Simavi and I think for international aid in general or international collaboration, because what we did in the pas was build infrastructure. But we don't believe this is the way forward anymore, because we think there's already a lot of money and expertise available in the country we work with. So, we rather work with lobbying and advocacy and giving technical expertise. Then, building infrastructure ourselves and leave and then that's it. We realize over the years that's not sustainable. Because if the local government or people don't feel the ownership of the system being built or if sometimes it was built with foreign material and they didn't know how to operate and maintain all the materials. So, this intervention even though they were really meant well for certain years or sometimes they did work well. But we don't believe that it was sustainable on long term. That's why we focus more on lobbying and advocacy, strengthening capacity, knowledge exchange. But because of that it's become a bit more complicated to explain. Some individual donors to Simavi, they would just see picture of people opening the tap and see water flowing but that the ultimate goal we want to reach but through whole list of interventions. So, I really believe in this new vision but sometimes it's also difficult to simplify and still get your message across. That's why we're focusing on impacts while the traditional it might be more output. It takes longer but in the end it's more sustainable.

**Saniar**

I also like the idea of being a platform

**IO1SMV**

We trying to smoothen that process but always true our local partner because we are from far away. We believe our partner that we select are capable on what they're doing. It's also depend on which area we're going to work so that doesn't we can copy easily from one are to another. That's the reason why Simavi doesn't have international staff of Dutch staff permanently in the country but we work with local staffs and local partners.

**Saniar**

Is there any resources that you share with other stakeholders? It can be funding, equipment, personnel, etc.

**IO1SMV**

That's actually what we do. Simavi get 70% of their funding from the Dutch Government different department, sometimes it's Foreign Affair, sometimes infrastructure and we write proposal together with our local partner and sometimes together with the consortium to attract that funding. Besides that we have some private funders. You could see there on top, these are the tradition of collecting, when people go door to door and ask for money. But something we don't do anymore but still we have some private people giving money through newsletter or through regular, monthly, they transfer money to our account. So that's quite still important source of funding for Simavi. We have the Dutch Postcode Lottery, that's give quite some money. Plus some money from EU, Swiss money, Grand Challenges Canada. So, it's quite diversified. So the money we attract, we support our local partners. So, that's the funding part.

Then equipment, we don't really do because it's up to the local partners themselves what they need. If they need laptop for their work or whatever, they do that from the project funding. Personnel, it's also not really at least from the Netherland to the country. There's one exception in Tanzania. At the moment, we have two, Dutch working in Tanzania. But all the other countries, we only have local staff. So we do have some staff in Indonesia, we also have some staff in Uganda, Kenya, and other countries. But I would rather say instead of personnel, technical expertise, train to trainer that I mentioned. So, that's what we share.

**Saniar**

So is there any resource you depend on other?

**IO1SMV**

We fully depend on others. We fully depend on funding that we get from Dutch Government, private donors, from the other donor's funding that we got because we don't have money ourselves. But we use our expertise in proposal writing and communication to attract that funding.

**Saniar**

So, the next one is do you have any forum for you to interact with other stakeholders whether it is the donors or the government?

**IO1SMV**

We have a lot of way to interact with stakeholders. For sanitation project in Indonesia, almost every week Skype call with our local office in Indonesia and they do interaction with local partners. sometimes, I do directly with the partners but in Indonesia we do have local office. But for example I work with Uganda, we don't have Simavi local office in Uganda. Then, I communicate directly with the partners. Twice a year I go to these countries, there are important meeting, then I always meet our local partners and our local staff. So, that's the frequency of interaction that we have. But of course by email or whatsapp on going over time.

Then, we have different circles within Simavi. I'm mainly working in implementation which mean I directly work with local partners to do actually the projects. But we have other different circle. We have circle of programme development and they are mainly focusing in attracting donors. But obviously they need information from the field because they also need like a track record has been achieved. So, we work together on how we attract those donors. At the moment, there's important conference going on in Vancouver, Canada. So, we have delegation now in Canada because it's worldwide event. People come from around the world, even our partner, they go there to showcase our project but also to attract people to give platform to our local partners in international level. The conference is called Woman Deliver so it's more SRHR context. But every year, there's also world water event in Stockholm and we do something similar. So, we invite local partners to be present there and to show the work they do to others instead of only to us. So, we give them bigger platform and we also showcase ourselves to make ourselves visible. These are 2 big international events. But in Netherlands as we get a lot of funding from the Dutch Government, of course we go to Den Haag.

**Saniar**

I hear you got the funding from Embassy of Netherlands in Indonesia?

**I01SMV**

Yeah, for the sanitation, SEHATI programme, we got it from Dutch Embassy in Indonesia. The one PROPOPI is directly from ministry in here in the Netherlands.

**Saniar**

Is there any interaction after they give the money?

**I01SMV**

There's a lot of interaction with the embassy. As the partner have to report to us, to Simavi because do coordination and leading role within this programme. But we have to submit report to Dutch Embassy in Jakarta. We have to show the result and the impact every year at least. But also in between we meet people from the embassy and we invite them to our annual meeting. But if they can't come, we always by pass in the embassy in Jakarta to show the progress of the work. We have like narrative report but also financial report. There's a lot of interaction to keep it smooth. For example if the result of the first years is not good then they would ring the alarm bell but luckily enough we could show the result, they do give some suggestion. They also have a network to see how they can help. We keep them updated. It's not like in the beginning you get bunch of money after 3-4 years the project is done then you communicate.

It's lucky enough we have special dedicated person for water in Dutch Embassy in Jakarta. Unfortunately not in other countries. But that's very nice because he really know about water and all other water project around Indonesia, sometimes even across Asia. So, he also can link us up with others. He and his staff are really know about what they're talking about.

**Saniar**

The next question is about is it also for building trust, the regular meeting?

**I01SMV**

Absolutely, even though with modern technology we can do a lot though Skype and email and so on. But I think it's also important once in a while to interact on personal direct level to look each other in the eyes, body language, and of course it build the trust.

**Saniar**

There's also a moment when all stakeholders meet together?

**I01SMV**

Last February, I went to Lombok. We have full week of meeting with the partners. So, 2 partners who implementing was there, Plan Indonesia and YDD, but also the expert from the Dutch embassy. There, we all met, 5 days meeting. One day field visit but the rest of the time sharing the result and the way forward. So, between partners they also can share. They learn from each other and another way around.

**Saniar**

Is there any someone who become leader?

**I01SMV**

For SEHATI, Simavi is the lead. We are the application partner with the Dutch Embassy. We responsible to collect all report from our partners, combine them, and present them as one to the embassy. So on that sense, Simavi has leadership role to coordinate together and all information from different partners and also we are in the lead organize those annual meeting. But if it comes to implementation, we locally underground, our local partners that have the lead, because they know the local government, they know local area, local culture, and local languages. So, basically they are I the lead to do the activities. But of course within a certain log frame and Theory of Change. We agreed on certain budget with different activities. So, they have to stick to the plan, but if it goes to detail, when or where, we don't go specified too much. In the end we work as equal partner and everyone does their part to reach as much impact as we want to.

**Saniar**

But the donor doesn't have any authority to intervention?

**I01SMV**

They could, if we would have been really bad implementing. The sanitation programme has been running since 2016, actually it's a continuation of previous programme called SHAW. So, if that SHAW programme was not good the embassy would have never give us this SEHATI. Now, even they ask us to write proposal for one year extension of SEHATI. If you look clearly, it the tax money from the citizen. The Dutch Embassy have to report back to the Dutch Government. So, if the report are not good and of course they can intervene.

**Saniar**

Is there any formal agreement? I read something about MoU

**I01SMV**

Yes, we have a lot of formal agreement. First of all, when we attract some programme money, like this SEHATI Programme. We have contract with the Dutch Embassy. So Simavi has contract with the Dutch Embassy as the lead partner. Then, we also have, different contracts with our local partners. that between Simavi and local partners. but the local partners don't have contract with the Dutch Emabassy because we are in between. So, of course we wrote the proposal within certain area and certain partner and that what's embassy agreed on but if we would have notice like very bad performance from our local partners. we could have terminated that contract, communicate to the embassy, and they would be fine, as long as within the limitation of that contract. That's the flexibility we have and top of that we have MoU with the Indonesia Government, Ministry of Health, in Jakarta. That is because Simavi is registered as INGO, stating 5 programmes that we are implementing in Indonesia. Not only we're allowed but we're also sharing the result. So, the Indonesian Governement can learn from that as well. For example, the replication models from these 7 districts, it's hopefully going to help the Indonesia Government nationwide.

**Saniar**

I also read they have an agreement with the local government. Is it done by the local partner?

**I01SMV**

Yes, that's done with local partner. But obviously in that agreement it's written that it's a programme related to health with support of Simavi from the Netherlands and

**Saniar**

How far you share all the information to another that you have?

**I01SMV**

We try and hope to as open and transparent as possible. A lot of our project are also being published in IATI. But SEHATI programme is not yet a case because not yet requirement but we try to comply with the standard of IATI. We need to be transparent to our donor. If the Dutch Government or anybody else we need to show our results to hopefully keep them satisfied and keep on supporting us. We are also open and transparent to our local partners and hopefully they also to us and we have some measurement to

check that. There's always financial audit. So every year, external auditors, they're looking our financial books of our partners and also external auditor come to Simavi office.

**Saniar**

Do you think you have adequate knowledge about WASH programme that you do?

**IO1SMV**

We as organization and I as individual have knowledge to run this programme. That's the reason why Simavi is doing this kind of programme. As we said, we are almost 100 years and we have been change over time as organization. He have been learning and develop ourselves. We have long track record in this expertise areas that what we do. I'm working myself almost a year now, but I do have 10 years working in WASH already both in Netherlands and internationally.

**Saniar**

When you do programme in developing country, is there something future challenge that you haven't known and are you make it as report and documented them?

**IO1SMV**

That's the reason we go to international conference. Not only to present ourselves but also to learn from others. Like lobbying and advocacy we are not the only one that learn from the past and it's also guided through the policy of the Sustainable Development Goals. We keep on learning from that. There's a lot of forum to discuss this and learn from each other and also through webinar, books, reading article to keep up-to-date. I know one specific challenge, in Indonesia. Indonesia is good developing country. They get more independent, but also they have expertise, their own money. But officially through policy, now they get status instead of 'aid', they move to 'aid and trade'. We aware of it. But it is still challenge how to frame future programme. Within SEHATI, we have certain element to work on entrepreneurship within sanitation. So, we learning about it already, we aware that it's going coming out and become bigger issue in few coming years. As we coming from fully aid, we shift to more entrepreneurship. Within water and sanitation, the question is anyhow in until what extend you can have entrepreneurship and trade. We see the trend but until where is our boundary. The last decade grows of start-up, luckily also social start-up and entrepreneurship and we also try to work with some of those as well. But what is the role of Simavi, private actors, and government. We have to move a bit with the trend but you don't have to lose your identity.

**Saniar**

Do 'aid and trade' already come up to the international?

**I01SMV**

Yeah it's coming up more and more. Big company now have the CSR policy. That's also interesting for us as NGO. But of course we also want to look what kind of company are they because you influence each other brand. There's also a trend of social entrepreneurship.

**Saniar**

So for wrap up question, what kind of benefit that you get from this kind of interaction with a lot of stakeholders?

**I01SMV**

Both, I mean, it's not always an easy task to do the coordination. I think it's luckily enough we are asked to do that coordination because of course it's great and through that we can make the work of our local partner is easier because we give access to different network, expertise, and extra funding that they might not attract. But it's still challenge sometimes. Also like now has been a trend in Dutch collaboration. We kind of force to work more and more in consortium. In the past, Simavi could get junk of money and brought directly to our partners. But now in the different programme we are in different consortium. In the project I work in Uganda we work with 3 another Dutch Organizations. In theory, it's great but in practice sometimes it's challenging. It's become a bit complex now. It's also creating a lot of knowledge exchange and network. It's very valuable.

## C.2. I02EKN

File Name : I02EKN\_EKN\_14\_06\_2019

Audio Length : 46:31

Interviewer : Saniar

Interviewee : I02EKN

Date Transcript : 14/06/2019

**Saniar**



What is your organization (embassy) background as donor for WASH Programme in Indonesia?

**IO2EKN**

We have been donors for sanitation programme many years. We're actually closing our donor next year. We phasing out ODA next year. So the programme we're still having is 2 sanitation programme. They will be close down in the next year. In general, all the programme we have everywhere in the world, The Netherlands has for many years now has 4 priority areas, each embassy choses 2-3 of those areas. The 4 areas are food security, the rule of law, sexual reproductive and health, and water management (water and sanitation). In every country we assessed which of this areas are most needed and most demand. Because in the end, it's not all about need but also what government in here want. Here in Jakarta we have 3 priority areas, we have the rule of law, water, and food security. The reason why we as Netherlands, we actives in water is for 2 reasons. In one hand, we have a lot of work to be done. Many countries is facing many problems in term of drinking water supply, sanitation, water security, water safety, flood, etc. so there are many water challenges that a country is facing and in Indonesia also. The second important reason is we think as we have a lot of experience, we have a lot of knowledge and abilities in the Netherlands, we can add our value to our work overseas. So, we can help other countries because we have a lot of knowledge and experience that we can use. There's a third reason but maybe it's not much important for sanitation here because the reason we like to help in this water area. We can help and add value but we also want to see out water sector as an export product. We also hope with time can established goods, partnership with many countries that the other countries have faith and confidence with Netherlands water sector. In the future, there's also pay for the services. So actually we can export our knowledge capacity to other country to pay for. But for sanitation that's not so important because sanitation is very basic public service which very difficult part for foreign to make money.

**Saniar**

Maybe I can relate this to another question about 'aid and trade'. I hear about 'aid and trade' policy, nowadays Indonesia is one of the country that shift from 'aid' to 'aid and trade'. Is it also a concern for your organization?

**IO2EKN**

On the one hand, we still provide aid. We still want to support the development. On the other hand, we want to try to make money out of development (water sector). But generally, people talk about 'aid to trade', other people talk about 'aid and trade'. Personally, I think 'aid and trade' is option for Indonesia.

Because some of traditional aid area like sanitation is not an area where a lot of trade. Only for the major city (Jakarta, Makasar, Semarang, Surabaya). If those cities start constructing sewerage system with huge treatment plant, maybe they can tender some Dutch Company. But our work here, sanitation in Indonesia is mostly rural sanitation. There's very little for Dutch involvement. That's we cannot expect a lot of trade out of our aid. You see a lot of Dutch company are making money, in water/sanitation sector, but mostly with the private sector. Whereas, our aid sector is with public sector (with the government).

**Saniar**

What is the roles and responsibility of your organization in the WASH programme?

**IO2EKN**

Our roles is to support within our limitation. Because relatively we are small donor in Indonesia. Our role is to support the national sanitation programme. Indonesia have ambition, they are revising the ambition because we move from MDGs to SDGs.

**Saniar**

Do you only become a funder or you also do some technical assistance?

**IO2EKN**

We don't provide direct fund. We don't give money to the government, for instance. According to our rule, we cannot do that. But what we do is we use our development aid to give subsidies to organization or pay consultant. We have 2 programmes at the moment, one programme which is subsidy with Simavi. So, we give money to Simavi and Simavi use the money with the local partners because they have several local partners in the districts that carry out the programme in those districts. The programme is mostly to strengthen the local government, NGO, CSO, the private entrepreneurs those who making the toilet, and to generally promote Community Based Total Sanitation. We also have contracts with a company called Royal Haskoning DHV and they carry out the project USDP. They work in 50 Kabupaten/Kota to strengthen the local government, to provide training, to help the local government preparing strategy, plan, and budget. So, it's mostly institutional support. We hope through institutional support, local government make better plan, provide more budget on sanitation, so that indirectly you promote sanitation. Basically, they cover a lot of district, maybe together about 60-65 districts. We don't provide money for latrines. We assume the people itself build latrines or government provide subsidies for that. We only strengthen local actors.

**Saniar**

I've already heard about Simavi, so is it also the same with the second one?

**IO2EKN**

That's a programme that actually support the national programme for which responsibilities is with BAPPENAS (the planning ministry). So, Royal Haskoning actually support BAPPENAS, Ministry of Health, Ministry of Environment, and Ministry of Home Affairs to carry out the programme in sanitation.

**Saniar**

The next one about resources, is there any resources that you share with other stakeholders? you already explained about funding, is there any other resources?

**IO2EKN**

No, all our resources are through these 2 projects.

**Saniar**

Is there any forum for you to interact with other stakeholders?

**IO2EKN**

There are a few platforms, sometimes we meet among donors, especially World Bank and UNICEF. There's also a collaboration between mayors of cities and of course I meet BAPPENAS regularly and the project staffs. Simavi also organize the annual review and they invite a lot of stakeholders, all discuss the progress.

**Saniar**

For this kind of forum it's also to build trust and cooperation?

**IO2EKN**

Yes, I think generally they are good collaboration. Generally, I also checked that BAPPENAS is trying to keep the sense of coordination of many those activities. That's important because for us, we think it's only effective if it's part of national programme. We don't think the programme that we support will be successful if it works in isolation. Because then you maybe confusing people, missing opportunities, overlapping, or doubling which is waste of resources.

**Saniar**

So, it will be more sustainable, right?

**IO2EKN**

More sustainable but also more effective. More efficient because you don't waste resources and you spent your resources well. So, you receive and achieve better results and better outcomes. If you strengthen the national strategy, then the national strategy continues to exist. If you only strengthen local strategy, then the strategy will vanish as soon as the project finishes.

**Saniar**

Is there any particular organization who becomes the lead?

**IO2EKN**

For me the government is always the lead. They are leading the programme, we are supporting the programme. I think that's the basic requirement of a good programme. That doesn't mean you can't have debate or discussion, you can also disagree on some aspects. But in the end the government is responsible for the national programme. Otherwise, if the disagreement about the programme is so big, then it will be better to stop to support. We're not going to impulsively change our plan.

**Saniar**

The next one is about commitment, is there any formal agreement?

**IO2EKN**

No, we sign the contract with the consultant. We write a subsidy decision to Simavi. For the USDP programme, there is an administrative agreement with BAPPENAS that we're supporting this programme. That's only to provide a formal framework. In the case of Simavi is different, we only provide money to Simavi and Simavi has a MoU with the Ministry of Health.

**Saniar**

I want to ask about sharing information, how do you share your information with other stakeholders?

**IO2EKN**

Nowadays, we have a new system called IATI reporting. It's an open source platform where all the projects report. Since these projects are old, they are not yet reporting that way. But all the reports produced by

these projects, they are in principle available for the public. But that's of course different with open publication. If someone ask me, can I get the report? Then, it's compulsory for me to provide that information. Once a year we report the result of these projects. If you go to the website of the Ministry of Foreign Affairs in Den Haag then you will directed to a site where all the counties will report the result. But the project themselves they may publish.

**Saniar**

It's about knowledge and experts, do you have enough expertise or knowledge in your organization about WASH sector?

**IO2EKN**

Yes, that's a lot of knowledge in our organization, there's a lot of knowledge in the ministry. I'm a civil engineer, my background is public health engineering. So, I'm a specialist in water supply and sanitation. In the embassy, I'm the expert of water management. If Simavi is submitting their progress report or USDP submitting their progress report, I will read them, I will assess them, I will approve them or not.

**Saniar**

I'm impressed that embassy have special people

**IO2EKN**

Because we spent a lot of money for that. So, we feel that should be sufficient expertise to monitor the programme make sure the money is spent well. But for instance, next year when the programme is finished, end of 2020. After me, there will be no water expert coming here because there's no programme in water.

**Saniar**

is there something future challenge that you haven't known and are you make it as report and documented them?

**IO2EKN**

We internally report to the ministry. They will issue result report, every year. In that report you also find the main challenges. But internally, when I see some things are working and some other things are not working, but then I will discuss it with my colleges. Every year, me and my colleges from other countries,

we are the water experts. They will come together and discuss their experiences. So, you share among colleges but we don't publish that.

**Saniar**

So for wrap up question, what kind of benefit that you get from the collaboration?

**I02EKN**

I think collaboration is very important in many ways. Collaboration is important for learning. I've been working in these area for 35 years now in different countries. Every country I learn a lot. It takes time before you know a country. It takes time before you know a project. It takes time before you see the project. Many of our projects are faraway. We work for more than 60 districts. I will never able to visit all of them. I'm very dependent on information sharing. I'm very dependent on reading the progress report. I'm also very dependent on talking with UNICEF, World Bank, and other donors. Most importantly is talking to the government. So when I've meeting with BAPPENAS. They are responsible for the national programme. So, they're in the best position to say, yes, we are on the right position. Sharing, talking, having platform, discussion, and meeting is very important.

### C.3. I03PIN

File Name : I03PIN \_PIN\_18\_06\_2019

Audio Length : 53:01

Interviewer : Saniar

Interviewee : I03PIN

Date Transcript : 18/06/2019

**Saniar**

What is Plan?

**I03PIN**

Plan is a federation. So, you have around 20 national offices that do a lot of fundraising and you have around 50 country offices. At the moment if you look at the WASH programme, we have 2 WASH programme that are running. One is, SEHATI and SEHATI is funding by the embassy to Simavi and then

Plan is one of the sub-contractive. The other one is WASH SDGs Programme. That one is funding by the Dutch Ministry here in Den Haag and it's consortium programme where Simavi is also the lead and Plan, SNV are partners.

**Saniar**

So, the one WASH SDGs is from Ministry of Foreign Affairs?

**I03PIN**

Yes, that one is from Ministry of Foreign Affairs and the other one is the embassy. The location for SEHATI is Lombok. The WASH SDGs Programme is also implemented in NTT and NTB. Belu and Malaka in NTT and NTB is Lombok Tenggara and Mataram. So, little bit different location. How Plan work is a bit different with Simavi. They have an office in Indonesia. I think a lot of question you ask me, might be better if you have call with Herie. He's based in Jakarta and he's the Project Manager.

**Saniar**

For all the project?

**I03PIN**

No, for the WASH SDGs. For SEHATI is Pak Sabaruddin, he's based in Lombok. But I think if you talk you to Herie. He knows it well.

**Saniar**

So, what is the roles and responsibilities from Plan Netherlands in both of these projects in Indonesia?

**I03PIN**

Both projects that a bit different. If you look at SEHATI, that locally raised fund. Actually the contract, the money goes through Plan Netherlands. But that because at that point, the Plan Indonesia was not allowed to get funds directly. But now they can and so we more overseeing how things are going and managing the fund. WASH SDGs is also one that Plan Netherlands submitted the proposal, we developed it, together with the country office. So, we much more in charge of that developing the programme and for SEHATI, it was much more Simavi in charge of that.

**Saniar**

You said in SEHATI you become sub-contractor. So what is the main role as sub-contractor?

**I03PIN**

In SEHATI, the main role is implementing partner. So, really doing the activity because Simavi isn't an entity. They don't have the office or they work directly with local NGOs and Plan is one that implemented all activities in these 2 areas.

**Saniar**

I hear the fund goes to Simavi, after that Simavi have some funds for Plan Netherlands too.

**I03PIN**

In this one, the management is much completely done by Plan Indonesia. because of internal structure, the money goes to Plan Netherlands then go back to Plan Indonesia. I do get the report, if there's a problem, I do have contact Simavi for it. But it's very low maintenance for Plan Netherlands. For WASH SDGs that much more management from our side.

**Saniar**

For the WASH SDGs one, what kind of main role? What kind of intervention that Plan do?

**I03PIN**

For Plan Indonesia they work with local NGO.

**Saniar**

So for WASH SDGs, do you also provide any expert in there?

**I03PIN**

Yes Plan Netherland, for instance in April we had an annual review meeting. So we organize learning event. We support with monitoring and evaluation and mainly on the exchange learning because in WASH SDGs you have different countries. So, we try to ensure the country learn from each other. It's very much more facilitating, learning and supporting.

**Saniar**

The next one is about resources, what kind of resources that you share with other? Can be funding, equipment, or funding.



**I03PIN**

The Ministry of Foreign Affairs gives it to the lead of the WASH SDGs Consortium and that is Simavi and then it goes to Plan Netherlands and then it goes to Plan Indonesia and then the local NGO.

**Saniar**

How about human resource? Do you provide someone from Plan Netherlands directly.

**I03PIN**

No, I will go to Indonesia just for visit or some interaction or learning visit or monitoring visit but Plan Indonesia has its own staff and they are Indonesian, they speak local language.

**Saniar**

For now Plan Indonesia still give some report to Plan Netherlands?

**I03PIN**

Yes, they do. Especially for WASH SDGs because it's Dutch Ministry. So, I'm the intermediate between Plan Indonesia and Dutch Ministry. So, I explain to Plan Indonesia, this is what they want. In the report, I make sure they are coordinate with the consortium. But Plan Indonesia knows what happened in the programme. So, they provide the content. For the embassy, Plan Indonesia has a lot of contact themselves also with Simavi who based in Indonesia and they visit embassy together.

**Saniar**

The next one is about the interaction, is there any forum where you can meet each other whether the donor or from Indonesia Government?

**I03PIN**

For me, I'm not interacting much in Indonesian WASH network. That much more Plan Indonesia. I'm more in the network with the Dutch Ministry, with the Dutch wash sector, Netherlands Water Partnership. That's are my networks. We have the WASH SDGs consortium that with SNV and WASH Alliance. But the Netherlands Water Partnership is much more the entire WASH sector and there's a NGOs platform in that which is about 20 NGOs who do something on WASH. They also lobby the government. And the WASH SDGs is in 7 countries. So, in Indonesia, we have the programme unit in Lombok and NTT (Malaka and Belu).

**Saniar**

The next one is about commitment or formal agreement, the SEHATI one you have MoU with Simavi but not the embassy, right?

**I03PIN**

No, Simavi have with the embassy

**Saniar**

For the WASH programme, you have MoU with Foreign Affair.

**I03PIN**

That's also Simavi as the lead who have the contract with the Dutch Ministry and Plan Netherlands has contact with Simavi. For SEHATI it's also with Plan Netherlands.

**Saniar**

How you share information. How you share whether report, monitoring, or lesson learn?

**I03PIN**

It kinds of depend, In SEHATI, Simavi because they have different sub-contractors. In WASH SDGs, we try to share between because Plan works in 5 countries and we have quiet large learning in component. So, we share lesson learned through annual review meeting. So in April 5 people came in here in Netherlands. We learn but also share experiences. They know each other. We have an app group on the phone, people share and things like that. We try to facilitate that and also provoke them when things wrong, tell people. That's the best way to learn.

**Saniar**

But you try to be transparent with each other right?

**I03PIN**

Yes, I think that's Plan culture. We have many study that we publish on ODF sustainability. There were external evaluation that we conducted. There's also some quite negative in there but we did publish them. I don't that see that quiet often in other organization.

**Saniar**

Do you think as international NGO, do you have adequate knowledge or expert on WASH project? do you confident with that?

**I03PIN**

Yes, I am. Because it's not me. It's people in the field and that make them strong because they are Indonesian people. They've been in WASH programme for very long term. Some of them are engineer, some of them are software specialist. So, I feel confident they have the skills. I have some but not in Indonesia context specific one. If you see WASH and gender we're specialist in there.

**Saniar**

I want to know more about WASH SDGs, is there any report that talk their achievement or what specific they do in each country?

**I03PIN**

Now, we're one year in implementation. It's not big result yet. But it's until 2022. Plan Programme is called WINNER. Bandar Lampung, Metro, and Tasikmalaya is SNV's.

**Saniar**

The next one is about 'aid and trade' policy, have you ever heard? Do you think you have some challenging?

**I03PIN**

Yes, it can be effective but it's depend on how you use your development aid. if you work with private company to implement development cooperation. It can be good for a country but would not reach the poor. Because they've no interest to the private sector. In a lot of part of Indonesia it already well developed but if you look the eastern part. There's still a lot of to be done there. In country like Indonesia I can understand that but I don't think trade relationship should be funded by Official Development Aid. Development Aid should not be for The Netherlands to profit on. I don't think 'aid' and 'trade' should be together. I think it should be separated.

**Saniar**

Do you also do Sanitation Marketing in Indonesia?

**I03PIN**

Yes, Sanitation Marketing is something Plan Indonesia really good at. Both in SEHATI and WASH SDGs. They work with local entrepreneur and train them on sanitation on how to make slab, how to sell them. There's also water filter, NASAVA. It's a Dutch Product but they are based in Indonesia.

**Saniar**

So the SanMark is more about like you empower the entrepreneur to their own community need?

**I03PIN**

Yes and it can be a bit bigger.

**Saniar**

As a wrap up question, it's about benefit. Do you think joining the consortium or partnership, it's give you benefit as international NGO?

**I03PIN**

We you look the Dutch Ministry. They want you to form consortium. They always want you to submit proposal as group. For them it's useful because less management. For the consortium, it's much more work. It can be beneficial. It forces you to work together, but it depends on the structure. In this structure, we decided we work in different location in Indonesia. SNV in the cities. We, work in eastern island. That make it manageable I think. You don't want to force marriage. You only want to work together if it makes. Otherwise, a lot of time goes into working together and the benefits sometimes it will take a lot of our budget to coordinate and then the added impacts is not always big. So consortium is not always efficient. I think if you have very different specialties that it could be beneficial to work together. If you much more the same, then the added value is on the learning but not on the implementation.

#### C.4. I04SMV

File Name : I04SMV\_SMV\_19\_06\_2019

Audio Length : 72:10

Interviewer : Saniar

Interviewee : I04SMV

Date Transcript : 19/06/2019

**Saniar**

Peran dari Simavi di WASH Program (SEHATI) ini seperti apa ya?

**I04SMV**

Sebetulnya tujuannya lebih ke bagaimana di 7 kabupaten yang kita damping ini masyarakatnya mendapatkan akses yang layak dan berkelanjutan di bidang air dan sanitasi. Jadi Simavi bersama-sama mitra Simavi lainnya dan ini sebelumnya adalah kelanjutan dari program SHAW yang bersama-sama untuk mendevlop rancangan program yang diajukan ke EKN. Simavi ini memang memiliki peran, satu, mengontrol apakah masih sama dengan program sebelumnya belum. Jadi lebih ke peningkatan kapasitas mitra di situ. Kemudian untuk mereview rencana program dari mitra. Di sini kita ada 4 mitra, ada: Plan International, Rumsram, CD Bethesda, dan YMP. Tahun pertama, kita memberikan seperti pembekalan, peningkatan kapasitas buat mitra, pelatihan training yang disesuaikan dengan yang dibutuhkan di program. Contohnya seperti pelatihan 5 pilar STBM di national kemudian mendelicery itu ke daerah setempat. Kemudian juga setiap tahun ada perencanaan program, itu yang akan melihat, mereview, dan sebagainya adalah dari Simavi. Nanti juga Simavi yang akan melakukan monitoring secara keseluruhan untuk melihat, menganalisa, sudah sesuai gak dengan tujuan, sudah sesuai gak dengan output yang diharapkan. Karena memang untuk monitoring dan evaluasi ini dibuat oleh Simavi sistemnya, kemudian dibantu dari teman-teman IRC. Kemudian kita memiliki kewajiban juga merangkum dari pelaksanaan selama 3,5 tahun ini menjadi sebuah model dan harapannya bisa direplikasi. Kemudian untuk operasi di lapangan dilaksanakn oleh mitra-mitra kita. Karena dalam semangatnya Simavi kita tidak boleh langsung kerja di lapangan tapi harapannya berkolaborasi dengan mitra-mitra yang ada di daerah itu.

Goal besar untuk SEHATI sendiri, itu adalah disctrict wide acess untuk sanitation and hygiene dalam hal ini kita menggunakan pendekatan STBM yang memang sudah dicanangkan pemerintah Indonesia. kenapa itu dicanangkan sebagai suatu goal, meskipun STBM sudah dicanangkan sejak tahun 2008 tapi pemerintah masih hanya fokus di pilar 1 (Stop buang air sembarangan). Padahal dalam STBM itu ada 5 pilar: pilar 2 itu cuci tangan pakai sabun, pilar 3 itu pengelolaan makanan minuman aman rumah tangga, pilar 4 itu sampah dan pilar 5, limbah rumah tangga yang harus dikelola. Pemerintah selama ini masih fokus di pilar 1 sedangkan ada organisasi yang merambah ke pilar 2 juga, tapoi belum ada yang benar-benar mengimplementasikan 5 pilar.

**Saniar**

Apakah ada training untuk lobbying and advocacy juga untuk pemerintah?

**I04SMV**

SEHATI ini ada 4 yang diharapkan: 1)kuatnya kepemimpinan dan komitmen pemerintah daerah dalam menjalankan program yang berkaitan dengan air dan sanitasi; 2) meningkatkan kapasitas CSO, local partner yang ada di daerah maupun yang ada di lapangan untuk bagaimana melakukan advokasi dan lobbying; 3) meningkatnya peran swasta ini lebih bagaimana supply ini mudah dipenuhi; 4) bagaimana dengan modal saat ini. Terkait di outcome yang 2 tadi, itu memang ada training/ peningkatan kapasitas dan hal untuk meningkatkan lobi dan advokasi, khususnya untuk memastikan teman-teman yang ada di daerah bisa melaksanakan lobi atau advokasi sehingga mereka mau dan mampu untuk melaksanakan STBM 5 pilar di sana. Berkaitan dengan Simavi sendiri di nasional, hasil dari lapangan kita jadikan bahan untuk lobi dan advokasi kita di tingkat nasional. Fokus kita di sana adalah bagaimana memastikan sistem monitoring dan evaluasi yang ada sekarang oleh Kementrian Kesehatan tidak hanya fokus di pilar 1. Sebagai pembanding kita punya data untuk pilar 2-5. Sehingga ini menjadi bahan pijakan bagi pemerintah untuk mempertimbangkan pentingnya monitoring sistem yang ada di nasional level untuk melihat keberhasilan 5 pilar. Karena selama ini sistemnya belum dibangun. Ini akhirnya memicu pemerintah kesehatan untuk meninjau ulang indikatornya dan akhirnya melalui penganggaran APBN tahun 2018, Kementrian Kesehatan mulai menyusun monitoring sistem berdasarkan apa yang sudah kita lakukan di inisiasi di awal. Kita tidak lagi bekerja di tingkat masyarakat tapi di tingkat pemerintah. Karena fokus SEHATI sekarang di tingkat pemerintah, maka fokus programnya yang paling utama adalah lobi, advokasi, capacity building, dan strengthening capacity dari pemerintah. Agar pemerintah ngelead dalam implementasi STBM.

#### **Saniar**

Bagaimana sistem sharing resourcenya? Dana apakah ada resources lain selain funding

#### **IO4SMV**

Di SEHATI ada 3 sumber pendanaan. Pertama yang paling cukup besar adalah dari kedutaan besar Belanda. Kemudian kita ada kontribusi mitra termasuk Simavi. Simavi dengan kelima mitranya menyediakan dana. Ditambah satu lagi, kami harapkan ada kontribusi dari pemerintah baik pendanaan langsung maupun in kind contribution (tempat). Untuk personel, kita tidak memberikan honor kepada pemerintah daerah dan pemerintah daerah yang menyediakan danyanya sendiri. Bila mereka bekerja untuk kita, itu tidak ada pendanaan. STBM itu non-subsidi, jadi kami berharap masyarakat membangun toiletnya sendiri.

#### **Saniar**

Apakah ada suatu forum dimana semua partner bisa saling sharing?

**I04SMV**

Ada, jadi kita ada program visi meeting, tidak hanya dari mitra pelaku SEHATI, juga diikuti pemerintah daerah implementasi program. Juga melibatkan provinsi juga teman-teman dari nasional. Ada sharing informasi tentang capaian, pembelajaran, kemudian bagaimana ke depannya. Masing-masing pemerintah daerah akan memaparkan jadi ada proses pembelajaran antar mereka. Ini jadi informasi yang bagus untuk teman-teman nasional. Setahun 2 kali.

Kalo di tingkat nasional, kita depend on issue. Simavi tergabung di Jejaring AMPL. Jejaring ini dari NGO-NGO yang concern terhadap isu air dan sanitasi. Minimal sebulan sekali. Di daerah teman-teman ada regular meeting lewat POKJA AMPL dimodali BAPPEDA. Itu sebulan sekali. Mitra tergabung di forum itu. Disamping itu mereka ada joint monitoring.

**Saniar**

Apakah ada yang ditunjuk sebagai leader?

**I04SMV**

Dari program SEHATI, coordination meeting, yang ngelead adalah Simavi. Kalo pelaksanaan STBM 5 pilar, yang melead adalah Kementerian Kesehatan. Kemudian di tingkat kabupaten yang melead adalah ketua POKJA AMPL.

**Saniar**

Ada ga sih formal agreement? Saya dengar ada MoU Simavi dengan pemerintah dan local partner.

**I04SMV**

Intinya masing-masing mitra pada penyusunan topoksa yang diajukan ke EKN itu mencantumkan beberapa target yang ingin dicapai di masing-masing lokasi yang ditawarkan, itu yang masuk dalam agreement antara Simavi dengan mitra. Agreement kita dengan pemerintah, itu menginformasikan kerjasamanya dalam bentuk jasa (technical assistance). Mitra dengan pemerintah daerah, itu ada agreementnya juga. Lewat semacam MoU diawali Road Show di tingkat kabupaten, semacam workshop. Setelah tertarik dilakukan MoU. Makanya, MoU dengan daerah (antara mitra dan daerah). Nanti daerah yang dilakukan pendampingan langsung melalui dana ini dan harus ada daerah replikasi yang didanai pemerintah kabupaten. Itu nanti akan tertuang. Jadi ada: MoU dengan Kemenkes, MoU dengan local

partners, dan local partners dengan local government. Kalo dengan other stakeholder tidak ada formal agreement, misalnya Jejaring AMPL.

**Saniar**

Bagaimana sharing informasi untuk transparansi dengan stakeholder lainnya?

**IO4SMV**

Untuk sharing informasi kita ada beberapa tool, yang pertama itu public, dan dimandatkan oleh EKN, itu ada melalui RSRR. Ada link yang bisa kami sharing kepada siapapun. Dari headquater di Simavi, ada annual report dimana SEHATI masuk di dalamnya dan bisa diakses di weny Simavi. Kita memang melakukan report secara umum, tapi memang detail misalnya finansial, kita belum menginformasikan secara rutin. Tapi pasti kita share ke mitra-mitra inti kita. Kita juga ada learning session antara Indonesi dengan Belanda.

**Saniar**

Baik dari sisi knowledge dan expertnya bisa dianggap lebih dari cukup untuk menangani WASH programme di Indonesia?

**IO4SMV**

Catatannya di Simavi ini kita tidak boleh langsung implementasi. Harus bermitra dengan local partner. Sehingga kita menularkan apa yang kita pahami ke local partner.

**Saniar**

Kira-kira ada tidak challenge yang didokumentasikan untuk nantinya dibahas bersama?

**IO4SMV**

Kalau di local biasanya financial issue. Tantangan lainnya ada di tingkat nasional dan kabupaten. Di nasional, tantangan adalah sistem monitoring 5 pilar. Sebelumnya indikatornya STBM hanya tentang infrastruktur tidak tentang perilaku. Di tingkat kabupaten, selain keterbukaan tentang penyerapan anggaran. Selain itu, faktor politik yang tidak bisa kita apa-apakan. Jabatan-jabatan seperti Kepala Dinas atau Bupati yang menentukan dari keberlanjutan. Kemudian budaya yang tidak bisa serta-merta kita rubah.

**Saniar**



Bagaimana opini Simavi tentang 'aid and trade'? Apa akan ada perubahan besar?

#### **I04SMV**

Kita menjadi lebih dinamis dengan adanya isu itu, karena Indonesia sudah middle income country. Kita melihat potensi yang ada di Indonesia dan kita bekerja dengan siapa saja. Kita menggali tentang kolaborasi dengan private sector. Jadi ada perubahan yang terjadi pasca 'aid and trade' policy. Itu ga bisa kita hindari. Di satu sisi itu challenge tapi juga membuka peluang bagi Simavi tidak bekerja hanya mengandalkan donor dari Belanda.

#### **Saniar**

Pertanyaan terakhir tentang benefit, apakah dengan adanya kolaborasi antar stakeholder ini Simavi mendapat benefit?

#### **I04SMV**

Benefit itu pasti. Kita jadi tahu seperti apa gambaran pelaksanaan pembangunan sanitasi dan hygiene di Indonesia. Apakah pendekatan kita sesuai atau tidak, itu kita jadi tahu. Kita pembelajaran dari informasi kegiatan sebelumnya. Begitu juga pembelajaran dari mitra yang langsung di lapangan. Ketika koordinasi meeting kita punya banyak informasi. Untuk Simavi sendiri, apa visibility value dengan kolaborasi kita lebih banyak dikenal.

#### **C.5. I05YPI**

File Name : I05YPI\_YPI\_24\_06\_2019

Audio Length : 67:25

Interviewer : Saniar

Interviewee : I05YPI

Date Transcript : 24/06/2019

#### **I05YPI**

WINNER adalah salah satu project WASH yang ada di Plan Indonesia yang dibiayai pemerintah Belanda. Project ini adalah project WASH yang terintegrasi dengan nutrition sensitive intervention. Saat ini kita

tidak hanya menasar untuk pencegahan diare tapi juga stunting. Stunting ini sekarang jadi prioritas nasional.

Sebelumnya saya ingin menjelaskan tentang Plan Indonesia yang saat ini sudah menjadi Yayasan Plan International Indonesia (YPII). Kita tidak lagi menjadi entitas internasional tapi sudah menjadi entitas nasional per tahun lalu. YPII ini masih bagian dari federasi dari Plan Internasional global. Kalo dilihat struktur federasi, ada yang disebut national office atau negara donor ada country office. Plan Indonesia termasuk country office, punya kelebihan untuk mencari dana sendiri dari dalam negeri atau national office. Program WINNER sendiri memang didanai pemerintah Belanda melalui national office Plan Belanda.

**Saniar**

Pertama tentang main role dan responsibility sebagai NGO apa saja?

**I05YPI**

Seperti halnya NGO yang ada di Indonesia, tugas kami membantu program WASH yang ada di Indonesia. Karena sebetulnya kita ini NGO tujuannya ingin mendorong pemerintah, karena pemerintah aktor utama dalam pelaksana WASH. Kita ini membantu dalam advokasi, mengenalkan teknologi, membuat percontohan. Tugas kita untuk melakukan capacity building juga untuk pemerintah dan masyarakat, diharapkan nantinya kita tidak lagi harus terus-terusan membantu pemerintah dan masyarakat. Kedepannya justru mereka sendirilah yang akan melaksanakan kegiatan WASH sebagai pelaku utama. Dalam kegiatan-kegiatan yang kami lakukan lebih banyak bagaimana kita mengkoordinasikan lintas kementrian. Bagaimana kita melakukan pelatihan untuk pemerintah baik di level nasional, provinsi, kabupaten, sampai desa.

**Saniar**

Untuk lobbying dan advocacy di tingkat nasional, seperti apa ya?

**I05YPI**

Tugas kita dalam kontek advokasi, kita ingin memastikan bahwa kebijakan-kebijakan dan anggaran-anggaran yang dimiliki pemerintah Indonesia (nasional-kabupaten) itu mendukung.

**Saniar**

Saya ingin tahu lebih jauh model replikasi dari Plan

**I05YPI**

Plan itu hanya membuat percontohannya saja untuk pemerintah, diharapkan bisa direplikasi pemerintah dengan pendanaan sendiri. Ketika kita menawarkan program kepada pemerintah, kita akan bilang Plan tidak akan mensupport semua. Tapi nanti pemerintah harus mereplikasi di wilayah lain. Dari awal pemerintah sudah mau menandatangani MoU dengan Plan.

**Saniar**

Supportnya apa hanya funding?

**I05YPI**

Project kita 4 tahun. Fase percontohan dilakukan di tahun pertama dan kedua. Kita hanya akan support di tahun pertama dan kedua. Apa komponen yang kita support? Pertama adalah capacity building/pelatihan, yang kedua pembentukan atau revitalisasi POKJA AMPL, kita rekrut dan latih. Setelah itu, streaming issue seperti kesetaraan gender dan social inclusion. Plan tidak memberikan gaji kepada pemerintah. Plan hanya menyediakan pendanaan untuk pelatihan, studi pembelajaran, riset, itu Plan semua yang siapkan. Plan juga akan menyediakan dana, monitoring, studi banding, dan verifikasi Desa STBM. Setelah 2 tahun, pemerintah harusnya sudah mampu sendiri. Hanya technical assistance (coaching) di tahun 3 dan 4. Hampir 100% pendanaan dari pemerintah.

**Saniar**

Yang memberikan materi apakah YPII sendiri?

**I05YPI**

Sudah banyak yang melakukan di Indonesia. Tugas kami memfasilitasi expert-expert STBM yang ada di Indonesia untuk memberikan capacity building di project kami. Narasumbernya bisa juga Kepala Dinas atau Bupati. Bentuk capacity building itu bervariasi. Tidak hanya pelatihan di kelas tapi ada juga cross learning. Kita juga memfasilitasi studi banding ke wilayah yang sudah sukses melakukan program ini.

**Saniar**

Apakah ada forum seperti itu?

**I05YPI**

Kami punya POKJA AMPL, POKJA ini ada dari level nasional sampai kabupaten. Working group yang secara kebijakan posisinya kuat karena berdasarkan keputusan Kemedagri. POKJA AMPL merupakan forum AdHoc yang terdiri dari lintas kementerian yang job desknya itu ada hubungannya dengan penyehatan lingkungan. Ada Kementerian Kesehatan karena dia leadingnya, BAPPENAS menjadi koordinator, Kementerian PU terkait infrastruktur air dan sanitasi, Kementerian Pendidikan mereka yang menghadle kegiatan air dan sanitasi di sekolah, lalu Kementerian LH yang mengurus pembuangan sampah, ada juga Kementerian Pemberdayaan Perlindungan Perempuan dan Anak karena kegiatan air dan sanitasi harus melihat kesetaraan gender dan perlindungan anak.

**Saniar**

Apa ada forum lagi di luar POKJA AMPL?

**IO5YPI**

Ada, Jejaring AMPL. Di dalamnya ada NGO, private sector, akademisi, pemerintah. Jejaring AMPL ini adalah lembaga koordinasi AMPL di luar pemerintah. Jejaring AMPL ini untuk wadah koordinasi, pembelajaran, sharing, juga untuk sarana advokasi untuk pemerintah.

**Saniar**

Apakah ada formal agreement?

**IO5YPI**

Terkait MoU dengan pemerintah Belanda, maka itu menjadi bagian MoU antara Plan Netherlands dengan Pemerintah Belanda. Plan Indonesia lebih dengan Pemerintah Indonesia. Kami saat ini MoU under Kemenkuham.

**Saniar**

Adakah platform sharing informasi antar stakeholder?

**IO5YPI**

Pemerintah Indonesia punya platform yang establish, yaitu National Monitoring STBM System yang berbasis website dikelola oleh Kementerian Kesehatan. Ada website STBM juga, ada dokumen-dokumen pembelajaran dari pelaku-pelaku STBM yang bisa diakses semua orang.

**Saniar**

Saya mau tanya opini Plan mengenai 'aid' menjadi 'aid and trade'

#### **I05YPI**

Memang saat ini lebih banyak berinvestasi ke inovasi wirausahawan. Kita juga berpikir tidak terus-terusan menerima bantuan dari luar. Yang di sektor lapangan adalah menjual project kita ini ke local funding yang punya program-program CSR. Saat ini kami sudah mulai mengengage dengan perusahaan swasta. Donor saat ini lebih banyak melihat bagaimana NGO mendorong investasi pemerintah yang lebih besar. Salah satu strategi yang kami lakukan ini, pilot dan replikasi. Donor maunya pendanaan tidak 100%, tapi 1 banding 1. Dari 1 dollar yang mereka keluarkan ada 1 dollar yang diinvestasikan pemerintah.

#### **C.6. I06SNV**

File Name : I06SNV\_SNV\_25\_06\_2019

Audio Length : 34:10

Interviewer : Saniar

Interviewee : I06SNV

Date Transcript : 25/06/2019

#### **Saniar**

Why you choose WASH programme as something you can implement in Indonesia?

#### **I06SNV**

SNV is International Non-Governmental Organization within our long-term strategy, we both work in low income and lower income countries, where our expertise can give added value and impacts. It should be within our vision and mission, which is we lift up income and access to basic services and we ensure that the poor and they are the most in need that we can mainly support with technical advices. But we have more roles than only technical, but SNV is internationally known as technical strong agency. We're focusing on only 3 sectors, agriculture, WASH, and energy. The organization started back at 1955. If you look on those 3 sectors, WASH can up lift from the poor and we can ensure that we can support government and private sector to have systematic change in development. To support the Sustainable Development Goals. In Indonesia, we can make really different in that area. If you look SDG 6, we can really help in water, sanitation, hygiene behavior to ensure that people have better access. We have few

products under our sector in WASH. The one that we implementing in Indonesia is Sustainable Sanitation and Hygiene for All. It's a rural programme that we implemented in Lampung. Recently, we perform an urban sanitation, hygiene, for health, and development products within our WASH SDGs. It's all about supporting sanitation hygiene within urban cities. For instance, there's a lot of actors that are building the infrastructure, like toilet and septic tank. However, if you really want people to change behavior in the systemic way. Then, we also have to think of will the people start to use those facilities. If they are ready to do the full sanitation. So, we are actually trying to do that kind of awareness raising and also the technical guidance on how to make sure you install a safely managed sanitation. That's more at the community level and when you more go to government level, we also supporting them, because there are Sustainable Development Goals and there are national policy. That should be a sanitation because it's a right, it's an individual right for sanitation. We also dare to support government in order to achieve the SDGs agenda. In Indonesia, there's a specific goals in 2024, they might achieve 20% safely managed and by 2030, 100%. We there to support that the city work and that can be achieved.

**Saniar**

In national level, what kind of specific help that you offer to the government?

**IO6SNV**

Usually what we do is we work with national but also local authorities to develop the service sanitation and also to ensure there's a strong commitment on the leadership both in national and city level to ensure that whatever is being planned. So, we work together not only with the PU (Public Works) but also with BAPPENAS (the planning ministry), and the health. All other ministries because is everybody business. We discuss with that national government, we look at the planning, but we also look at the budgeting and the governance. How this can be implemented in sustainable manner. We have POKJA AMPL, which is like a working group. We are active member of that. There's also other forum to make sure that all the organization that are working in Indonesia, we're align. So, it's easier for government to implement. Because everybody has their own framework and way of measuring. It's becoming too difficult. So, we have to make sure that we are well coordinated and well align. Our frame for all of us is the Sustainable Development Goals and we also have indicators of this goals.

**Saniar**

Is there any share funding or knowledge for capacity building?

**I06SNV**

Oh of course. In funding, currently implementing 2 programmes. One is funded by the Dutch Governments which is Safely Managed Sanitation Programme in 3 cities. Kedua, we currently do an assignment for KIAT on infrastructure model socialization and sanitation. It just a component where we're supporting. There's also USAID funded, IUWASH+, we support advocacy and behavior change and communication component. We provide technical experts, for IUWASH+ Programme in 32 cities. Then, the one we're leading ourselves is actually on a consortium. So, we're working there. Plan International in the leading in Indonesia, and Simavi at global level. It's a global programme and Indonesia is one of those countries. When you look the sanitation challenge. There's still a lot of issue around safely managed sanitation. Maybe some people have toilet but not the whole chain. So, it's really important that you work with different actors to find solution. So, I think sanitation is really cross sectors. It's also involved sharing resources or joining together with the government and other actors. That's why we have the national level forum.

**Saniar**

Is there any formal agreement that you make with other stakeholders

**I06SNV**

We have 3 years MoU with the government and that's got renewed. Whatever we're doing, that's align with the national priority and also the provincial level. At the moment through this Memorandum of Understanding with Government of Indonesia, we're covering 6 programmes. All the way from Sumatra until NTT and NTB.

**Saniar**

Is there any platform to share information whether is it achievement or problem with other stakeholder.

**I06SNV**

There's a lot of platform in Indonesia. There are stakeholder platform and working group. The PU and BAPPENAS are organized it well. You have it around sanitation. In around to SDGs, there's a specific group. There's also an interesting forum called AKOPSI. It's a forum where the mayors in the city is peer to peer learning from different mayors in provincial level. Lastly, in the international level. SNV is in well position at the international level.

**Saniar**

I want to ask about 'aid and trade' policy, do you think it will be a challenge of your organization?

**IO6SNV**

This's going to be a change. But it's not something that we are not prepared for, because this have been developed since many years. We know for Indonesia becoming middle income country. Then the question comes like why can't the Government of Indonesia themselves invest in that sector. Now, specifically for WASH, our experience, engagement with private sector, like the really long-term systemic change for development. Of course you can involve them. It's much easier in agriculture. But for WASH it's quite challenging. We want to see, if private sector is really will take on board that gap. SNV in the design face, we already do sustainability. Because we believe it should be done by the government. Organization like SNV still there to provide technical assistance or the brokering role to support the government. It won't change how we work. The only thing is the funding mechanism is much more challenging. It will not be bilateral support from the Dutch Government. So, we are already looking other type of funding. Either diversification or get other funding from bilateral donors, and more tender that comes on this topic.

**Saniar**

Do you think involve more private sector can be a potential?

**IO6SNV**

There's a role of private sector. Especially, if indeed you can create more awareness, you also increase the demand for the sanitation. If that behavior change happened, so, it means we should make sure the services are there whether from government or private sector. I foresee the role of government, I foresee the role of private sector, I foresee the role of community themselves. They also have fund available at local level, the village fund. I think it is combination of different actors. The, I don't believe funding is the actual problem. I think 'aid and trade' make a lot of sense in middle income country like Indonesia. But how that implemented is something we should carefully considered.

**Saniar**

So SNV is more on lobbying and advocacy for make sure government prioritizing the achievement of SDGs 6?

**IO6SNV**



We're saying that beside the advocacy or the brokering role between, government, private sector, and community, our string role is still in strengthening capacity of the public sector and civil society to respond to national/local priority on WASH. What we haven't touch in these interview, very important around gender and social inclusion, climate, vulnerability, because of course was is closely link with other SDGs.

#### C.7. I07SNV

File Name : I07SNV\_SNV\_25\_06\_2019

Audio Length : 50:57

Interviewer : Saniar

Interviewee : I07SNV

Date Transcript : 25/06/2019

#### **I07SNV**

Our goals for our WASH programme in Indonesia are very similar to the goals we have in another countries. Basically to support local actors, especially government (national and local government), but also private sector, and civil society organization to progress Sustainable Development Goals No. 6. We are at core a capacity building organization. We operate on the basis of the human rights sanitation. So, everybody should have access to sanitation. Because it's human rights. It's internationally agreed that government are the duty barrier of human rights. Of course that institution primarily responsible to make sure everybody has access to sanitation. WASH services are the government's. So, what we do is we do not replace the government in anyway. We support the government with knowledge, with the technical skills, with evidence. Basically, we support the government to meet their responsibilities as provider of sustainable and universal WASH service.

#### **Saniar**

I want to ask something more about, the roles thing. I read SNV report, you do 3 kind of services: advising, brokering, and stakeholder engagement?

#### **I07SNV**

Our advisory services are basically technical support, technical assistance, guidance, troubleshooting, training, on the job training, coaching. All those sort of methods that you can refer to when you are in the context of capacity building services.

**Saniar**

For the brokering? It means like connecting some stakeholders.

**IO7SNV**

Correct, brokering for us is about connecting people capacity. So, often we see that there are a lot of local actors that are very capable. Part of our work is to identify that potential and make sure the right people I connected with the ones that need them. So, it's what we called partnership development for multi-stakeholder platform development.

**Saniar**

So can you tell me how you share your funding? and how you share other resources that you have?

**IO7SNV**

We don't generate any sort of revenues or incomes. We completely depend on external funding. Our external funding to the WASH sector mostly from foreign government. Most of developed country have agreement give up to 0.7% of their national gross product to international aid or overseas development aid. Currently, the WASH programmes in Indonesia are funded by the Dutch Government, the Australian Government, and the American Government. With these resources, of course what we do is that we pay all the capacity building activities, also the workshop, so awareness raising activities, technical assistance. We do everything to be done in terms of capacity strengthening. The only we do not do is to provide infrastructure. Entirely what we call software aspects. In Indonesia, the challenge is not so much lack of resources compare to other country. The challenge is more on institutional capacity, partnership ability, the technical skills. That where we put our effort as well.

**Saniar**

So in Indonesia actually it's already have the resources but still maybe the government haven't give the priority to WASH programme?

**IO7SNV**

It's very an interesting country. If you see in the national level, you have a lot of really good policy and a lot of really good programme and a high level of prioritization the WASH sector. But we also know that Indonesia is decentralized and WASH have been given to the local government. There's the responsible to implement. The thing is that, the local level, the majority districts in Indonesia do not prioritize sanitation. They have resources but then they tend to invest those resources on other priorities. Water supply is not much the case, but sanitation I think the budget allocation is very small and that's the reason we can't see a lot of progress. That's what we called National-District gap. It's quite good, it develops in national level but not that much in district and city level.

**Saniar**

Can you give me more information about your role in national level?

**IO7SNV**

We are very close with the national government. I think you know we don't have Water and Sanitation ministry, right? What we have is we have a number of ministries. All of them have little bit of responsibility in WASH sector and all of them have budget allocation of the development of WASH sector. The challenge is mostly on coordination. That's where I like to think that SNV plays an important role because we participate and facilitate national platform where all this ministry come together to discuss strategy, policy, and programme. So, we participate in this meeting and try to facilitate the coordination of all this agencies. Sometimes we bring evidence what happened in the field. We bring data, lesson learned, and case study. We bring a number of evidence, we hope shapes and influences the decision are made in national level.

**Saniar**

Because we have some sectors that involved in WASH programme, they have the POKJA AMPL, you are involved in there?

**IO7SNV**

Yes. POKJA AMPL, the structure let say where all the ministries come together and coordinated. But POKJA is mostly a national group, so only the national ministries sit there. But then there are other national level platform. We also have the sanitation partners group, the key ministries plus donor plus international technical partners. They also have the Jejaring AMPL, which is a network local and international led by BAPPENAS. At the national level, we have POKJA AMPL, Jejaring AMPL, and the sanitation partners group.

The sanitation partners group is high level, strategic type of meeting, and decision making where Jejaring AMPL is more hands on dealing with specific challenges.

**Saniar**

Can you give me information about kind of formal agreement that you have with each stakeholder?

**I07SNV**

To operate in Indonesia we have formal agreement with the Ministry of Home Affairs. So, we have a MoU with the Home Affairs which renewed every three years and in this MoU we stated the objectives, the budget, the activities that are going to be implemented in the period of 3 years and we are also monitored by the Home Affairs. So, they visit our project to see what we are doing, they give inputs and feedback, we also report on result and budget division. We also have contract with the donors. Everytime we receive the grants. At the local level, if you talk about the local government, we also have technical contract agreements and every year we have a planning agreement in which basically we list the activities we're going to implement with the agreement of the government. When we are in partnership with the local NGO, sometimes we do. We actually have programme that fully dedicated to Civil Society Organization. Then of course we have contract with them.

**Saniar**

I hear SNV have 2 programme?

**I07SNV**

We actually have 4 programme. We have 2 approaches and 4 programmes. The 2 approaches are urban sanitation, we approach specific in urban areas, and we have another approach that in rural areas. Currently the 4 programmes: one is focus on rural sanitation called The Voice for Change Partnership. We work very closely for that one. The other are 3 are urban sanitation programme. One is in partnership with IUWASH (American Embassy) in 32 cities. Then with the Australian Embassy, we have another programme in 40 cities. With the Dutch embassy in 3 more.

**Saniar**

The 3 cities, is it the WASH SDGs with the Ministry of Foreign Affairs?

**I07SNV**

Yes

**Saniar**

For the urban, what kind of programme do you have?

**I07SNV**

This is SDG 6 number 2, we talk about safely managed sanitation. Safely managed sanitation makes sure that the human waste goes from the toilet all the way to treatment plant until it was dispose back to the environment. All the developing countries have safely managed sanitation rate of 100%. The current situation in Indonesia is at 7%. Only 7% of human waste that is generated by 260.000.000 people that lives in this country safely treated before dispose back into the environment. 90% is all around us. What we do in that Dutch Programme is we help those 3 cities to safely manage the human waste. Not oly to make sure people have toilets, also making sure, the toilet have containment, the containment are emptied, that is taken to treatment plant, then it's properly treated, and only then it can be dispose back to the environment. That's what we do.

**Saniar**

So is it more like lobbying and advocacy with government to prioritize this thing?

**I07SNV**

Lobbying and advocacy is part of the work. First, you have to show the government that sanitation is important. Then, they more pay attention into it and put more budget into it. There's also a lot of technical assistance because it's not you have to do it but you should show that's how you do it.

**Saniar**

Is there any sharing information platform between stakeholders?

**I07SNV**

So, that's 3 platform as I mention before we and everybody else exchange information in the context of those platforms.

**Saniar**

So the result from these platform can be seen by public, right?

**I07SNV**

Yes, we as SNV make a lot of effort in monitoring, data collection, and research. We have the large report (100-200 pages). What we do then is we prepare smaller version that is easier to share with other stakeholders. We share a lot and everybody share.

**Saniar**

Financial also right?

**I07SNV**

Well the financial aspects is depend. Because you share information that is public like how much money that you invest in the programme. But you can you cannot share information that is private (ex: salary). So, you share generic but not detail information.

**Saniar**

Do you think as international NGO you have adequate or appropriate knowledge or expert in WASH programme?

**I07SNV**

I believe we do. But I also believed that there is something you are never finish with. So, as SNV, we also make a lot of efforts to make our staff is updated. We make our own staff attend training or international conference, or workshop. So, we permanently knowledgeable.

**Saniar**

I want to ask about aid and trade policy. So what is your opinion? Do you think it will change your organization?

**I07SNV**

Well the aid and trade agenda is very trendy globally these days. It makes a lot of sense for middle income country. The more the country is develop, the less they need international development aid. I'm specifically for the case of Indonesia, specifically for WASH sector. The thing is Indonesia is developing a lot. But I think we can't forget there's a lot of inequality and disparity because you know Jakarta is not Papua, Ambon is not Surabaya. There's still a lot of development work. The country average is very good if you look the national indicator in terms of economic development but there are disparity between some

provinces and cities. When you think about WASH, there's only 7% access to safely managed sanitation. There's still so much work to be done to bring the country internationally accepted level of public health. So I don't think we should be finishing development aid to Indonesia anytime soon. Then, aid for trade agenda depends a lot on investment of private sector (national or international companies). It's not very interesting for basic services. The rest with the whole 'aid and trade' agenda for me is 3 basically. One, it is not consider disparity within middle income countries. Two, it is not see specific need of the sector that still underdeveloped and WASH is one of those sectors. Three, it rely too much on private investment and not everything can be fix with private investment.

#### **Saniar**

Do you think this kind of collaboration with other stakeholder make SNV become easier to achieve their target?

#### **I07SNV**

We truly believe that nobody can fix critical development challenge on their own. That require everybody puts some contribution into it. We really put a lot of effort, time, and dedication into establishing and participating in platform and knowledge exchange, sharing, discussing the problem thinking together, celebrating together, and crying together. It's not just us international NGO, it's really a broad group of actors. The international NGO with the national NGO with government, with the donors, with the private sector, with the donor. So, it's really a broad approach in term of working together and it's something we really value and we invest a lot in maintaining.

#### **C.8. I08MOH**

File Name : I08MOH\_MOH\_08\_07\_2019

Audio Length : 57:29

Interviewer : Saniar

Interviewee : I08MOH

Date Transcript : 08/07/2019

#### **Saniar**

Bagaimana wewenang pemerintah dalam pelaksanaan STBM di Indonesia?

**I08MOH**

Di dalam Peraturan Menteri Kesehatan No. 3 tahun 2014, di situ sudah jelas tugas pemerintah pusat adalah menetapkan kebijakan, peraturan, standar, indikator untuk STBM. Juga menyiapkan peraturan-peraturan dari sisi penganggaran, reward/insentif kepada daerah yang melakukan STBM. Kita menyiapkan konsep dan dukungan untuk pelaksanaan STBM. Kewenangan kita sampai Kabupaten. Tapi sampai desa ke masyarakat lebih ke pemerintah kabupaten dan desa.

**Saniar**

Alasan dibalik banyaknya kolaborasi?

**I08MOH**

Kita mengidentifikasi tidak bisa seluruhnya di pemerintah pusat. Kita tidak bisa menganggarkan semuanya ada di pemerintah. Tiga pendanaan terbesar: masyarakat, swasta, dan pemerintah. Swasta ini di dalamnya kita harapkan ada LSM, NGO, atau lembaga non-profit yang lain. NGO kami percaya sebagai yang dapat mengisi gap yang tidak bisa diisi masyarakat atau pemerintah. Salah satunya, bagaimana menjembatani masalah technical.

**Saniar**

Adanya gap ini apakah karena kurangnya SDM atau ada yang lain?

**I08MOH**

Kita lihat resource di pemerintah kemudian kebutuhan yang ada di masyarakat. Kita melihat pendampingan tidak bisa kalau semuanya rely dari pemerintah. SDM itu bisa dari jumlahnya (jumlahnya tidak berbanding) dan dari sisi resource pemerintah tidak banyak yang ilmunya bisa berbagi. Jadi antara jumlah dan skillnya. Ini yang kita rasa manfaatnya, karena kita saling bertukar pikiran atau juga saling menyiapkan ke depan konsep kita ini harus berubah ke mana. Gap itu sendiri karena masyarakat kita banyak, tersebar, dan beragam. NGO yang pengalamannya lebih luas bisa memberikan masukan kepada pemerintah.

**Saniar**

Adakah resource sharing lainnya?

**I08MOH**



Untuk sekarang ini, 5 tahun ke belakang, sudah lebih ketat. Kita diminta memaksimalkan penganggaran lewat dana negara kemudian dana LSM memenuhi gap-gapnya. Kegiatan dimaksimalkan dengan dana APBN tapi di luar itu pasti ada yang tidak terdani. Di situ lah kita meminta, NGO pastinya menawarkan, kami punya kegiatan ini untuk STBM. Ibu/ bapak mau bentuknya seperti apa, nah kita kolaborasinya di situ. Resource sharingnya pasti terjadi. Pemenuhan anggaran dan technical assistance kita tetap butuh. Baik hibah atau loan tetap melengkapi APBN, tidak boleh double atau menggantikan APBN.

**Saniar**

Saya sudah mendengar mengenai POKJA AMPL dan Jejaring AMPL, bisa diperjelas?

**I08MOH**

Di antara stakeholder lintas sektor kita punya POKJA. Semua unit yang terlibat, kementerian yang utama, uni-unit teknis ada di situ. Itu yang kita pakai untuk forum diskusi atau berinteraksi dengan stakeholder. Terkait dengan LSM, kita punya Jejaring AMPL. Jejaring ini dibentuk untuk mengkomunikasikan NGO-NGO yang tadi. Agar semua tidak saling berebut lahan. Jangan ada yang overlap dan yang penting jangan ada yang mengerjakan di luar STBM. Dalam tahun-tahun ini kita banyak merevisi PERMENKES 3/2014 kita banyak mengundang NGO dan lintas sektor program untuk memberikan masukan.

**Saniar**

Bagaimana pemerintah mengolah replication model?

**I08MOH**

Itu diusulkan ke pemerintah dalam forum diskusi. Setelah disampaikan pembelajaran mereka. Kemudian kita diskusikan dengan NGO lain atau dari unit teknis lain. Pembelajaran itu kita take note pada saat ada momen untuk revisi. Ada wadah untuk mendiskusikan dan tidak langsung diterima. Kami ingin segala perubahan yang ada di arah kebijakan STBM, kita sama-sama tahu. Jangan sampai berbeda.

**Saniar**

Untuk 5 pilar STBM, saat ini yang sudah terlihat pilar 1, apakah kerjasama sudah dipikirkan untuk pilar-pilar selanjutnya.

**I08MOH**

Sebenarnya kegiatan pemberdayaan untuk 5 pilar sudah jalan. Tapi yang terlihat pilar 1 saja yang terpantau karena sistem monitoringnya baru kita siapkan di pilar 1. Kedepan ini pemantauan kelima pilarnya. Dukungan mitra ke depan, dukungan yang kami harapkan adalah terkait bagaimana menjabarkan indikator perilaku 2-5, sama pola pendekatannya ke masyarakat dari pusat sampai ke desa seperti pilar 1. Indikator yang menetapkan kita dari kementerian. Dukungan NGO, agar pilar 2-5 terpantau pelaksanaannya.

**Saniar**

Bagaimana pemerintah menunjukan komitmen, apakah ada formal agreement?

**I08MOH**

Selama kita punya Jejaring STBM dan itu ada strukturnya. Kita punya POKJA PPAS (AMPL) dan itu jelas strukturnya. Selama 2 itu ada, saya yakin kolaborasinya ada. Itu yang menjadi komitmen kita untuk berkolaborasi.

**Saniar**

Untuk STBM, ada platform yang bisa dijelaskan? Bentuknya seperti apa?

**I08MOH**

Kita selama ini memanfaatkan namanya STBM Indonesia.org. Tidak hanya memonitoring tapi jadi media informasi untuk kegiatan-kegiatan STBM dan dapat dibuka oleh publik. Kita juga punya ada namanya Program Percepatan Sanitasi Permukiman dan ada media sharing informasi juga. Sekarang kita harapkan data e-Monev STBM bisa dibuka dan dimanfaatkan oleh kementerian teknis yang lain.

**Saniar**

Apakah pemerintah merasa sudah memiliki informasi dan ahli di bidang WASH yang cukup?

**I08MOH**

So far, dari pemerintah sendiri, kita berbagi pengalaman antar daerah. Dari 34 provinsi, in beragam sekali, saya pikir pengalaman berbagai lapangan itu yang bikin kita ahli. Tapi apakah keahlian itu mumpuni dan cukup, saya kira tidak. Kita masih butuh pengalaman dari negara lain atau dari wilayah-wilayah lain. Pasti akan butuh ahli dan informasi.

Di level kecamatan/puskesmas. Dari segi kuantitas kita kurang. Kita hanya bisa memenuhi 60-70%. Yang kedua belum lagi kita lihat dari kualitas. Di satu sisi kualitas itu dia gak pernah dilatih atau backgroundnya bukan orang sanitasi, atau dia pegang bukan sanitasi saja dia pegang kegiatan lain. Itu yang buat mereka tidak punya ruang untuk menjadi ahli. Bukan karena ketidakmampuan karena kesempatan untuk mereka menambah pengetahuan itu tidak ada. Jadi sekarang pemerintah, jika mereka memiliki sertifikat tenaga sanitasi maka dia akan diikat hanya mengerjakan sanitasi saja. Menpan sudah mengeluarkan namanya surat tanda registrasi.

### **Saniar**

Bagaimana pendapat pemerintah mengenai kebijakan 'aid and trade'?

### **IO8MOH**

Saya pikir karena kita sudah bersiap untuk ada kebijakan untuk memaksimalkan dana dari pemerintah saya pikir mungkin impact yang kami rasakan tidak akan terlalu mengejutkan. Kita trend nya sudah memanfaatkan anggaran yang ada. Aturan-aturan untuk pemanfaatan dana APBD juga sudah diatur. Cuma yang ada dampaknya adalah ada kegiatan yang kita rely sama bantuan dari donor itu sudah berupa fisik. Itu yang akan sulit. Untuk program WASH sendiri karena pembangunannya menggunakan APBN mungkin hanya tidak dalam waktu yang dekat.

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