



Inception Report 2015

USDAP 2-R-PMU-0001

URBAN SANITATION DEVELOPMENT PROGRAM-2

INCEPTION REPORT

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Glossary of terms and abbreviations

3R	Reduce, Reuse, Recycle
AHL	Advocacy and Horizontal Learning
AKKOPSI	Alliance of Local Governments Caring About Sanitation
APBD	Local or Provincial Government Budget
BK	Provincial Budget Support to LG
BPS	Central Statistics Agency
CB/T	Capacity Building and Training
CF	City Facilitator
CSR	Corporate Social Responsibility
DAK	Specific Allocation Fund (transferred to provinces and local governments)
DG	Director(ate) General
DKI Jakarta	Jakarta Special Territory (metropolitan city with provincial status)
EHRA	Environmental Health Risk Assessment
EKN	Embassy of the Kingdom of the Netherlands
FIETS	Financial, Institutional, Environmental, Technical, Social
Forum SKPD	Forum of LG Agency Directors
FSM	Fecal Sludge Management
GOI	Government of Indonesia
IPAL <i>Kawasan</i>	Medium-scale sewerage and treatment system
IPLT	Fecal Sludge Treatment Installation
IPP-STBM	Implementation of PPSP through strengthening pillars of STBM (STBM for urban areas)
ISSDP	Indonesian Sanitation Sector Development Program
IUWASH	Indonesia, Urban Water, Sanitation, and Hygiene project funded by USAID
Jabar	West Java
Jateng	Central Java
Kalsel	South Kalimantan
<i>Konreg</i>	Regional Coordination Meeting (in annual PUP planning and budgeting process)
KSAN	National Conference on Sanitation and Water Supply
KUA-PPAS	General LG Budget Policy – Provisional Priorities and Budget Ceiling
LG	Local Government
LK-MPS	Provincial-level meeting for coordination of local MPS proposals
LLTT	Scheduled Sludge Collection Service
M&E	Monitoring and Evaluation
MDG	Millennium Development Goal
MOF	Ministry of Finance
MOH	Ministry of Health
MOHA	Ministry of Home Affairs
MOM	Minutes of Meeting
MOU	Memorandum of Understanding
MPS	Sanitation Development Memorandum
<i>Musrenbang</i>	Consultative meeting on development planning (in annual planning and budgeting process)
Nawasis	National Water and Sanitation Information System
NCICD	National Capital Integrated Coastal Development Project
NSPK	Norms, Standards, Procedures, and Criteria
NTB	West Nusa Tenggara
O&M	Operation and Maintenance
PDAM	LG Water Supply Enterprise
PDPAL	LG Waste Water Enterprise
<i>Perda</i>	Local Government By-Law

<i>PerMen</i>	Ministerial Regulation
<i>PerPres</i>	Presidential Regulation
PF	Provincial Facilitator
PG	Provincial Government
PIU	Program Implementation Unit
PIU-AE	PIU Advocacy and Empowerment (at MOH)
PIU-KP	PIU Institutional and Finance (at MOHA)
PIU-T	PIU Technical (at PUP)
PMM	Program Management Manual
PMU	Program Management Unit
<i>Pokja</i>	Sanitation Development Working Group (at local and provincial level)
<i>Pokja</i> AMPL	National Working Group on Water Supply and Environmental Sanitation
PPK-BLUD	LG Public Service Organization with Arrangement for Independent Financial Management
PPLP	Development of Environmental Sanitation in Human Settlements
PPSP	Accelerated Sanitation Development in Human Settlements
Prosda	Provincial Sanitation Development Adviser
PUP	Ministry of Public Works and Public Housing
QA	Quality Assurance
RAL	Rapid Action Learning
RISKESDAS	Basic Health Survey
RKA	LG Agency Annual Work Plan
RPJMN	National Medium Term Development Plan
S3	Sustainable Sanitation Service
SAR	Semi-Annual Report
<i>Satker</i> PPLP	Provincial-level program manager for PPLP of PUP
SDG	Sustainable Development Goal
SE	Circular Letter
SHAW	Sanitation, Hygiene, and Water Program of SIMAVI
<i>SK Mayor/Bupati</i>	Mayoral/Regental Decree
SMP	Sanitation Master Plan (Jakarta)
SPG	Sanitation Partner Group
SSK	Local Government Sanitation Strategy
STBM	Community-led Total Sanitation
Sulsel	South Sulawesi
Sultra	South-East Sulawesi
Sulut	North Sulawesi
Sumsel	South Sumatra
<i>Dit</i> SUPD	Directorate for Synchronization of Regional Development Affairs (in MOHA)
SWM	Solid Waste Management
SWOT	Strengths, Weaknesses, Opportunities, and Threats
TA	Technical Assistance
TC	Training Center
TOC	Table of Contents
TOR	Terms of Reference
TPA	Final Solid Waste Disposal Site
TPS	Temporary Solid Waste Dump Site
TPST	Integrated Solid Waste Processing Facility
UA	Universal Access
UPTD	Technical Implementation Unit in LG agency
WSP-EAP	Water and Sanitation Program for the East Asia and Pasific Region, World Bank
WWM	Waste Water Management



1. Executive Summary / Ringkasan Eksekutif

Executive Summary

USDAP-2 supports GOI in implementing the second phase of PPSP, which aims to move sanitation development from planning to implementation to achieve universal access to safe sanitation by 2019. This objective, which advances achievement in Indonesia of the United Nations' Sustainable Development Goal for 2030, is laid down in GOI's medium term development plan (RPJMN).

USDAP-2 is a follow-on to USDAP-1, which supported GOI in implementing the first phase of PPSP, which aimed to stimulate and assist local governments to formulate integrated City/Regency Sanitation Strategies (SSK) and Sanitation Program Memoranda (MPS). With PPSP now an established program, managed by an experienced PMU at Bappenas and PIUs at PUP, MOHA, and MOH, USDAP-2 will from now on provide support with particular attention for accelerating the development process and establishing actual sanitation services. Moreover, rather than providing general support to (setting up a structure for) overall management of PPSP nation-wide, USDAP-2 now focuses on assisting 10 LGs in each of 10 provinces in finding solutions and opportunities for accelerating development and establishing sustainable service management. Thus, the purpose of USDAP-2 is to experiment with potential solutions at local level to draw lessons for use in replication by the PMU/PIUs in other provinces and LGs post-USDAP.

The USDAP-2 approach has been discussed with Bappenas and EKN, which resulted in basic agreement with the following caveats.

1. While USDAP-2 will work in only 10 provinces, the project will endeavor to leverage its impact to other provinces as well, possibly through (collaboration with) other TA.
2. Any CB/T activities for PFs/CFs in the USDAP provinces will be open to participants from other provinces, with the understanding that this will not lead to additional expenditure for USDAP.
3. USDAP comprises only a small part of the total TA need identified in the Roadmap PPSP. USDAP will assist GOI on mapping the support needs of provinces and LGs to inform a dialogue with potential donors on additional TA.
4. USDAP will continue to support Nawasis to monitor LG spending on development, which is expected to increase with the shift in GOI spending to financial transfer funds (DAK). However, Nawasis will not become a dedicated DAK monitoring tool.
5. To ensure that lessons are not only drawn from successes but also from failures, USDAP will select both successful and less successful LGs for its activities at local level.

With this approach the role of USDAP-2 is turned upside down compared with USDAP-1. While past support aimed to assist GOI on a top-down effort, the priority of USDAP-2 is to develop experiences at local level to inform not only the formulation of a comprehensive CB/T program, but also proposals for fine-tuning GOI regulations and directives where they prove to be contradictory or counterproductive at local level.

The need for advocacy continues unabated, with LGs now expected to increase their planning ambition (to achieve universal access), speed up the process from planning to implementation, and especially also to establish customer-oriented sanitation services with full recovery of operational cost. Particularly the customer orientation is important, because sanitation can only pay for itself if LGs deliver what the public wants and in a dependable manner. Now that most LGs are members of AKKOPSI, there is an obvious opportunity to give this alliance a stronger role in advocacy.

Regarding the customer orientation aspect, the Consultant has joined with IRC and Simavi of the Netherlands to conduct a number of rapid action learning projects to explore the interface between institutional service delivery and communities, the latter both as representatives of collective demand and as a potential source for co-management of sanitation.

The Consultant's activities are outlined in a Logical Framework listing four strategic objectives:

1. Up to 90 LGs able to plan, budget, and implement accelerated implementation
2. Up to 27 LGs able to provide sustainable sanitation management services
3. Best practices identified and developed as lessons learned on these issues in 10 provinces
4. CB/T in 10 provinces building on these lessons, focused on acceleration and sustainable management

Concerning objectives 1 and 2 it is important to recognize that to accomplishing them requires specific administrative decisions by LGs on whether to adopt a certain planning process or to establish a dedicated service organization. Achieving these objectives is therefore not entirely within the Consultant's control.

For acceleration, the Consultant will especially draw attention of LGs to the new DAK for Infrastructure, which provides Rp. 100 billion to each LG for implementation of good project proposals. USDP will encourage LGs to use this funding source and explore what "good proposals" are and how LGs can be assisted in formulating them.

An important function of PPSP is that it should serve as an "umbrella" for all actors in the sanitation sector. In part this is already reflected in the fact that access to many funding sources is reserved for LGs that have a good SSK/MPS. USDP will attempt to take this further by assisting PMU in approaching other donors with project proposals fitting in the PPSP concept, and also by actively liaising with other programs and projects.

Elaborating on the logical framework, this report contains detailed activity plans for each of the focal areas. These activity plans are presented in the form of Gantt charts for the entire project period. Specifically for the next few months through the end of 2015, the report presents work plans which identify prospective outputs and who is responsible.

The TOR instruct USDP-2 to select 10 LGs to work with "on the ground" in each of 10 provinces. Because one of these provinces is DKI Jakarta, which does not comprise autonomous LGs with individual SSKs and MPSs, the number of LGs receiving hands-on support from the Consultant will be 90. It will not be possible to support more than 10 LGs in one province and fewer than 10 in another, because serving more than 10 LGs exceeds the Consultant's capacity in the 10 provinces (one Proda in each province).

The Consultant has made a preliminary list of the first batch of LGs that could qualify for support. These are all LGs deemed "most ready". This will help the Consultant identify factors and circumstances that contribute to success, thus making it possible to establish a "benchmark" for all LGs to aspire to. Subsequent selections of LGs will of course also include less successful administrations, to identify what makes those LGs different from more successful ones.

USDP-2 remains structured as before, with TA Cells at the PMU and the individual PIUs. However, the internal organization of the Consultant team will also reflect USDP-2's focus on the local rather than the central level. To this end, the Jakarta-based consultants, while posted to the PMU and PIUs, will work in two inter-disciplinary teams. Each Team will be responsible for 4-5 provinces and its members will use their contacts in the PMU and PIUs to address issues that are encountered in working hands-on with the LGs. The Prosdas, meanwhile, will generally serve as "eyes and ears" of USDP-2 and act as local managers of the Consultant's activities at provincial and local level.

Ringkasan Eksekutif

USDAP-2 mendukung Pemerintah Indonesia dalam melaksanakan tahap kedua PPSP, yang bertujuan untuk alihkan fokus pembangunan sanitasi dari perencanaan ke implementasi guna mencapai akses universal terhadap sanitasi yang layak pada tahun 2019. Tujuan ini melampaui pencapaian Indonesia dalam Tujuan Pembangunan Berkelanjutan PBB untuk 2030 dan telah ditetapkan dalam Rencana Pembangunan Jangka Menengah Nasional Indonesia (RPJMN).

USDAP-2 merupakan kelanjutan dari USDAP-1 yang mendukung Pemerintah Indonesia dalam melaksanakan tahap pertama PPSP. USDAP 1 bertujuan untuk mendorong dan membantu pemerintah daerah (pemda) untuk merumuskan Strategi Sanitasi Kota/Kabupaten (SSK) dan Memorandum Program Sanitasi (MPS). Dengan berjalannya PPSP saat ini serta pengelolaan oleh PMU yang berpengalaman di bawah Bappenas dan PIU di Kementerian Pekerjaan Umum dan Perumahan Rakyat, Kementerian Dalam Negeri, dan Kementerian Kesehatan, dukungan USDAP-2 mulai saat ini dikhususkan pada upaya percepatan proses pembangunan dan pengembangan layanan sanitasi. Selain itu, USDAP yang sebelumnya memberikan dukungan umum untuk pengorganisasian keseluruhan manajemen PPSP secara nasional, USDAP-2 saat ini berfokus untuk membantu 10 pemerintah daerah di setiap provinsi dari 10 provinsi dalam mencari solusi dan peluang untuk percepatan pembangunan dan pengembangan pengelolaan layanan sanitasi yang berkelanjutan. Dengan demikian, tujuan dari USDAP-2 adalah untuk mengolah potensi solusi di tingkat lokal serta menarik pembelajaran yang kemudian dapat direplikasikan oleh PMU / PIU di provinsi dan pemerintah daerah lain pasca-USDAP.

Pendekatan USDAP-2 telah dibahas oleh Bappenas dan EKN, yang menghasilkan kesepakatan dasar dengan catatan berikut:

1. Walaupun USDAP-2 hanya akan bekerja di 10 provinsi, proyek ini akan berusaha untuk meningkatkan dampaknya ke provinsi lainnya, melalui (kerja sama dengan) bantuan teknis (*technical assistance/TA*) lain.
2. Setiap kegiatan peningkatan kapasitas/pelatihan (*capacity building/training – CBT*) untuk PF/CF di provinsi USDAP adalah terbuka bagi peserta dari provinsi lain, dengan kesepakatan bahwa hal tersebut tidak akan menyebabkan pengeluaran tambahan untuk USDAP.
3. USDAP terdiri dari hanya sebagian kecil dari total kebutuhan TA yang diidentifikasi dalam Roadmap PPSP. USDAP akan membantu Pemerintah Indonesia memetakan kebutuhan dukungan untuk provinsi dan pemda serta sebagai informasi saat dialog dengan donor potensial untuk mendapatkan tambahan TA.
4. USDAP akan terus mendukung Nawasis untuk pemantauan belanja pembangunan pemerintah daerah, yang diharapkan akan terus meningkat dengan dialihkannya belanja Pemerintah Indonesia melalui transfer dana keuangan (DAK). Namun, Nawasis tidak akan menjadi alat monitoring khusus untuk DAK.
5. Untuk memastikan bahwa pembelajaran tidak hanya diambil dari keberhasilan tetapi juga dari kegagalan, USDAP akan memilih pemerintah daerah baik yang sukses dan kurang sukses untuk kegiatan di tingkat lokal.

Dengan pendekatan ini, peran USDAP-2 berbanding terbalik dengan USDAP-1. Dukungan USDAP-1 bertujuan untuk membantu Pemerintah Indonesia dengan upaya *top-down*, sedangkan prioritas USDAP-2 adalah untuk mendapatkan pengalaman di tingkat kabupaten/kota terkait perumusan pengembangan program CBT yang komprehensif, serta usulan untuk penyesuaian peraturan-peraturan pemerintah dan arahan yang terbukti bertentangan dan kontraproduktif di tingkat lokal.

Kebutuhan advokasi terus berlanjut, dimana pemerintah daerah sekarang diharapkan untuk meningkatkan ambisi rencana mereka (mencapai akses universal), mempercepat proses dari perencanaan menuju implementasi, dan terutama juga untuk mengembangkan layanan sanitasi yang berorientasi pada pelanggan dengan pemulihan biaya operasional secara penuh. Secara khusus, orientasi pada pelanggan adalah penting karena sanitasi hanya dapat membiayai dari layanan itu sendiri jika pemerintah daerah memenuhi keinginan masyarakat secara handal. Saat ini, sebagian besar pemerintah daerah adalah anggota AKKOPSI, maka kesempatan bagi aliansi memainkan peran lebih kuat di bidang advokasi ini semakin nyata.

Terkait aspek orientasi pelanggan, konsultan bersama dengan IRC dan Simavi dari Belanda melakukan sejumlah proyek pembelajaran cepat untuk menggali hubungan antara pemberi layanan berbasis lembaga dengan masyarakat, baik masyarakat sebagai wujud permintaan kolektif maupun potensinya sebagai pendamping dalam pengelolaan bersama layanan sanitasi.

Kegiatan konsultan diuraikan dalam Kerangka Kerja Logis, yang mencakup empat tujuan strategis:

1. Hingga 90 pemerintah daerah mampu merencanakan, menganggarkan, dan melakukan percepatan pembangunan sanitasi
2. Hingga 27 pemerintah daerah mampu memberikan layanan pengelolaan sanitasi berkelanjutan
3. Praktik-praktik terbaik tentang isu-isu diatas di 10 provinsi diidentifikasi dan dikembangkan sebagai pembelajaran
4. CB/T di 10 provinsi mengembangkan pembelajaran tersebut dengan berfokus pada percepatan dan pengelolaan berkelanjutan

Pencapaian tujuan 1 dan 2 sangat dipengaruhi oleh keputusan pemerintah daerah untuk mengadopsi proses perencanaan tertentu atau membentuk lembaga layanan sangat penting. Oleh karena itu, pencapaian tujuan tersebut tidak sepenuhnya berada dalam kendali konsultan.

Berkaitan dengan percepatan, konsultan akan secara khusus menarik perhatian pemerintah daerah terhadap DAK baru untuk Infrastruktur yang menyediakan Rp 100 Miliar untuk setiap pemerintah daerah untuk pelaksanaan proposal proyek yang baik. USDP akan mendorong pemerintah daerah agar menggunakan sumber pendanaan ini dan menggali bentuk "proposal yang baik" serta cara untuk membantu pemerintah daerah dalam merumuskan proposal tersebut.

Fungsi penting PPSP adalah sebagai "payung" bagi seluruh pelaku di sektor sanitasi. Hal tersebut sebagian sudah tercermin dari tersedianya akses ke banyak sumber pendanaan bagi pemerintah daerah yang memiliki SSK / MPS yang baik. USDP akan mendorong ini lebih lanjut dengan membantu PMU dalam mendekati donor lainnya dengan proposal proyek yang sesuai dengan konsep PPSP, dan juga dengan secara aktif berhubungan dengan program-program dan proyek-proyek lain.

Berdasarkan uraian kerangka logis, laporan ini berisi rencana kegiatan rinci untuk setiap area fokus. Rencana kegiatan tersebut disajikan dalam bentuk diagram Gantt untuk seluruh periode proyek. Khusus untuk beberapa bulan ke depan hingga akhir tahun 2015, laporan ini menyajikan rencana kerja dengan indikasi rencana output dan penanggungjawab.

Kerangka Acuan Kerja menginstruksikan USDP-2 untuk memilih dan turun langsung ke 10 pemerintah daerah di setiap provinsi dari 10 provinsi. Karena salah satu provinsi ini adalah DKI Jakarta, yang tidak memiliki pemerintah daerah otonom dengan SSK dan MPS, jumlah pemda yang menerima dukungan langsung dari konsultan akan menjadi 90. Tidak akan mungkin untuk mendukung lebih dari 10 pemerintah daerah dalam satu provinsi dan kurang dari 10 di provinsi lain, karena melayani lebih dari 10 pemerintah daerah melebihi kapasitas konsultan di 10 provinsi (satu Prosda di setiap provinsi).

Konsultan telah menyiapkan daftar awal kelompok pemerintah daerah pertama yang dapat memenuhi syarat untuk dukungan. Semua pemerintah daerah itu dianggap "paling siap". Hal ini akan membantu konsultan mengidentifikasi faktor-faktor dan keadaan yang berkontribusi terhadap keberhasilan, sehingga memungkinkan untuk membuat sebuah "tolok ukur" bagi semua pemerintah daerah. Pilihan pemerintah daerah tentu saja akan juga mencakup pemerintah daerah yang kurang berhasil untuk mengidentifikasi hal-hal yang membuat mereka berbeda dari pemerintah daerah yang lebih sukses.

USDP-2 tetap terstruktur seperti sebelumnya, dengan Sel TA di PMU dan masing-masing PIU. Namun, pengelolaan internal tim konsultan juga akan mencerminkan USDP-2 yang berfokus pada pemerintah daerah daripada tingkat pusat. Untuk tujuan ini, konsultan yang berbasis di Jakarta, selain ditempatkan ke PMU dan PIU, akan bekerja dalam dua tim antar-disiplin. Setiap tim akan bertanggung jawab untuk 4-5 provinsi dan anggotanya akan berkomunikasi dengan PMU dan PIU untuk memperhatikan masalah yang dihadapi dalam bekerja langsung dengan pemda. Sementara itu, para Prosda umumnya akan berfungsi sebagai "mata dan telinga" USDP-2 dan bertindak sebagai manajer lokal dari kegiatan konsultan di tingkat provinsi dan daerah.

2. Introduction

2.1 Background

In 2010 the GOI embarked on a five-year Accelerated Sanitation Development Program, known by its Indonesian acronym PPSP, aimed at achieving the millennium development goal (MDG) for sanitation, i.e. halving the number of people without access by 2015. While on average this goal has largely been achieved, the GOI has decided to continue PPSP for another five years (PPSP-2) in the context of the United Nations' proposed sustainable development goal (SDG) of providing secure water and sanitation for all by 2030. The GOI has more broadly affirmed this goal in its Medium Term Development Plan (RPJMN) by proclaiming "100-0-100" as development target for 2015-2019, i.e. water supply for all, eradication of slums, and universal access to safe sanitation.

The Embassy of the Kingdom of the Netherlands (EKN) in Jakarta has supported GOI in its efforts to improve sanitation from the very beginning. During 2006-2009 EKN provided Technical Assistance for the Indonesian Sanitation Sector Development Program (ISSDP), which tested integrated approaches to planning sanitation development at local and provincial level. This was followed by the Urban Sanitation Development Program (USDP) to support PPSP from 2010 through July of 2014. Recognizing the importance of PPSP-2, which runs from 2015 through 2019, EKN now continues its support through the TA program described in the present report, known as USDP-2. Because USDP-2 could only begin in August 2015, the original USDP was extended through July 2015 to provide a bridging facility to the new program.

The contract for implementation of USDP-2 was awarded to Royal HaskoningDHV BV of the Netherlands, which also carried out ISSDP and USDP-1. Given the in-depth familiarity of the Consultant with the GOI program, progress to date, and the issues that have to be addressed, it is not necessary for this Inception Report to present exhaustive descriptions of the sector and the GOI policies, etc. Rather, in the interest of facilitating a seamless transition from USDP-1 to USDP-2, it highlights the differences between the new TA and USDP-1.

2.2 Mobilization

The contract between HaskoningDHV Nederland BV and EKN was signed on 11 July 2015, stipulating 1 August 2015 as the starting date. The contract will expire after 42 months, i.e. 31 January 2019, with an option for a 6-month extension through 31 July 2019.

The Consultant's core team was duly mobilized and occupied its offices at the PMU and the PIUs on Monday August 3, following which an Inception Workshop was conducted with all the long-term team members, including the Prosdas, on August 6-7 to begin formulating the activity plan for the TA.

The basic approach to be followed during the TA was discussed on August 5 with the Director of Settlements and Housing of Bappenas, who serves as Head of the Pokja AMPL and thus represents GOI as "owner" of PPSP, and on August 13 with the First Secretary of EKN.

On August 18 the Prosdas were mobilized to their respective provinces, in anticipation of a formal letter from Bappenas to the respective Governors requesting facilities to support their activities during the program. This letter has since been issued on August 26.

2.3 Structure of the Inception Report

As mentioned above, the present report mainly serves to highlight the differences between USDP-1 and USDP-2. To this end, it first presents a few observations on the Terms of Reference in Section 2, after which it discusses the differences between the two programs in Section 3. Next, Section 4 discusses the logical framework for the TA and the areas on which USDP-2 will focus during implementation, along with detailed activity bar charts. Section 5 then presents initial activities and outputs in the detailed Work Plan 2015, while Section 6 discusses the preliminary selection of LGs for hands-on support. Finally, Section 7 presents the organization of the consultancy. To maintain a smooth flow of the main text, a number of appendices present issues in more detail wherever necessary.

3. Terms of reference

The substance of the contract is defined by the TOR, the technical proposal that reflects the Consultant's interpretation of these TOR, and the "Points of agreed clarification" regarding the proposal that were discussed during the verification meeting between the Consultant and EKN.

3.1 Scope

The TOR stipulate a narrower scope for USDAP-2 than for its predecessor: the TA will concentrate on ten provinces, where it will focus on acceleration and sustainability, continue follow up to SSK/MPS, and provide capacity building with specific focus on these domains. The TA will also provide support related to this effort to PMU and PIUs with a focus on packaging lessons learned for broader dissemination.

For the purposes of USDAP-2 the Consultant employs the following definitions for his support:

"Acceleration": encouraging local governments to increase their development targets to achieve universal access, as well as speeding up the process from planning to concrete action.

"Sustainability": encouraging local governments to set up viable management organizations to utilize existing and future infrastructure assets and other facilities for providing reliable sanitation services to the public.

"Follow up of the SSK/MPS": encouraging selected local governments to emphasize "acceleration" and "sustainability" in second cycle planning, and to operationalize existing SSK/MPS inter alia by utilizing the expanded transfer funds¹ for infrastructure.

"Focused capacity building": taking the best practices identified in this process to create materials for nation-wide capacity building for "acceleration" and "sustainability", and to identify initial elements of a delivery structure through existing training institutes.

3.2 Purpose of the program

Collectively, the objectives stipulated in the TOR translate to the following purpose for USDAP-2:

To work with local governments in finding solutions for accelerating infrastructure development and establishing sustainable service delivery, with a view to drawing lessons for capacity building of organizations responsible for nation-wide implementation.

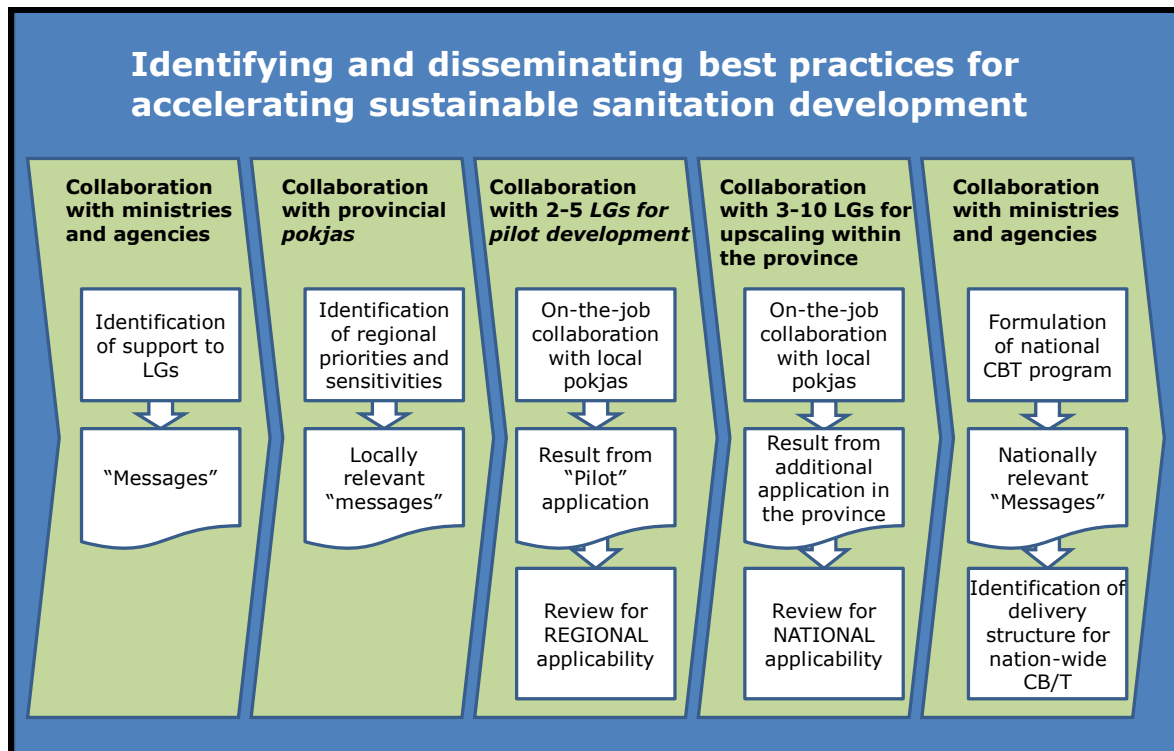
With this purpose, the relatively limited capacity of USDAP-2 can provide credible support to help PPSP-2 make good on its motto "from planning to implementation". This is possible because the TOR expects Jakarta-based staff to spend 50% of their time "in the field", which will make the central level activities of the Consultant more oriented towards resolving issues/obstacles encountered at local level (bottom-up), than towards assisting the ministries in managing the PPSP planning process at provincial and city/regency level (top-down). This utilization of capacity rests on three important assumptions about the organizations responsible for implementing PPSP:

1. After five years of close support from USDAP-1 for the general planning process, the PMU and PIUs are able to independently implement PPSP-2 in the non-USDAP provinces, including the shift from planning to implementation.
2. Provincial facilitators (PF) and city facilitators (CF) are in place in all provinces, representing the core capacity for "general" implementation of PPSP-2.²
3. PMU and PIUs are able to ensure the absorption capacity of the implementing organizations, inter alia by recruiting foreign and domestic consultants as outlined in the "Roadmap PPSP-2".³

¹ As of 2015 transfer funds from the center to local governments comprise three different specific allocations: a) DAK Umum (block grants for different sectors); b) DAK Afirmasi (for remote areas); and c) DAK infrastructure.

² The TOR specifically state: "It should be emphasized that the availability of two PFs per province as well as two CFs per city/regency for a period of three years is crucial for the successful acceleration of the implementation and the dissemination of best practices".

3.3 Deliverables



The purpose as interpreted above implies that lessons are to be learned from successes as well as failures. Moreover, the TOR assume that USD2P-2 will only gradually expand its activities to cities / regencies in all ten provinces, which implies that the duration of engagement will decline as local governments join later in the program. By themselves, these factors imply that not all local governments engaged by USD2P-2 will be able to achieve all their objectives before the end of the program in 2019. Nevertheless, although the TOR expect a number of deliverables to be achieved in 50 or less (rather than 100) local governments, the target for many others is 100.

Whatever the absolute target, most deliverables require a positive decision by the local administration, and the Consultant does not have full control over this. For this reason, while substantively accepting the "deliverables" as important indicators of achievement, the Consultant has elected to recast them as maximum achievements as in "up to 50", "up to 100", etc. in the proposal.

The complete list of objectives, associated overall results, and "deliverables" from the TOR is presented in Appendix A, along with an indication of the ones requiring a specific provincial or local government decision that is beyond the Consultant's control.

3.4 Preliminary discussion with the head of Pokja AMPL and EKN

Within the above considerations, the Consultant formulated a vision on the contribution of USD2P-2 at provincial and local level, which formed the basis of the proposal. In this vision, USD2P-2 would provide direct and indirect support:

Direct USD2P support

- Hands-on involvement with LGs to explore ways to acceleration
- Supporting formation of institutions to manage the use of assets created based on e.g. MPS
- Identifying best practices and translating these into a coherent CB/T program
- Identifying regional/local delivery structure(s) for CB/T

³ The TOR shows that USD2P-2 only provides a selection of all the requisite TA listed in the Roadmap PPSP-2.

Indirect support, together with AKKOPSI

- Advocating that LGs take responsibility for / actually *LEAD* development
- Advocating that LGs (generate local income to) increase sanitation spending
- Advocating use of the provincial and LG health budgets to fund sanitation development as preventive public health measures
- Advocating that provinces use their health budget for targeted financial support to sanitation development at local level
- Advocating the strengthening of provincial sanitation roadmaps to include policy measures

Based on this vision, the Consultant outlined an approach with acceleration and sustainability as focal topics, supported by advocacy, CB/T, and an “umbrella function” to liaise with other actors in the sanitation domain. Discussion of this approach with the Head of Pokja AMPL and EKN resulted in the following conclusions.

- The focus of USDP-2 on the ten provinces is accepted, as is the expectation that PMU and PIUs will independently manage PPSP in the other provinces. However, this must not limit the impact of USDP-2 to its “own” provinces. Specifically, USDP-2 should identify an approach to “leveraging” its impact in the other provinces *inter alia* through other TA and by engaging PUP’s provincial facilitators for implementation. Regarding the latter option, PIU-T intends to recruit one of the two PFs directly (i.e. instead of by the Satker PPLP) in each non-USDP province to facilitate that he/she take on the role of Prosda. USDP will then ensure that these selected “Prosda-PFs” will have the opportunity to participate in relevant Prosda CB/T events.
- The impact of USDP in other provinces should include lessons drawn from assisting LGs in moving from planning to implementation. While USDP-2 is not responsible for across the board training of PFs/CFs, pokjas, etc. in other provinces, the Consultant will conduct training events in the USDP provinces. Such events will also be open to relevant personnel from other provinces, with the understanding that any extra expenditures will be borne by either the PMU/PIUs or by the agencies that these personnel represent.
- The need for GOI to recruit other TA to ensure sufficient absorption capacity is clear. USDP-2 should help GOI in marketing the PPSP product to other donors. Specifically, USDP-2 will assist on developing a system for mapping the support needs of all provinces and local governments to enable the recruitment of appropriate TA. This will allow GOI to enter into a dialogue with other donors to formulate specific programs and projects. Preferably, USDP-2 should act as program coordinator for all TA under PPSP.
- *Inter alia* in support of TA coordination, USDP will provide clear support of Nawasis, especially with respect to implementation modules. This is especially important given the intended shift in government spending from ministerial budgets to transfer funds, i.e. specific budget allocations (DAK) to provincial and local governments targeted at individual sectors with detailed criteria for disbursement. This will provide increased local decision making on development spending and, hence, presumably facilitate a greater impact of PPSP planning (SSK/MPS) on actual spending. Nawasis will be upgraded to be able to track this. However, it will not become a specific tool for monitoring the implementation of DAK Sanitasi.
- The individual local governments that USDP-2 will support in the selected provinces should not be limited to those with best performance, because there are also lessons to be learned where performance is under par. All local governments ultimately selected will collectively contribute to horizontal learning.

4. Aspects differentiating USDP-2 from USDP-1

Program management – Whereas in the first phase of PPSP there was a need for general support to PMU and PIUs to set up and manage a program implementation infrastructure, including related capacity building, which was largely affirmed in MOHA Circular 660/2012 on sanitation program management in the regions, the program is now well established and PMU and PIUs have broad experience in managing it. What has meanwhile become clear is that there is a need for “debottlenecking”, i.e. identifying and dealing with issues that obstruct more rapid achievement under the program. The GOI’s proclamation of its 100-0-100 target for development through 2019 has made this all the more essential.

Aspects differentiating USDP-2 from USDP-1													
USDP-1 support to PPSP	USDP-2 support to PPSP												
Objective PPSP-1: Support LGs in formulating integrated sanitation strategies and investment plans aimed at MDG	Objective PPSP-2: Support LGs in accelerating sanitation development aimed at SDG (Universal Access)												
Purpose USDP-1: Support four ministries on nation-wide program	Purpose USDP-2: Support LGs on acceleration and sustainability in PPSP → Lessons for CB/T												
Activities	Activities												
<table border="0"> <tr> <td style="vertical-align: top;">Natl. level</td> <td> <ul style="list-style-type: none"> Support to PMU and 3 PIUs Manuals and guidelines: <ul style="list-style-type: none"> <i>integrated planning</i> <i>program implementation</i> Training support <ul style="list-style-type: none"> PMU/PIU staff, Satkers Provincial pokjas, Local pokjas, and CF/PF for <i>all 508 LGs</i> (total 6,380) Monitoring and Evaluation – Nawasis establishment & management Support to AKKOPSI </td> </tr> <tr> <td style="vertical-align: top;">Prov. level</td> <td> <ul style="list-style-type: none"> Prosda support to <i>program in all provs</i>: <ul style="list-style-type: none"> QA of SSK/MPS from LGs Regional coordination of natl. and prov. implementation support Monitoring and evaluation (Nawasis) </td> </tr> <tr> <td style="vertical-align: top;">Local level</td> <td> <ul style="list-style-type: none"> <i>Incidental support</i> by Prosda to LGs </td> </tr> </table>	Natl. level	<ul style="list-style-type: none"> Support to PMU and 3 PIUs Manuals and guidelines: <ul style="list-style-type: none"> <i>integrated planning</i> <i>program implementation</i> Training support <ul style="list-style-type: none"> PMU/PIU staff, Satkers Provincial pokjas, Local pokjas, and CF/PF for <i>all 508 LGs</i> (total 6,380) Monitoring and Evaluation – Nawasis establishment & management Support to AKKOPSI 	Prov. level	<ul style="list-style-type: none"> Prosda support to <i>program in all provs</i>: <ul style="list-style-type: none"> QA of SSK/MPS from LGs Regional coordination of natl. and prov. implementation support Monitoring and evaluation (Nawasis) 	Local level	<ul style="list-style-type: none"> <i>Incidental support</i> by Prosda to LGs 	<table border="0"> <tr> <td style="vertical-align: top;">Natl. level</td> <td> <ul style="list-style-type: none"> Support to PMU and 3 PIUs Manuals and guidelines: <ul style="list-style-type: none"> universal access achieving readiness criteria sludge management sustainable sanitation service organizations Capacity Building/Training support: <ul style="list-style-type: none"> PF/CF, prov. and local pokjas of selected LGs in 10 provs Leveraging to other provs through PF/CF and other TA National CB/T program (PMU/PIU to replicate in all provs) Monitoring and Evaluation – developing Nawasis as DSS for LG Support to AKKOPSI & “triggering” AKKOPSI </td> </tr> <tr> <td style="vertical-align: top;">Prov. level</td> <td> <ul style="list-style-type: none"> Prosda support to 10 provinces, focused on assisting ≤ 100 LGs Assistance to regional coordination → “Teeth” for RSP Monitoring and evaluation </td> </tr> <tr> <td style="vertical-align: top;">Local level</td> <td> <ul style="list-style-type: none"> Hands-on support to 10 LGs/province Develop best practices on acceleration and sustainability </td> </tr> </table>	Natl. level	<ul style="list-style-type: none"> Support to PMU and 3 PIUs Manuals and guidelines: <ul style="list-style-type: none"> universal access achieving readiness criteria sludge management sustainable sanitation service organizations Capacity Building/Training support: <ul style="list-style-type: none"> PF/CF, prov. and local pokjas of selected LGs in 10 provs Leveraging to other provs through PF/CF and other TA National CB/T program (PMU/PIU to replicate in all provs) Monitoring and Evaluation – developing Nawasis as DSS for LG Support to AKKOPSI & “triggering” AKKOPSI 	Prov. level	<ul style="list-style-type: none"> Prosda support to 10 provinces, focused on assisting ≤ 100 LGs Assistance to regional coordination → “Teeth” for RSP Monitoring and evaluation 	Local level	<ul style="list-style-type: none"> Hands-on support to 10 LGs/province Develop best practices on acceleration and sustainability
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Staff	Staff												
<ul style="list-style-type: none"> Consultant support to PMU and 3 PIUs 10 Prosdas with approx. 3 provinces each 	<ul style="list-style-type: none"> Consultant support: 50% PMU/PIUs, 50% in provinces 10 Prosdas 												

Engaging local governments – Accordingly, USDP-2 will abandon the more or less top-down nature of past assistance in favor of a distinctly bottom-up approach in which it will engage selected local governments that are eager to take sanitation development and management to the next level. The efforts of USDP-2 will focus on identifying ways to accelerate achievement, not only in terms of physical development targets but also in terms of utilizing the infrastructure thus created to provide dependable sanitation services in a sustainable manner.

Bringing local issues to central attention – With USDP consultants spending at least 50% of their time at provincial and local level, they will get hands-on experience with the institutional and operational realities in developing/providing public services. In this process, their centrally oriented experience will allow them to identify bottlenecks that arise from higher level interventions (e.g. contradictory or ineffective regulations) and what practical ways there are to remove them. In addition, they will gain specific local experience, which they will use to inform central programs in order that they may support local development more effectively.

Guidelines and manuals – At central level, the USDP consultants will still collaborate with the PMU and PIUs on making program guidelines and implementation manuals. However, in keeping with their new focus on acceleration and sustainable management, these documents will no longer address general PPSP planning and management, but focus on very practical, operational things such as:

- a. what LGs need to do specifically to meet readiness criteria;
- b. what steps LGs need to take to get sludge management⁴ actually on the way;
- c. what practical arrangements to make for billing and budgeting to ensure financial sustainability of the service organizations; etc.

Monitoring and evaluation – Data on sanitation (services) development is being collected and reported by Nawasis, which USDP has established and managed as a basic monitoring system for the sector since the beginning of the program. However, due to the lengthy SSK/MPS transformation process – which can take 3-4 years to result in concrete development activities – and the practical need program support to the almost 500 participating LGs in batches over the past five years, only relatively few LGs could provide data on actual development budgeting and implementation by the end of PPSP-1. This has made it difficult to demonstrate the impact of PPSP, other than the numbers of LGs that completed the different stages of SSK/MPS planning. Now that all LGs will complete the planning cycle during PPSP-2 and enter into implementation, Nawasis will be able to present much more comprehensive reports. This also creates an opportunity to use Nawasis as a decision support system for SSK/MPS planning at local level. USDP will implement this in the selected cities and regencies where it will support acceleration of planning and implementation.

Capacity building and training – The ultimate purpose of USDP-2 is to draw lessons from its experience at local level to inform capacity building and training in other provinces. To the extent that more of these lessons will become clear only in later years, USDP-2 will play no extensive role in their dissemination. However, the Consultant will, in as far as practicable, make sure that CB/T activities in the USDP provinces during the program period will be accessible to participants from other provinces. For post USDP activities, the Consultant will formulate an overall CB/T program and (TOR for the formulation of) instruction materials. The Consultant will also establish contacts with universities, polytechnics, and regional training institutes to discuss the possibilities for setting up a CB/T delivery structure. In combination this means that training by USDP-2 will:

- a. be focused on acceleration and sustainable management, not on general program management and SSK/MPS planning;
- b. address only PFs, CFs, and provincial and local pokjas in the selected provinces and cities / regencies;
- c. support universities, polytechnics, and regional training institutes as they come on board during USDP-2 (e.g. by USDP staff as guest lecturers).

Advocacy – The need for advocacy will continue unabated, as LGs are expected not only to increase their planning ambitions (universal access) and speed up implementation, but also and more prominently to establish new, fee-based customer-oriented services. This is even more challenging since the general public understanding of the need for improved sanitation is often latent at best, and there is a general lack of expectation that the (local) government will be able to deliver on its promises. Now that a majority of LGs have become members of AKKOPSI, there is an obvious opportunity to give this a stronger role in advocacy than to date, in particular collaboration with MOH.

⁴ Sanitation services encompass more than sludge management. However, with >90% of the population relying on on-site sanitation, and given that PUP has just begun an effort to introduce scheduled septic sludge service (LLTT), strategically and tactically sludge management represents the most effective and efficient way for USDP to engage LGs in operational activities. As service organizations gain experience in delivering dependable sludge services, they will gradually become able to take on other tasks as well.

5. Logical framework

The proposal contains an elaborate logical framework of the expected results and deliverables specified in the TOR. This logical framework is presented in Appendix B and summarized below.

Abbreviated Logical Framework		
Overall objective: Universal Access achieved		
Strategic objective 1: ≤ 90 LGs able to plan, budget, and implement accelerated implementation	National	Supporting docs, guidelines, and tools prepared/improved and used Advocacy material developed
	Provincial	Legal instruments in place Specific support provided to province (RM, LK-MPS, Nawasis)
	Local	Legal instruments in place Supporting documents developed and used WWM and SWM infrastructure promoted and initiated
Strategic objective 2: ≤ 27 LGs able to provide sustainable sanitation management services	National	Supporting docs, guidelines, and tools prepared/improved and used (incl. private sector involvement, financial management)
	Local	Sustainable management promoted and initiated (incl. SSKs, Sanitation management plans, pilots w/ private sector)
Strategic objective 3: Best practices identified and developed in 10 provinces	National	Collaboration with other donors and projects Mainstreaming achieved International conference Best practices consolidated
	Provincial	Action research on scaling up & planning to impl. documented
	Local	Action research on acceleration and sustainability documented
Strategic objective 4: Focused CBT in 10 provinces with access for other provinces	National	Support structures and supporting documents prepared and used CBT supported
	Provincial	CBT supported
	Local	CBT supported

The formulation of the strategic objectives above shows that not all deliverables will be achieved in close to 100 cities and regencies.⁵ The following remarks obtain.

Acceleration – USDP-2 will endeavor to engage up to 90 LGs to help them build their capacity to plan, budget, and implement accelerated implementation. To the extent that this involves increasing development targets to achieve universal access, this will take place during updating of the SSK/MPS in Second-Cycle planning, and numerical progress will in part depend on the program for second-cycle planning being implemented by PUP through 2019. Moreover, the impact of this activity will be mostly on planning, not actual implementation. In contrast, the Consultant also has an opportunity to engage LGs in accelerating implementation of their present SSKs/MPSs during the annual planning and budgeting process. The outcome of this latter process can greatly benefit from the expanded transfer funding through the DAK Infrastructure, under which each LG is allocated Rp 100 billion provided it can produce ready proposals. This latter activity does not depend on any outside schedule (other than the customary planning-budgeting timetable), so it is highly likely that USDP can help socialize the new DAK in at least 90 LGs by 2019 and help them budget activities to meet the relevant readiness criteria. This should have a significant impact on actual implementation in the next few years.

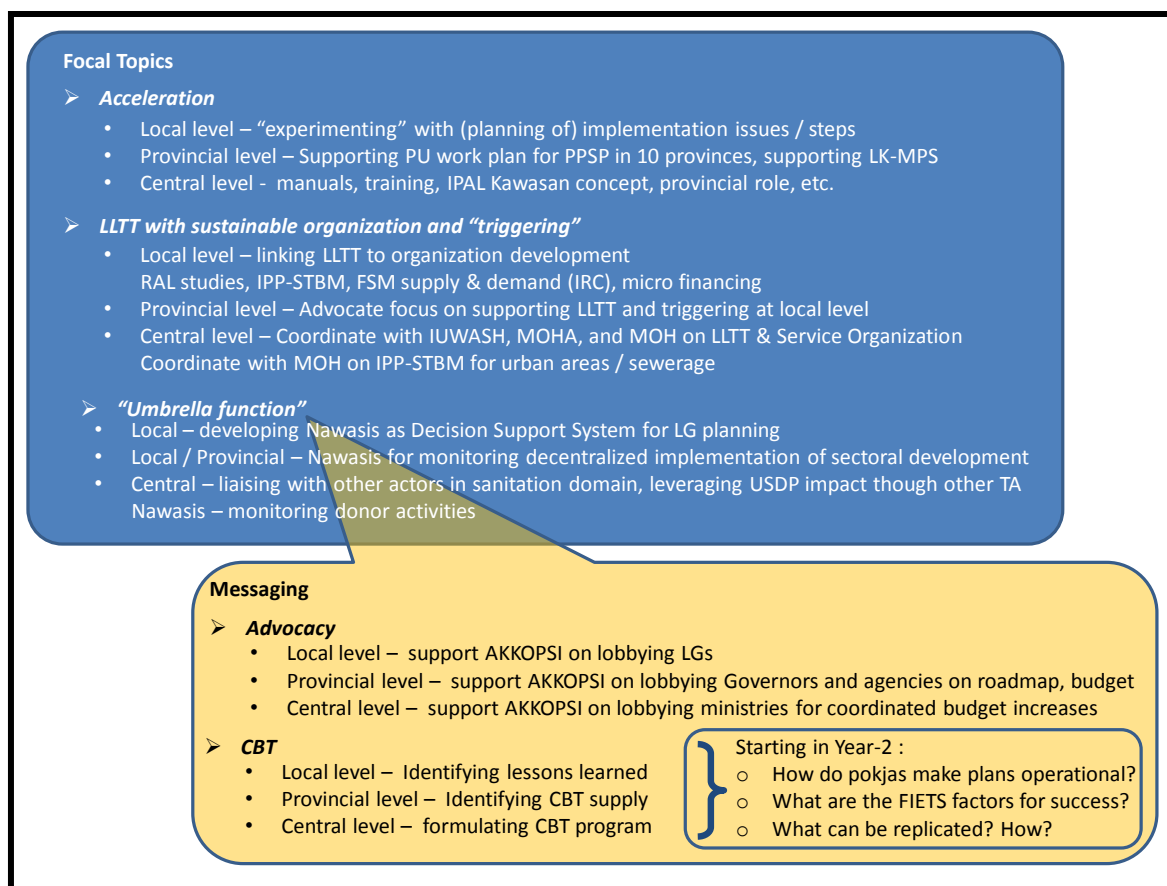
Sustainable management – “Sustainability” in this context is ultimately measured by whether the organization is able to chart its own course and stay afloat financially, but of course this involves inter alia social and environmental sustainability as well. After all, the organization could only justify its existence – and thereby the money society spends on it – by showing improvement in public health due to a clean environment and customer satisfaction reflected in cost recovery through user fees. Progress in this area is heavily dependent on the eagerness and ability of LGs to manage organization development with a distinctly non-bureaucratic orientation. To operationalize this, they could opt for developing existing task units in the bureaucratic organization into customer-oriented service units, seek ways to involve the private sector, or try to fashion a combination of the two.

⁵ The maximum number is actually 90 given that one of the provinces is DKI Jakarta, which does not contain autonomous LGs.

USDAP-2 will endeavor to engage up to 27 LGs (3 per province outside DKI Jakarta) to discuss and plan for this.⁶ As USDAP-2 itself does not have the capacity to conduct hands-on organization development, the Consultant's activities will center on including necessary steps in the SSK/MPS, linking them to support from central government (notably MOHA), and where possible collaborating with the relevant local government on formulating TOR for dedicated consultants to conduct the actual organization development.

Umbrella function – As stated, the basic purpose of USDAP-2 is to draw lessons from experimenting with actual implementation at local level and to disseminate these to other provinces. Given the limited capacity available in USDAP-2 this will have to involve learning from, as well as sharing lessons with, other projects and programs. To this effect, the Consultant has consolidated a number of activities mentioned in the proposal in a so-called “umbrella function”, which supports PPSP as the basic framework for sanitation development in Indonesia. Major activities included are liaising with other projects and programs and further strengthening the use and utility of Nawasis as a basic source for monitoring and evaluation of development of sanitation infrastructure and services.

“Messaging” – The umbrella function will inform advocacy, promotion, and capacity building in other provinces, for which the Consultant will collaborate with AKKOPSI (advocacy) and universities and training institutes (CB/T). Messaging will specifically involve lessons learned regarding financial, institutional, environmental, technical, and social aspects (FIETS) of delivering sustainable sanitation services. Because these lessons have to be identified (and in many cases further developed) first, efforts for structuring capacity building and training will begin in earnest at the end of 2016.



Learning projects – The Consultant has teamed up with partner organizations IRC and Simavi from the Netherlands to execute three “learning projects” aimed at identifying ways to organize the interface between institutional service organizations, community organizations, private operators, and individual customers.

The TOR for the learning projects is presented in Appendix C.

The following bar charts show the activities for the three focal topics and messaging during the project.

⁶ This combines deliverables mentioned in the TOR to establish sustainable sanitation services in 25 LGs and pilot removal of constraints to involvement of the private sector in 27 LGs.



Activity/Sub-activity		Implementasi															
		2015		2016				2017				2018				2019	
		Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2
Objective: Up to 90 local governments are able to plan, budget, and accelerate implementation of sanitation development																	
1.1.1	Central Level																
1.1.1.1	Facilitating the strengthening of the legal basis for sanitation development																
	Substantive guidance on presidential regulation PerPres 185/2014 and facilitating preparation fourth draft																
	Preparation of subordinate Ministerial Decree on Sanitation Management																
	Preparation of Ministerial Regulation to replace Ministerial Circular SE660/2012 on the Management PPSP in the Region																
	Preparation lower-level policies for establishing Sanitation Service Organizations																
	Preparation of Guidelines on Establishment of Sanitation Service Organizations																
1.1.1.2	Facilitating the finalization of the National Roadmap for Sanitation Development																
	Assisting PMU-PIU in conducting workshops on the perception of Universal Access in the RPJMN																
	Facilitating preparation of guidelines for translating "universal access" (RPJMN target) to provincial and local levels																
	Facilitating the preparation of a strategy for implementation of the National Sanitation Roadmap in 10 provinces																
1.1.1.3	Facilitating PMU-PIU in coordinating GOI and donor funding for sanitation with all stakeholders																
	Revise guideline on provincial LK-MPS																
	Facilitating preparatory and final workshop at central level on funding for sanitation																
	Facilitating the formulation and dissemination of the "pocket guide" on sources of funding for sanitation																
	Facilitating PMU-PIU in consolidating funding for implementing PPSP																
	Assisting PMU in attracting funding from SPG and improving the performance of the CSR Forum																
	Assisting PIU KP in calculating the funding gap for the program of priority activities and facilitating inter-ministerial meeting to generate financial support.																
	Facilitating PMU in disseminating the information on funding sources available to provinces and LGs																
1.1.1.4	Facilitating the review of Provincial Sanitation Roadmaps																
	Facilitating the approval process for the reviews																
	Facilitating dissemination of the revised guideline on PSR formulation at central level																
	Facilitating training on the new PSR guideline																
1.1.1.5	Facilitating the formulation of a program for developing IPAL Kawasan																
	Facilitating review of the NSPK for wastewater																
	Facilitating Pilot for planning of IPAL kawasan in 2 Provinces																
1.1.2	Provincial Level																
1.1.2.1	Facilitating provincial pokjas in finalizing (revising) PSR for UA and formalization of PSR by Gubernatorial Regulation																
	Facilitating 10 provincial Pokjas in finalizing / reviewing PSR																
	Revising guideline for PSR in line with UA																
	Increasing effectiveness of PSR for planning and budgeting of provincial development																
1.1.2.2	Facilitating provinces in drafting policies on financial support for sanitation development																
	Assistance to provincial pokjas on formulating possible options for provincial financial support																
	Advocacy of and assistance on implementation of MOH Circular 184/2015 on funding preventive health measures at provincial and local level																
1.1.2.3	Facilitating implementation of LK-MPS in 10 provinces																
	Supporting pokja on executing LK-MPS																
	Assisting provinces on advancing the results of the LK-MPS																
	Facilitating pokjas on compiling the funding gap																
1.1.2.4	Facilitating M&E of progress in sanitation development																
	Facilitating provincial pokjas on M&E of sanitation development																
	Facilitating provincial pokjas on executing M&E and utilizing Nawasis as instrument to support planning																
1.1.2.5	Facilitating PF/CF																
	Equipping PF/CF for facilitating implementation of PPSP in 10 provinces																
	Assisting PMU-PIU on quality assessment of PPSP planning in 10 provinces and LGs																



Activity/Sub-activity			Implementasi															
			2015		2016				2017				2018				2019	
			Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2
Objective: Up to 90 local governments are able to plan, budget, and accelerate implementation of sanitation development																		
1.1.3	Local Level																	
	1.1.3.1	Facilitating implementation of PPSP in 90 LGs in 10 provinces																
		Facilitating updating SSK/MPS to UA level																
		Facilitating coordination of preparatory and final LK-MPS																
		Supporting pokja and CF on advancing content of local MPS into formal budgeting and implementation																
		Facilitating local pokjas on meeting readiness criteria of the different funding sources																
	1.1.3.2	Facilitating advancement of the activity program described in SSK/MPS into formal planning																
		Supporting the pokja on integrating the SSK/MPS proposals into formal planning cycle																
	1.1.3.3	Facilitating consistent implementation of the M&E proposals of the SSK																
		Training local pokjas on M&E																
		Advising local pokjas on updating data for Nawasis and sanitation development progress																
		Guiding local pokjas on implementing money																
	1.1.3.4	Pilot on Implementation of IPP-STBM																
		Pilot on Implementation of IPP-STBM																
	1.1.3.5.	Facilitating Pilot on planning construction of IPAL kawasan in 2 LGs																



B - Sustainability		Implementation															
		2015		2016		2017		2018		2019							
		Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4		
Objective: Up to 27 local governments are able to provide sustainable sanitation services																	
2.1.1	Central Level																
	2.1.1.1 Mapping the existing situation of the “enabling environment” for sustainable sanitation services (S3) in implementing PPSP																
	2.1.1.2 Facilitating formulation of policies and regulations for S3																
	- Workshop on best practices of service operators (standards, procedures, service organization) with involvement of DG regional finance																
	- Facilitating national policy synchronization in ministries dealing with SWM and FSM																
	- Facilitating formulation of guideline on local regulation of wastewater and FSM																
	- Executing thematic workshop for feedback on the new guideline																
	- Dissemination of the guideline to PMU/PIUs																
	2.1.1.3 Facilitation development of advocacy and communication materials on S3																
	- Workshop(s) on updating and developing advocacy and communication materials																
	- Formulation of advocacy/communication of sustainable service delivery																
	- Finalization of the draft and support to production of materials																
	2.1.1.4 Facilitating central level activities for S3																
	- Workshop(s) on the implications of S3																
	- Supporting formulation of M&E manual for S3																
	- Guiding mainstreaming of Nawasis as M&E instrument																
	- Workshop on synchronizing IPP-STBM with S3																
	- Formulating integrated activity digest of proposals/programs in SSK/MPS																
	2.1.1.5 Facilitating capacity building for S3 (thematic)																
	- Support management training for FSM at provincial and local level																
	- Support operational LLTT training for provincial and local level																
2.1.2	Provincial Level																
	2.1.2.1 Facilitating 10 provincial pokjas in implementing S3																
	- Facilitating provincial pokja on developing training materials and supporting formulation of technical manuals on FSM, SWM, and selecting institutional options																
	- Advocating implementation of FSM and SWM to regional head and assembly																
	- Facilitating M&E on S3 at provincial level (Nawasis)																
	2.1.2.2 Facilitating S3 implementation for service organizations in 10 provinces																
	- Join thematic training support by PMU, PIUs, and USDPA for government units (regulator)																
	- Join thematic training support by PMU, PIUs, and USDPA for service units (operator)																
	- Facilitating provincial level funding support for setting up pilot UPTG/PPK-BLUD service units in 2-3 LGs per province																
	- Workshop on synchronizing IPP-STBM with S3																
2.1.3	Local Level																
	2.1.3.1 Preparing support for FSM/SWM																
	- Facilitating collection of technical and non-technical data on the state of FSM/SWM in the selected LGs in the 10 provinces																
	2.1.3.2 Facilitating support to implementing FSM/SWM																
	- Facilitating local policy development on domestic wastewater / solid waste, FSM, SWM																
	- Facilitating policy development on WW service organization, sludge removal service, and FSM (regulator and operator)																
	2.1.3.3 Facilitating thematic capacity building for FSM/SWM																
	- Training on determining FSM baseline																
	- Training on investment options for LLTT																
	- Management coaching on FSM for provinces and LGs																
	- Operational LLTT coaching for provinces and LGs																
	2.1.3.4 Facilitating implementation of S3																
	- Supporting the internalization of IPP-STBM (e.g. Triggering) related to S3																
	- Supporting integration of S3 into formulation of SSK/MPS																
	- Supporting pokjas in updating Nawasis data																
	- NAWASIS training																
	2.1.3.5 Facilitating implementation of Rapid Supply and Demand Studies at pilot locations																
	2.1.3.6 Facilitating implementation of Rapid Action Learning Studies																



C - Platform Functions		Implementation															
		2015		2016				2017				2018				2019	
		Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2
Objective: Optimum implemetation of PPSP-2 at central, provincial and local level (up to 90 LGs in 10 USDP provinces)																	
3.1.1 Central Level																	
3.1.1.1	Facilitating formulation of Program Management Manual PPSP-2																
	- Facilitating formulation and discussion of PMM drafts																
	- Facilitating the approval process for PMM																
	- Facilitating socialization of PMM to central stakeholders																
3.1.1.2	Facilitating dissemination of PMM to all central stakeholders																
	- Creating advocacy materials for PMM PPSP-2																
3.1.1.3	Facilitating CB for program development of PPSP-2																
	- Facilitating CB for PMM as platform for internal training of PMU/PIUs and/or for general CB program for PPSP-2																
	- Facilitating light training for donors and/or other non-GOI parties																
3.1.1.4	Facilitating coordination of sanitation program/project development in Indonesia between PMU/PIUs and donors and/or other non-GOI parties																
3.1.1.5	Facilitating M&E of PPSP-2																
	- Facilitating M&E of acceleration in sanitation development																
	- Developing concept and content of web.nawasis																
	- Facilitating policy development (incentives/disincentives) for utilization of Nawasis																
3.1.1.6	Facilitating review of PMM																
	- Facilitating discussion and revision of PMM																
	- Facilitating approval revised PMM																
3.1.1.7	Facilitating development of strategy for advocacy and communication for PPSP-2																
	- Facilitating (discussion of) draft strategy																
	- Facilitating approval of the strategy																
3.1.1.8	Facilitating implementation of the strategy for advocacy and communication for PPSP-2																
	- Facilitating creation of training materials on advocacy and communication																
	- Supporting KSAN																
	- Supporting activities of AKKOPSI																
	- Supporting (inter)national events on sanitation																
	- Facilitating training on advocacy and communication for UA																
3.1.1.9	Facilitating review of strategy for advocacy and communication																
	- Facilitating (discussion of) revised strategy																
	- Facilitating approval of revised strategy																
3.1.1.10	Facilitating action in MOH Circular																
	- Facilitating implementation of concept that health budget can fund sanitation																
	- Facilitating the creation of Think Tank Forum on Preventive Health Efforts with AKKOPSI																
3.1.2 Provincial Level																	
3.1.2.1	Facilitating implementation of platform for activities under PPSP-2 at provincial level as per PMM																
	- Facilitating development of advocacy and communication at provincial level																
	- Facilitating M&E of PPSP-2 at provincial level																
	- Facilitating M&E of accelerating sanitation development at provincial level (Nawasis)																
3.1.2.2	Facilitating implementation of the provincial level strategy for advocacy and communication																
	- Facilitating creation of provincial advocacy and communication materials																
	- Facilitation of AKKOPSI activities in the provinces																
	- Supporting training on advocacy and communication																
	- Facilitating provincial level advocacy events for sanitation																



C - Platform Functions																		
Activity / Sub-activity			Implementation															
			2015		2016				2017				2018				2019	
			Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2
Objective: Scaling up impact of USDAP 2 to national level																		
3.2.1	Central Level																	
3.2.1.1	Facilitating central level CB for implementing PPSP-2																	
	- Facilitating advocacy, training, PMU/PIU workshops on the nature of PPSP-2 facilitation																	
	- Training of Prosdas, PFs, and CFs in 10 provinces on PPSP-2 implementation																	
	- Facilitating creation of commitment and distribution of responsibilities between PMU and PIUs for facilitation of M&E																	
3.2.1.2	Facilitating creation of manual on knowledge management in PPSP-2																	
	- Formulating the knowledge management concept																	
	- Facilitating (discussion of) drafts and approval of manual on knowledge management																	
	- Formulation of manual for implementation of knowledge management																	
	- Collecting reports / lessons learned and other information from the 10 provinces																	
3.2.1.3	Facilitating the review of the knowledge management manual																	
	- Facilitating (discussion of) draft review																	
	- Facilitating approval of the revised manual																	
3.2.1.4	Facilitating socialization of the manual on knowledge management at central level																	
3.2.1.5	Facilitating knowledge management at central level																	
3.2.2	Provincial Level																	
3.2.2.1	Facilitating knowledge management events in 10 provinces																	

6. Annual Work Plan 2015

6.1 Acceleration

Objective: *Up to 90 local governments are able to plan, budget, and accelerate implementation of sanitation development*

No.	Activity/Sub-activity	Timing	Output	Responsible		Remarks
				PMU/PIU	USDAP 2*	
1.1.1 Central Level						
1.1.1.1	Facilitating the strengthening of the legal basis for sanitation development: –Substantive guidance on presidential regulation PerPres 185/2014 and facilitating preparation fourth draft –Preparation of subordinate Ministerial Decree on Sanitation Management –Preparation of Ministerial Regulation to replace Ministerial Circular SE660/2012 on the Management PPSP in the Region	Sep-Nov Nov-Dec Oct-Dec	–Draft Revised Perpres –Draft Min Decree –Draft Ministerial Regulation	PMU PIU-KP PIU-KP	MKA AB, AA AB, AA	–Active involvement of the PMU-PIUs –Intensive involvement of MOHA DG Keuangan Daerah –Promulgation of Decree on structure of PIU-KP by end Sep 2015 –Continued to 2016
1.1.1.2	Facilitating the finalization of the National Roadmap for Sanitation Development: –Facilitating preparation of guidelines for translating “universal access” (RPJMN target) to provincial and local levels –Facilitating the preparation of a strategy for implementation of the National Sanitation Roadmap in 10 provinces	Sep-Dec Sep-Dec	–Draft guideline –Draft strategy	PMU PIU-T	MKA EW, WP	Continued to 2016
1.1.1.3	Facilitating PMU-PIU in coordinating GOI and donor funding for sanitation with all stakeholders: –Revise guideline on provincial LK-MPS –Supporting preparatory and final workshop at central level on funding for sanitation ▪ Facilitating PMU-PIU in consolidating funding for implementing PPSP. ▪ Assisting PMU in attracting funding from SPG and improving the performance of the CSR Forum. ▪ Assisting PIU-KP in calculating/compiling the funding gap for the program of priority activities and facilitating inter-ministerial meeting to generate financial support. ▪ Facilitating PMU in disseminating the information on funding sources available to provinces and LGs.	Sep-Dec Aug-Sep Sep-Dec Oct-Dec Oct-Dec Sep-Dec	–Draft Revised Guideline –Annual Workshop Proceedings –Results of coordination reported in progress reports –Reports on assistance to PMU in coordinating with SPG and Forum CSR –Funding gap and agreements on further steps reported in progress reports –Dissemination report	PMU, PIU-KP, PIU-T, PIU-AE	MKA, AR, AA, AB, ARS	–LK-MPS workshops at provincial level carried out in 10 provinces as per guidelines –Information on MPS at provincial level consolidated by PIU-KP –PMU able to fund preparatory and final workshop on funding
1.1.1.4	Facilitating the review of Provincial Sanitation Roadmaps: –Facilitating the approval process for the reviews –Facilitating dissemination of the revised guideline on PSR formulation at central level	Sep-Dec	–Draft PSR Guideline –MOM, TOR, and reports on dissemination	PIU-KP	AA, AB	–Promulgation of Decree on structure of PIU-KP by end Sep 2015 –Continued to 2016
1.1.1.5	Facilitating the formulation of a program for developing IPAL <i>Kawasan</i> –Facilitating review of the NSPK for wastewater	Sep-Dec	–Draft IPAL- <i>Kawasan</i> program	PIU-T	EW, WP	

No.	Activity/Sub-activity	Timing	Output	Responsible		Remarks
				PMU/PIU	USDP 2*	
1.1.2 Central Level						
1.1.2.1	Facilitating provincial pokjas in finalizing (revising) PSR for UA and formalization of PSR by Gubernurial Regulation: –Facilitating 9 provincial Pokjas in finalizing /reviewing RSP: Increasing effectiveness of PSR for planning and budgeting of provincial development	Aug-Dec Sep-Dec	–Draft PSR in 9 provinces –Kalsel, Sulut, Sultra, Sumsel, NTB; review PSR Aceh, DKI, Jabar, Jateng; finalizing PSR	PIU-KP	Prosdas, Teams	–Aceh, DKI, Jabar, Jateng; finalizing PSR will continued 2016
1.1.2.2	Facilitating provinces in drafting policies on financial support for sanitation development: –Assistance to provincial pokjas on formulating possible options for provincial financial support Advocacy of and assistance on implementation of MOH Circular 184/2015 on funding preventive health measures at provincial and local level	Aug-Dec Aug-Dec	–Draft guideline on formulating gubernatorial regulation –Advocacy material for 9 provinces and 35 LGs	PIU-KP PIU-AE, AKKOPSI	AA, ARS, MKA, Prosdas HI, AR, Prosdas	–Continued to 2016
1.1.2.3	Facilitating implementation of LK-MPS in 8 provinces: –Supporting pokja on executing LK-MPS –Assisting provinces on advancing ('guarding') the results of the LK-MPS Facilitating pokjas on compiling the funding gap.	Aug-Dec Oct-Dec Oct-Dec	Proceedings LK-MPS: Kalsel, Sulut, Sumsel, NTB; Aceh, Jabar, Jateng, Sultra	PIU-KP Pokja	AA, AB, MKA, ARS Prosdas	–Revised guidelines available Provinces have budget for LK-MPS
1.1.2.5	Facilitating PF/CF: –Equipping PF/CF for facilitating implementation of PPSP in 8 provinces Assisting PMU-PIU on quality assessment of PPSP planning in 8 provinces and LGs	Aug-Dec Aug-Dec	–Facilitation reports –Prosdas reports Field visit reports	PIU-T	Prosda Teams	–
1.1.3 Local Level						
1.1.3.1	Facilitating implementation of PPSP in 33 LGs in 9 provinces: –Facilitating updating SSK/MPS to UA level –Facilitating coordination of preparatory and final LK-MPS –Supporting pokja and CF on advancing content of local MPS into formal budgeting and implementation Facilitating local pokjas on meeting readiness criteria of the different funding sources	Aug-Dec Aug-Dec Oct-Dec Aug-Dec	–Draft SSK 31 LGs –Draft review MPS 4 LGs –Minutes of LG coordination on MPS –Local M&E outputs –	PIU-KP PIU-AE PIU T	Prosdas Teams	–Agreement between PMU and PIUs on facilitation in 27-90 LGs –Continuing 2016 –
1.1.3.2	Facilitating advancement of the activity program described in SSK/MPS into formal planning: Supporting the pokja on integrating the SSK/MPS proposals into formal planning cycle; especially on RKA of LG agencies	Aug-Oct	–Facilitation report –List of program and /activity proposals for Konreg/ Musrenbang	Local Pokja	Prosda	–
1.1.3.3	Facilitating consistent implementation of the M&E proposals of the SSK: –Training local pokjas on M&E –Advising local pokjas on updating data for Nawasis and sanitation development progress Guiding local pokjas on implementing M&E	Aug-Dec Aug-Dec Aug-Dec	–Prosdas report	Local Pokja	IBHG Prosdas	ppsp.nawasis.info is operational –

* For abbreviations see Team Composition on p. 24

6.2 Sustainability

Objective: *Up to 27 local governments are able to provide sustainable sanitation services*

No.	Activity / Sub-activity	Timing	Output	Responsible		Remarks
				PMU/PIU	USDP 2 *	
2.1.1 Central Level						
2.1.1.1	Mapping the existing situation of the status of sustainable sanitation services (S3) at provincial and local level	Sep-Dec	- Draft study of 27 LGs in 10 provinces	PIU-T	EW, WP	
2.1.1.2	Facilitating formulation of policies and regulations for S3 - Facilitating national policy synchronization in ministries dealing with SWM and FSM	Oct-Dec	- Working note.	PIU-KP	AA, AB	- Active participation of PMU/PIUs
2.1.1.3	Facilitation development of advocacy and communication materials on S3 - Workshop(s) on updating and developing advocacy and communication materials	Nov	- Draft workshop proceedings	PMU PIU-T	AR, HI	- Active involvement of PMU/PIUs - Relevant PIUs are able to fund workshops
2.1.1.4	Facilitating central level activities for S3 - Supporting formulation of M&E manual for S3 - Guiding mainstreaming of Nawasis as M&E instrument on S3 - Formulating integrated activity digest of proposals/programs in SSK/MPS	Oct-Dec Oct-Dec Oct-Dec	- First draft of M&E manual for S3 - Updated <i>ppsp.nawasis.info</i> - Guideline for formulating <i>activity digest</i>	PMU PIU-T PMU PIU-AE	MKA, AR, EW IBHG, WP, RvO	- Active involvement of PMU/PIUs - Relevant PIUs able to finance workshops
2.1.2 Provincial Level						
2.1.2.1	Facilitating 10 provincial pokjas in implementing S3: - Facilitating M&E on S3 at provincial level (Nawasis)	Oct-Dec	- Provincial M&E results	PIU-KP PIU-T	AR, AB EW, WP Prosda	
2.1.3 Local Level						
2.1.3.1	Preparing support for FSM/SWM: - Facilitating collection of technical and non-technical data on the state of FSM/SWM in the selected LGs in the 9 provinces	Sep-Dec	- Technical and non-technical reports	PIU-T	EW, WP Prosda	Functional wastewater infrastructure available
2.1.3.4	Facilitating implementation of S3 - Supporting the internalization of IPP-STBM (e.g. triggering) related to S3 - Supporting integration of S3 into formulation of SSK/MPS - Supporting pokjas in updating Nawasis data - NAWASIS training	Oct-Dec Oct-Dec Oct-Dec Oct-Dec	- Draft SSK/MPS - Updated <i>ppsp.nawasis.info</i>	PIU-AE PIU-T Local Pokja	RTD, HI IBHG Prosdas Team	SSK/MPS integrated into local planning and budgeting

* For abbreviations see Team Composition on p.24

6.3 Platform function

Objective: Optimum implementation of PPSP-2 at central, provincial, and local level (up to 90 LGs in 10 USDAP provinces)

No.	Activity / Sub-activity	2015	Output	Responsibility		Remarks
				PMU/PIU	USDAP 2 *	
3.1.1 Central Level						
3.1.1.1	Facilitating formulation of Program Management Manual PPSP-2: – Facilitating formulation and discussion of PMM drafts	Oct-Dec	– Draft PMM PPSP 2 –	PMU	MKA, AR, IBHG, AA	– Active involvement of PMU/PIUs – Intensive involvement of DG Keuangan Daerah
3.1.1.5	Facilitating M&E of PPSP-2 – Facilitating M&E of acceleration in sanitation development – Developing concept and content of web.nawasis	Sep-Dec Sep-Dec	– Working note on M&E system –	PMU	MKA, IBHG	
3.1.1.7	Facilitating development of strategy for advocacy and communication for PPSP 2 : – Facilitating (discussion of) draft strategy – Facilitating approval of the strategy	Sep-Dec	– Draft Strategy document on advocacy and communication	PMU/ PIU-AE	AR, HI, RTD	Continued 2016
3.1.1.8	Facilitating implementation of the strategy for advocacy and communication for PPSP 2 – Supporting KSAN – Supporting activities of AKKOPSI ; CSS XV in Padang	Sep-Dec Sep-Nov	– Draft advocacy material –	PMU	AR, HI, MKA, AA, RTD	
3.1.1.10	Facilitating action on MOH Circular: – Facilitating implementation of concept that health budget can fund sanitation – Facilitating the creation of Think Tank Forum on Preventive Health Efforts with AKKOPSI	Sep-Dec Sep-Dec	– Facilitation report – Discussion note on funding concept	PMU, PIU AE	MKA, HI, AR, ASP	
3.1.2 Provincial Level						
3.1.2.2	Facilitating implementation of the provincial level strategy for advocacy and communication: – Facilitating creation of provincial advocacy and communication materials – Facilitation of AKKOPSI activities in the provinces	Sep-Dec Sep-Dec	– Provincial level advocacy materials – Training materials on provincial level advocacy and communication – TOR for and reports on AKKOPSI events in the provinces	PIU-AE	Prosdas, AR, HI, MKA, RTD	Province has budget for the relevant training activities

* For abbreviations see Team Composition on p.24



Objective: Scaling up impact of USDSP 2 to national level

No.	Activity / Sub-activity	2015	Output	Responsibility		Assumption
				PMU/PIU	USDSP-2 *	
3.2.1 Central Level						
3.2.1.1	Facilitating central level CB for implementing PPSP-2: – Facilitating advocacy, training, PMU/PIU workshops on the nature of PPSP-2 facilitation – Facilitating creation of commitment and distribution of responsibilities between PMU and PIUs for facilitation of M&E	Sep-Dec	– TOR for and proceedings of national workshop on facilitation in PPSP-2 – Syllabus and training materials for central level training on facilitation	PMU PIU-T	IBHG, AB, RTD, WP, AA, Prosdas	Agreement on the concept of CBT in PPSP-2
3.2.1.2	Facilitating creation of manual on knowledge management in PPSP: – Formulating the knowledge management concept – Facilitating (discussion of) drafts and approval of manual on knowledge management – Formulation of manual for implementation of knowledge management	Sep-Oct Oct-Nov Nov-Dec	– Working note on the knowledge management system – Draft manual on knowledge management	PMU	AR, HI, RTD, IBHG, MKA	The PPSP-2 knowledge management system contains a system for M&E on knowledge management
3.2.1.5	Facilitating knowledge management at central level	Sep-Dec	– Report on facilitation – Report on central level M&E results	PMU	AR	

* For abbreviations see Team Composition on p.24

7. Selection of local governments

As stated earlier, the TOR limit USDPA-2 to ten provinces, in each of which the Consultant is to support up to ten LGs in increasing the development targets, accelerating implementation of the SSK/MPS, and establishing/strengthening sanitation management organizations. The 10 provinces are listed in the TOR:

No.	Province	LGs	USDPA Activity
1.	Aceh	23	Full support
2.	South Sumatra	15	Full support
3.	West Java	26	Full support
4.	Central Java	35	Full support
5.	South Kalimantan	13	Full support
6.	West Nusa Tenggara	10	Full support
7.	South-East Sulawesi	12	Full support
8.	North Sulawesi	15	Full support
9.	South Sulawesi	24	Full support
10.	Jakarta	(6)	NCICD

As equally noted earlier, the situation in Jakarta is different in that the city has provincial status and contains five “cities” and one “regency” without regional autonomy, which leaves overall responsibility and authority for integrated city management at the “provincial” level. The maximum number of autonomous LGs in the ten provinces is therefore 90.

Selecting 10 LGs per province results in more coverage in some provinces than in others. For example, coverage in Aceh would be 43% of all LGs, whereas it would be 100% in West Nusa Tenggara and 83% in South-East Sulawesi. This has given rise to the suggestion that USDPA might support fewer LGs in more developed provinces such as West Java in order to be able to support more than 10 in less developed ones. However, the Consultant does not anticipate deviating from the TOR on this issue. A major reason for this is that the workload associated with supporting more than 10 LGs exceeds the Consultant’s capacity in the 10 provinces (one Proda in each province).

The Consultant has developed criteria for a first identification of the LGs to receive support in USDPA-2. These criteria employ in part subjective assessments of the readiness of the LG to absorb assistance. By itself, “readiness” could lead to selecting only LGs that are more advanced, and the question is relevant whether Consultant support should not also be given to LGs that are in lesser shape. In fact, from the perspective of the overall objective of USDPA-2, i.e. drawing lessons to develop a program of CB/T activities to help other LGs achieve universal access on their own, the Consultant should also be involved in LGs that have been less successful in advancing sanitation, because there are lessons to be learned there too. However, the present selection only involves a first batch of 2-3 LGs in each province. Choosing the most “ready” LGs provides an opportunity to identify factors and circumstances that contribute to success, which can provide perspective to the obstacles encountered by the less successful LGs and help establish a “benchmark” for them to aspire to. Therefore, the Consultant employs for now the following selection criteria:

Acceleration of sanitation development

1. Local pokja sufficiently active
2. Second cycle SSK/MPS planning in process or planned for 2016
3. Walikota / Bupati strongly committed to allocate APBD funding for sanitation
4. Existing proposal for developing IPAL *Kawasan* (optional)

Sustainable sanitation management services

a. Management of the IPLT

1. Local pokja sufficiently active
2. IPLT in good working order
3. Existing management organization (section of government bureaucracy or PPK-BLUD)
4. Existing regulation on wastewater management (even if only for service fee)
5. Specific budget allocation for O&M of IPLT

b. Management of solid waste collection / TPA

1. Local pokja sufficiently active
2. TPA in good working order
3. Existing management organization (section of government bureaucracy or PPK-BLUD)
4. Existing regulation on solid waste management (even if only for service fee)
5. Specific budget allocation for O&M of IPLT

The application of these criteria has resulted in the following preliminary selection in the 9 provinces outside Jakarta. Definitive selection will particularly take into account commitment of the Mayor / Regent to sanitation development. (Note: a number of LGs will have a Mayoral/Regental election on December 9, 2015.)

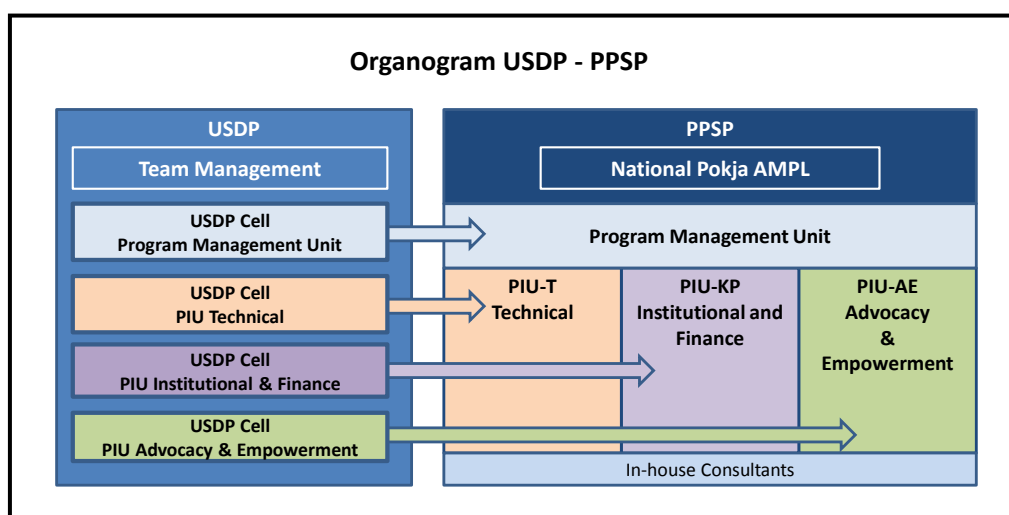
No.	Province	Acceleration		Sustainable Services		
		LG	Remark	LG	Service	Remark
1.	Aceh	Aceh Utara	2 nd Cycle 2015	Sabang	SWM	
		Bireuen	2 nd Cycle 2015	Langsa	SWM	
		Banda Aceh		Aceh Barat	FSM	LLTT (PUP)
				Aceh Besar	FSM	
2.	South Sumatra	Prabumulih	2 nd Cycle 2015	Prabumulih	SWM/FSM	LLTT (PUP)
		Lubuklinggau	2 nd Cycle 2015	Palembang	FSM	
		Muara Enim	2 nd Cycle 2016	Muara Enim	FSM/SWM	
		Oki	2 nd Cycle 2016	Oki	SWM	
3.	West Java	Cimahi	2 nd Cycle 2015	Depok	FSM	LLTT (PUP)
		Bandung	2 nd Cycle 2015	Sukabumi	SWM	
		Bogor	2 nd Cycle 2015	Cirebon	FSM	
		Sumedang	2 nd Cycle 2015			
		Cirebon	2 nd Cycle 2015			
4.	Central Java	Kendal	IPAL <i>Kawasan</i>	Boyolali	SWM	
		Karanganyar	2 nd Cycle 2015	Karanganyar	FSM/SWM	
		Kebumen	2 nd Cycle 2015	Kebumen	SWM	
		Surakarta	ISSDP-2			
		Salatiga	2 nd Cycle 2015			
5.	South Kalimantan	Tanah Bumbu	2 nd Cycle 2015	Tanah Bumbu	SWM	
		Banjar	2 nd Cycle 2015	Banjar	SWM	
				Banjarmasin	FSM	
6.	West Nusa Tenggara	Mataram	Good commitment	Lombok Timur	SWM	
		Bima	Good commitment	Lombok Tengah	SWM	
7.	South-East Sulawesi	Kolaka	2 nd Cycle 2015	Kolaka	SWM	
		Kolaka Utara	2 nd Cycle 2016	Kolaka Utara	SWM	
		Kendari	2 nd Cycle 2015	Kendari	FSM/SWM	
				Bau-Bau	FSM	LLTT (PUP)
8.	North Sulawesi	Bitung	2 nd Cycle 2016	Bitung	SWM/FSM	
		Momagu	IPAL <i>Kawasan</i>			
9.	South Sulawesi	TBD*		TBD*		

* USDAP-2 not yet mobilized in South Sulawesi

8. Organization

8.1 Organizational setup of USDSP

The project will have the same organization structure as in USDSP-1 with central level staff capacity in so-called Cells at the PMU and each of the PIUs. This structure has proved effective and efficient, particularly in terms of fostering “ownership” in the sponsoring ministries. The team manager resides in the USDSP cell attached to the PMU, and the co-team leader is in charge of the PIU-T cell in PUP.



The beginning of USDSP-2 coincided with the culmination of the organizational restructuring of the sponsoring Ministries that was begun by the new administration of President Joko Widodo:

- At the Ministry of National Development Planning/Bappenas, the position of Deputy for Infrastructure Development was abolished, as a result of which the Directorate for Housing and Human Settlements, which controls the PMU and is the “project owner” of USDSP, now reports to the Deputy for Regional Development.
- At the Ministry of Public Works and Public Housing (PUP), the PIU-T remains with the Directorate for Development of Environmental Sanitation in Human Settlements (PPLP) under Directorate General Cipta Karya. However, the responsibility for drainage was shifted from PPLP to Directorate General Water Resources. (Responsibility for wastewater and solid waste remains with PPLP.)
- A fundamental overhaul of the organization structure at the Ministry of Home Affairs, intended to focus the organization on serving development in the different sectors, resulted in the elimination of the Directorate for Urban Affairs, which had been responsible for the PIU-KP during USDSP-1. The PIU-KP now reports to Directorate II for Synchronization of Regional Development Affairs (Dit SUPD II), in which the head of Sub directorate for Public Works has been appointed secretary PIU-KP.
 - An important observation is that, with the emphasis in PPSP now shifting from planning to more operational aspects, and their funding in particular, PIU-KP has no direct link to the Directorate General for Regional Finance (which inter alia assists LGs in developing technical operating units into financially self-supporting public service organizations with the status of PPK-BLUD).

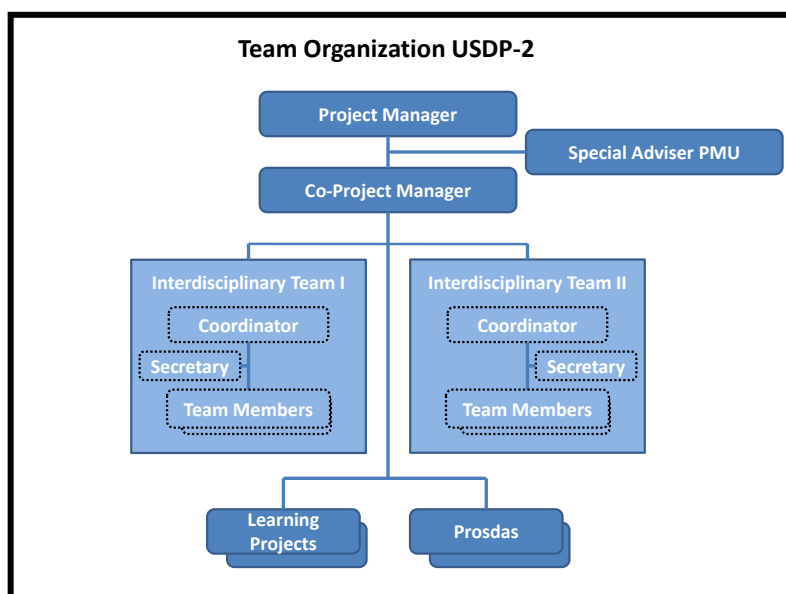
8.2 Internal organization of the Consultant team

Inter-disciplinary teams – To facilitate integrated implementation of activities aimed at provincial and local level the Jakarta-based staff will participate in two interdisciplinary teams, each with regional responsibility for (initially) four provinces⁷, where they will address both “acceleration” and “development of sustainable sanitation services”. Each team has a team coordinator and will be supported by a junior sanitation expert who will act as secretary with a general responsibility for documenting lessons learned. At least once a month, the two teams will meet to exchange information on their progress, specific obstacles encountered, and opportunities seized.

⁷ Team 1: Aceh, North Sulawesi, South-East Sulawesi, South Sumatra;
Team 2: West Java, Central Java, South Kalimantan, West Nusa Tenggara

Junior experts – The activities of the junior experts in the interdisciplinary teams will provide them experience with all relevant aspects of implementing development activities. The team coordinators will see to it that the junior experts can familiarize themselves especially with non-technical aspects of project implementation. Related to their tasks in the teams, the junior experts also have individual assignments concerning reporting on lessons learned and evaluating different technologies for sludge management.

Terms of Reference for the junior experts are attached in Appendix D.



Team Composition (Jakarta-based long-term staff)

	Interdisciplinary Team I	Interdisciplinary Team II
USDAP Cell PMU Rudolf van Ommen (Project Manager)	Alwis Rustam (AR) Ida Bagus Hendra Gupta (IBHG)	M. Khalid Arya (MKA)
USDAP Cell PIU-T	Eko Widodo (Co-PM)* (EW) Arina Priyanka (Jr. Exp.)**	Wita Purwasih* (WP) August Restiawan (ARS) Pranandya (Jr. Exp.)**
USDAP Cell PIU-KP	Amrizal Amir (AA)	Arief Budiman (AB)
USDAP Cell PIU-AE	Richard Tobias Daniel (RTD)	Hony Irawan (HI)

* Team Coordinator
** Team Secretary

Short-term Consultants –The table above shows only long-term consultant staff. Short-term consultants will contribute to the teams as necessary. However, no short-term consultants will be mobilized before 2016, mainly due to the time consuming process of obtaining formal work permits (two months or more).

Prosdas – It follows from the emphasis on activities at local level in the ten provinces, that a key factor for the success of USDAP-2 will be the performance of the Prosdas. Most of these have had the same position during USDAP-1 and the Consultant is confident they can be relied upon to perform the following tasks, wherever and whenever necessary supported by the interdisciplinary teams:

1. Function as “eyes and ears” of central USDAP
 - a. Systematically analyzing GOI-originated obstacles for local activities and proposing solutions
 - b. Consulting with other Prosdas on experience with bottom-up planning of intervention priorities
2. Provide support to the provincial Pokja
 - a. Assisting quality control of (updated) SSK/MPS
 - b. Supporting LGs based on priorities in the provincial roadmap (“greasing the wheels”)
 - c. Making the provincial roadmap more instrumental (suggesting policy priorities and instruments)
 - d. Pro-active involvement in coordination (based on issues arising in the field)
 - e. Identifying CB/T needs of LGs
3. Provide support to local governments
 - a. Facilitating the preparation of updated SSK/MPS (Second Cycle) documents in selected LGs
 - i. Lobbying local agencies to raise the ambition level corresponding to the national target (translated to provincial and LG level)
 - ii. Identifying pragmatic and appropriate sanitation solutions
 - iii. Identifying actions to speed up ultimate implementation (e.g. frontloading certain activities)
 - b. Facilitating execution of SSK/MPS (from plan to implementation)
 - i. Liaising with “forum SKPD” and individual agency directors
 - ii. Supporting the Pokja secretariat
 - iii. Updating info in Nawasis and introducing “evidence-based M&E” in budget implementation
 - iv. Using M&E findings in annual budget preparation
 - c. Increasing use of GOI facilities for development (increasing planning ambition)
 - i. Translating GOI program objectives to local situation
 - ii. Systematically monitoring development of program readiness criteria and translating them to local action plan
 - d. Supporting the formulation of Sanitation Management Plans (for sanitation services)
 - i. Translating vision/mission regarding sanitation management into priorities for execution
 - ii. Distribution of tasks between and within organizations
 - iii. Formulating plan of action
 - iv. Taking stock of financing and financial management
 - v. Identifying CB/T needs

The terms of reference for the Prosdas are presented in Appendix E.

The Proda in Jakarta DKI – The situation in Jakarta differs from that in other USDAP cities in that it is not conducive to implementation of the standard PPSP planning structure and process given that it does not comprise autonomous local governments to formulate individual SSKs/MPSs. Moreover, Jakarta is already implementing a sanitation masterplan. The purpose of the Proda in Jakarta is therefore to stay abreast of the activities under various on-going programs and projects, with special reference to the anticipated implementation of the National Coastal Integrated Development Project (NCICD). The latter project aims to create a “giant seawall” separated from the coast by a buffer lake to provide water safety and facilitate regulated discharge of drainage runoff from the city. Urban sanitation has been identified as critical for achieving water quality standards in the buffer lake, and thus for feasibility of the entire project. Monitoring developments in Jakarta should consume less than 50% of the time, thus enabling this Proda to attend to capacity building and guidance of the other Prosdas. He/she will also be able to assist individual Prosdas on special assignments/activities should these result in a more than usual workload in their province.

Collaboration with other programs and projects – In keeping with the umbrella concept of PPSP, the Consultant is eager to collaborate with other programs and projects, not only to leverage the impact of USDAP to other provinces but also to apply lessons learned by others in the USDAP provinces. In this connection, the Consultant has already established contact with IUWASH, SNV, and WSP-EAP with a view to bundling efforts in the domain of sludge management. This is expected to be greatly facilitated by the fact that USDAP, IUWASH, and SNV each employ some of the same short-term consultants, which creates the possibility to develop synergies in the respective assignments of these consultants.

Appendix A: Limitations of USDAP in achieving “deliverables”

Objective 1: Acceleration of implementation:

To contribute to the acceleration of implementation of sustainable sanitation development at local government level.

Overall result	Consultant's limitation
Increased budget allocation and expenditures for sanitation at LG level to over 2% of the annual LG budget in 100 LG units in 10 provinces and provide the best practices for dissemination to other provinces and LG units, and tripled allocation for sanitation from other sources (higher level of the government) at the end of 2018.	Budgets are not decided in SSK/MPS but in independent, multi-stakeholder planning and budgeting process (rakorbang) of which the outcome is unpredictable.
Deliverables at the end of 2017	Consultant's limitation
1.1. Readiness criteria for various funding sources have been reviewed, improved (made more operational), elaborated and internalized within LG units and achieved by 50% of the LG units in 10 provinces in 2016.	(Improvement of) readiness criteria not decided by consultant but by ministries.
1.2. Channels of funding and their eligibility criteria (conditions) to get access to these funding sources are properly described, communicated, internalized and this mechanism used in 100 LG units in 2017 in 10 Provinces. Additional funding on top of the APBD has been granted in 100 LG units in 2017.	Consultant can describe channels of funding, but not decide whether LGs are successful in using them to get additional funding.
1.3. The concept of medium scale sewerage systems (IPAL <i>Kawasan</i>) and sludge management (IPLT) including possible options for the involvement of private sector operators has been promoted with implementation preferably with one unit per province in 2017.	Consultant will actively promote sludge management but implementation decided by LG. For IPAL <i>Kawasan</i> LGs need additional funding.
1.4. Centralized recycling centers and regional sanitary landfills have been established and are operational in at least 50 % of the LG units	Only LG decides whether to establish these. Consultant can only advise.
1.5. Policy and regulatory constraints to additional funding for sanitation development including operational transfer analyzed and remedial actions defined, proposed and implemented at various levels in 2016.	Implementation of changes in policy and regulations are not within the remit of the Consultant.
1.6. A specific tailor made action plan per LG unit (including the “what, when, by whom and how) leading to the successful acquisition of Central, Provincial and local funds for sanitation development including milestones, concrete actions, persons responsible, etc. has been made and agreed upon in 100 LG units in 2016. This tailor made action plan did contribute to additional central and provincial funding in 100 LG units in 2017.	Consultant will help make action plan, but does not decide on additional central and provincial funding for its implementation.
1.7. SSK/MPS plans have been incorporated in the existing local government plans and budgets 100 LG units in 2016.	Consultant does not decide LG budgets.
1.8. Institutional mandates and roles various stakeholders clarified, communicated and established including a sustained and formalized sanitation structure after SSK/MPS completion to maintain the momentum and ensure the sustainability of the sanitation services with special reference to the gradual process of change from ad hoc institutional arrangements (Pokja) towards a formalized city sanitation management structure which includes the operational sanitation management units like UPT, BLU, parastatal companies and private operators. Such sustained and formalized sanitation structure institutionally embedded and functioning in 25 LG units in 2017.	Re service organizations: Consultant can help LGs plan but does not decide and has no capacity for organization development. Re pokja: LGs unlikely to create a single standing organization to manage sanitation development in general. GOI will not countenance this with “sanitation” now formally a multi-sectoral concern.
1.9. Political commitment at local and provincial level including their parliament increased in 50 LG units in 5 provinces in 2016 based upon actions identified, implemented and verified through realistic criteria.	Consultant has no role in politics. Will support advocacy but cannot guarantee result.
1.10. Best practices developed and provided for dissemination to serve as a model for other LGs and provinces in 2017 through various means including AKKOPSI	

Objective 2: Sustainability

To encourage the sustainability of existing and future sanitation investments, services and facilities and to incorporate all dimensions of sustainability in the PPSP process.

Overall result 2	Consultant's limitation
The institutional, financial and environmental sustainability of sanitation services has improved through a better understanding of all dimensions of sustainability including ability and willingness to pay, tariff setting and management of facilities and the inclusion in the PPSP process.	Consultant has no capacity for hands-on institutional development of service organizations and thus cannot directly influence result.

Deliverables at the end of 2017	Consultant's limitation
2.1. Institutional, financial and environmental sustainability of all existing on and off site sanitation facilities (including waste water management and solid waste management facilities) assessed, consequences have been indicated and priority actions have been defined and included in the MPS in 50 LG units in 2016. All this with special reference to the environmental sustainability related to on-site systems, the institutional sustainability related to the process towards city sanitation management systems and the financial sustainability related to the cost recovery of sanitation systems.	
2.2. Ideas and lessons learned from other sanitation projects have been incorporated in PPSP 2 in 2016 including an exchange of tools and other products and joint actions with other relevant projects. All relevant ideas and lessons learned incorporated in PPSP 2 in 2016.	
2.3. The major constraints for the involvement of private sector operators in the sanitation sector have been identified in 2016 and concrete actions at district (and cross boundary) level to overcome these constraints have been undertaken at pilot scale with special reference to medium sized sewerage systems/waste water treatment and solid waste management aspects in 3 LG units per province in 2017.	To the extent that such concrete actions involve the institutional/regulatory setting, they can only be decided by government at appropriate levels.
2.4. Best practices developed and provided for dissemination to serve as a model for other LGs and provinces to follow in 2017.	

Objective 3: Follow-up in 10 selected provinces

To contribute to a sustainable accelerated implementation of sanitation activities in 10 selected provinces and provide best practices for dissemination to other provinces and LG units.

Overall result	Consultant's limitation
Substantial acceleration of sustainable sanitation development in 10 provinces and 100 LG units in 2018 and lessons learned contributed to accelerated sustainable implementation in other provinces.	

Deliverables at the end of 2017 – Provincial level	Consultant's limitation
3.1. Institutional mandate and responsibilities for sanitation development at provincial level clarified and the provincial Pokja strengthened to better contribute to increase the provincial funds for sanitation in 10 provinces in 2017 as well as promoting the achievement of the readiness criteria at LG level.	
3.2. National sanitation development goal translated to 10 individual provinces as well as to all LG units in 2016 to ensure a better balance between the PUP central budget allocation and the production of the SSK/MPS process through PPSP.	
3.3. Absorption of programs proposed in the MPS and earmarked to be financed by the provincial government in the provincial APBD achieved in 10 provinces in 2017.	Only provincial government decides on which programs to fund.
3.4. Additional provincial funds made available for sanitation development at provincial, cross-boundary and local government level tripled in 2017 as compared to 2014.	Only provincial government decides how much to allocate for sanitation.

Deliverables at the end of 2017 – Provincial level	Consultant's limitation
3.5. Twenty "Bankable" medium sized projects formulated at local and provincial level for submission to PU Central Level in 2017.	LG decides what to plan and without a PUP program to fund (presumably) IPAL <i>Kawasan</i> LGs are not eager to do that.
3.6. Political commitment and understanding at provincial level increased through advocacy activities and through the incorporation of the sanitation roadmap and the MPS in the provincial plans in 9 provinces in 2017.	Consultant has no role in politics. Will support advocacy to increase understanding but cannot guarantee result. Only provincial government decides on incorporating MPS in its plans.
3.7. Best practices developed and provided for dissemination to serve as a model for other provinces in 2017.	
3.8. Mainstreaming of sanitation development in larger programs like Healthy City Program, Healthy Home Program and Slum Improvement Program achieved in 50 LG units in 9 provinces in 2017.	Consultant cannot decide on mainstreaming.

Deliverables local level (see also objectives 1 and 2)	Consultant's limitation
3.9. Public demand for effective and sustainable sanitation facilities developed and increased at household as well as at LG unit level in 100 LG units in 2017.	
3.10. A tailor made action plan leading to the successful acquisition of Central and Provincial funds for sanitation development including milestones, concrete actions, persons responsible, etc. has been made and agreed upon at local government level in 100 LG units in 2017 contributing to additional central and provincial funding in 50 LG units in 2017.	Consultant will help make action plan, but does not decide on additional central and provincial funding for its implementation.
3.11. SSK/MPS plans have been incorporated in the existing local government plans and budgets based upon the identification, description, prioritized, communicated and implemented to include/incorporate SSK/MPS in the local government plans in 100 LG units in 2017.	Consultant does not decide LG budgets.
3.12. Institutional mandates and roles of various stakeholders clarified, communicated and established including a sustained and formalized sanitation structure after SSK/MPS completion to maintain the momentum and ensure sustainability with special reference to the institutional sustainability from an ad hoc structure (Pokja) towards a city sanitation management system in 25 LG units in 2017.	Re service organizations: Consultant can help LGs plan but does not decide and has no capacity for organization development. Re pokja: LGs unlikely to create single standing organization to manage sanitation development in general. GOI will not countenance this with "sanitation" now formally a multi-sectoral concern
3.13. Additional local government funds available and possibilities to get access to provincial and central funds maximized leading to an annual budget allocation for sanitation by LG units of over 2% per annum and tripling of additional funding from other sources in 2018.	Consultant does not decide on LG budgets.

Objective 4: Focused Capacity Building

To provide focused capacity building in the fields of sustainable and accelerated implementation of sanitation activities under PPSP 2.

Overall result	Consultant's limitation
Focused capacity building successfully conducted and sustained and contributing to accelerated sustainable sanitation development.	
Deliverables at the end of 2017	Consultant's limitation
4.1. Capacity building to improve the quality of existing MPS process leading to accelerated implementation and sustainability successfully conducted in 10 provinces in 2017 with the assistance of existing training institutes (TC Bekasi and TC Wiyung).	Consultant can approach the training institutes for assistance, but does not decide what activities they will undertake.
4.2. Capacity building to accelerate implementation successfully conducted through the inclusion of modules, guidelines and notes with special reference to incorporation in local planning process, funding opportunities, institutional structures and project preparation (meeting the readiness criteria) in all LG units in 10 provinces in 2016 with the assistance of existing training institutes.	Consultant can approach the training institutes for assistance, but does not decide what activities they will undertake.
4.3. Capacity building for sustainable delivery of sanitation services by designated sanitation management organizations successfully conducted in 10% of the LG units in 2017.	
4.4. Capacity building with special reference to effective monitoring of the progress in acceleration of implementation and sustainability successfully conducted through NAWASIS in 2016.	
4.5. Best practices identified, formulated and provided for dissemination to other provinces in 2017.	
4.6. Action research in the fields of "scaling up" and "from plan into action" conducted and documented as knowledge products and disseminated at national and global level through an international conference in 2018 (e.g. through the National Conference on Sanitation and Water).	

Appendix B: Logical Framework

	Summary	Deliverables	Verification	Assumptions
Overall Goal	Universal access achieved	In 2019 85% of population has access to improved sanitation conform with SPM and 15% of population has access to basic sanitation	BPS RISKESDAS	
Strategic Objective 1	Up to 100 LGs able to plan, budget and accelerate implementation	LG budget allocation (APBD) for sanitation at least 2% in up to 100 LGs in 10 provinces by end 2018 Tripled allocation for sanitation provincial and central funding by 2018 (2014 baseline)	LG Reports Nawasis USDIP SAR APBD-P/APBD	– All necessary PF/CF are recruited on time and trainable on implementing the PPSP approach
National level	N-1.1 Supporting Documents, Guidelines and Tools prepared or improved and used	<ul style="list-style-type: none"> – Institutional mandate and responsibilities described in <i>Perpres</i> (185, 2014) analyzed and modified including sustainability issues, as required in 2016 – Institutional mandate and responsibilities described (draft) <i>PerMen</i> MOHA plus model bylaws on sanitation analyzed and modified as required in 2016 – Policy/regulatory constraints to additional funding analyzed and remedial action identified, documented, proposed and implemented by 2016 – “<i>Buku Saku</i>” on funding options updated, approved, disseminated by 2016 – National sanitation dev. goals translated into PG and LG goals in 10 prov. and all LGs in 2016 – Guideline for updating SSK/MPS improved with inclusion of acceleration and sustainability issues, approved by PIU-T in 2016 and used in 10 provinces – “Universal access” included in Practical Guideline for 2nd Cycle SSK/MPS in 2016 – Readiness criteria reviewed, improved and accepted by PUP in 2016 – NAWASIS expanded to include focus on acceleration and sustainability in 2016 	<i>PerPres</i> <i>PerMen</i> USDIP Tech Reports and Guidelines USDIP SAR Nawasis	– GOI ministries and agencies recruit additional local and foreign expertise to support implementation of PPSP nation-wide (as specified in the PPSP-2 Roadmap);
	N-1.2 Advocacy material developed	– Promotion campaigns and advocacy material developed for generating increased demand for improved sanitation specifically at household level	Adv. Materials USDIP SAR	– GOI ministries and agencies are able to second staff to PPSP activities and events and have budget to cover the associated operational cost;
Provincial level	P-1.1 Legal Instruments in place	– Gubernatorial decrees formalizing the incorporation of the Provincial Roadmaps in provincial planning (RPJMD) and budget documents (APBD) in 9 Provinces by 2017	<i>PerGub</i> USDIP SAR	– Provincial and local governments are aware of the sanitation development need and ready to assign the relevant budgetary priority to sanitation development;
	P-1.2 Specific support delivered to PG	<ul style="list-style-type: none"> – Improved/updated Provincial Road maps in 10 provinces by 2017 – Nawasis promoted as tool for PGs to prioritize LG proposals – Lokakarya MPS process in 10 provs process with prioritized activities prepared for budgeting 	PRMs Nawasis USDIP SAR	– LGs understand the existential need for local revenue mobilization and the concomitant need to establish sanitation services with a customer orientation;
Local level	L-1.1 Legal Instruments	<ul style="list-style-type: none"> – Mayoral/District Head Decrees instructing use of SSK/MPS in formal planning and budgeting process in 100 LGs in 2017 – Updated <i>perdas</i> on organization, management, and funding in up to 100 LGs by 2017 	SK Mayor/Bupati Perda	– LGs are able to effect the necessary organization development and other changes within the next three years;
	L-1.2 Supp. Docs developed and used	<ul style="list-style-type: none"> – Action plans for fund acquisition prepared and accepted in 100 LG in 2016 with additional funds allocated in 100 LG by 2017 – Nawasis improved as decision support system to support 2nd Cycle planning 	LG Reports Nawasis USDIP SAR	
	L-1.3 WWM and SWM Infra promoted and initiated	<ul style="list-style-type: none"> – Promotion campaigns are used to generate increased demand for improved sanitation at household level in 100 LGs in 2017 – Support to LGs on 2nd Cycle planning in delivered 100 LGs by 2017 – 20 <i>IPAL Kawasan</i> identified and processed by PUP for financing by 2017 – <i>IPAL Kawasan</i> pilots initiated in at least 1 LG in each of the 10 provinces in 2017 – Centralized recycling (3R) facilities initiated, planned, prepared and implemented in 50% of the LGs in the project provinces in 2017 – Sanitary landfills planned, prepared, implemented in 50% of LGs in USDIP provinces in 2017 – FSM concept promoted to and accepted at local level and planning/ implementation initiated in at least 1 LG in 10 provinces in 2017 – IPLTs rehabilitated and/or built where necessary for FSM by 2017 	Updated SSKs LG Budgets LG Reports USDIP SAR Nawasis	

	Summary	Deliverables	Verification	Assumptions
Strategic Objective 2	Up to 20 LGs able to provide sustainable sanitation services	Enhanced understanding of dimensions of sustainability (sanitation context) Improved institutional, financial and environmental sustainability of sanitation services Sustainability concept included in PPSP process		<ul style="list-style-type: none"> – Public awareness of the need for sanitation development increases rapidly in the next three years; – Commitment from TC (and possibly others) with adequate training capacity to link up with PPSP for CB/T activities; – Adequate training budget allocated.
National level	N-2.1 Supporting Documents upgraded or developed and used	<ul style="list-style-type: none"> – Guideline to develop and establish sustainable FSM/SWM coupled with sustainable management structure agreed with MOH and MOHA by 2017 – Constraints to involvement of the private sector in especially WWM and SWM analyzed, and measures to overcome these described by 2016 – Approach to develop and establish sustainable sanitation management structures (like BLUD, PD) prepared in 2017 and accepted by MOHA – Report on institutional, financial and environmental sustainability of on and off site facilities assessed and priority actions defined in 2016 	Guidelines Tech Reports Nawasis USDp SAR	
Local level	L-2.1 Sustainable management promoted and initiated	<ul style="list-style-type: none"> – Sustainability inclusive updated SSKs in 50 LGs in 2016 – Sanitation management plans agreed in 25 LGs in 2017 – SSMS advocated, institutionally embedded and functioning in 25 LGs in 2017 – Private sector involvement on WWM & SWM piloted in 3 LGs per province in 2017 	Updated SSKs LG Budgets USDp SAR	
Strategic Objective 3	Best practices identified and developed in 10 provs	Best practices regarding accelerated sanitation development, establishing sustainable sanitation management structures and CBT consolidated and disseminated to other provinces and globally		
National level	N-3.1 Collaboration with other donors and projects	– Active collaboration with other sanitation projects, including exchange of lessons learned (esp. with regard to sustainability issues), models, tools etc., established and incorporated in PPSP-2 in 2016	MOU USDp SAR	
	N-3.2 Mainstreaming achieved	– Mainstreaming of sanitation development in other GOI programs achieved in 50 LGs in 9 provinces in 2017	USDp SAR	
	N-3.3 Intl. conference supported	– PPSP knowledge products consolidated and disseminated during an international conference in 2018	Akkopsi Reports USDp SAR	
	N-3.4 Best practices consolidated	– Best practices regarding accelerated sanitation implementation, sustainable sanitation management, and CB/T developed and worked into guidelines in 2017	Guidelines USDp SAR	
Provincial level	P-3.1 Local best practices tested in provinces	– Action research on scaling up and moving from plan to action conducted and documented in 2018	Tech. Report USDp SAR	
Local lev.	N-3.1 Practices tested	– Action research on acceleration and sustainability documented by 2016	Tech. Report	
Strategic Objective 4	Focused Capacity Building	Focused capacity building successfully conducted and sustained and contributing to accelerated sustainable sanitation development		
National level	N-4.1 Support structures and supporting documents prepared and used	<ul style="list-style-type: none"> – Formalized cooperation with training institutes (e.g. TCs Bekasi and Wiyung) etc. – Institutes committed to incorporate PPSP related training in their curriculum – Expanded modules, guidelines, and notes focused on acceleration prepared/ available in 2016 	MOUs TC Reports USDp SAR	
	N-4.2 CBT supported	– AHL events organized by Akkopsi regarding acceleration and SSM in 2016 and beyond	Akkopsi Reports	
Provincial level	P-4.1 CB/T supported	<ul style="list-style-type: none"> – Prov <i>Pokjas</i> strengthened on increased (tripled) APBD (Prov) in 10 provinces in 2017 – CB/T conducted on 2nd Cycle Planning (incl. acceleration and sustainability aspects) 	PG Budgets USDp SAR	
Local level	L-4.1 CB/T supported	<ul style="list-style-type: none"> – Capacity building covering sustainable delivery of sanitation services by designated sanitation management organizations conducted in 10% of LGs in 2017 – Continuous support by Prosdas coaching LG <i>Pokjas</i> and PFs for 2nd Cycle planning 	USDp SAR	

Appendix C: Terms of Reference for Learning Projects

Sustainable Sanitation Services Management Models

Introduction

The purpose of USDAP-2 is to “experiment” with local governments on acceleration (how to increase planning ambition and how to speed up implementation) and sustainable sanitation management (financially self-supporting service organizations), to draw lessons from this experience (how to overcome obstacles, what are opportunities, etc.), and to “package” these lessons into a capacity building and training program for national replication.

USDAP-2 will follow the PU work plan for Second Cycle planning to introduce the concepts of acceleration and sustainable management, in which “**acceleration**” will be mostly a planning effort (raising the bar and planning concrete steps to make plans operational).

For **sustainable management** USDAP-2 will follow the PUP work plans for introducing scheduled sludge management (LLTT) as well as for solid waste management (PSPP), with particular attention for institutionalization, organization development (including the roles of the communities and the private sector), local revenue generation, and financial management. This obviously includes activities that need to be included in updated SSK/MPS (2nd Cycle), but “experimenting” does not have to wait for that. (The PUP work plans for LLTT and PSPP drive the activity.)

A key factor for building sustainable service organizations is identification / creation of effective demand for the services i.e. type and frequency of service for which people are willing to pay. (The organizing principle, however, should be “ability to pay”, not willingness per se, because even the poor are able to pay as is evident from the fees they must pay to private providers in areas with no water services.) Moreover, developing city-wide services cannot be left to the communities – local governments must take responsibility for good sanitation. However, the need for support from USDAP is not limited to creating demand, but also involves identifying the modalities of services that meet that demand in an effective and sustainable manner (and so generate more demand). The support thus has to cover the development and sustainable delivery of services along the whole liquid and solid waste chains.

The above (taking responsibility for services) does not mean that local governments must do everything themselves. Their job is to create an effective and efficient structure for safe storage, collection, transportation, treatment, and final disposal of waste water and solid waste. To this end, they should at least establish the “value chain”, ensure some way of funding for all activities to make it work, and provide regulations that compel people to participate. Beyond this, local governments can either operate the value chain or parts thereof by themselves – by either one integrated or separate solid and liquid waste departments in the general government structure or by urban utilities such as PDAM/PDPAL – or contract one or more other parties to do this. Key is that they must make sure to remain “in control” by concluding and enforcing service level agreements with transparent performance criteria and related rewards and penalties.

Activities in USDAP-2

In its quest for learning lessons USDAP-2 is interested in efforts to test sustainable services models with specific communities only to the extent that these offer possibilities for gaining experience that can be used on an institutional scale. This means that testing a rapid supply and demand methodology for sludge management should not be done as a stand-alone study, but as part of a “learning project” on sustainable service delivery models along the full waste chains (liquid and solid).

PU has made LLTT a priority in sanitation, and will conduct a workshop on 10-13 August on the subject with some 40 cities they have selected on the basis of several criteria, one of the most important being the availability of a sludge treatment plant (IPLT). During the workshop PUP will focus on its new LLTT guideline, which does mention institutional aspects of scheduled septic sludge collection (such as the legal form of the service organization) and funding issues, but only in a general manner. The USDP contribution should focus especially on providing more operational detail on these aspects.

The proposal that has been submitted for USDP-2 contains several activities dealing with demand creation and “triggering”, etc., for sludge and solid waste management:

- National level:
 1. Support to formulating an approach to establishing local service organizations (aimed at agreement between PU, MOHA, and possibly MOF and other agencies on establishing financially independent service organizations, using a GOI program for strengthening financial management)
 2. Promoting use of STBM approach for “triggering” in urban areas (expanding on MOH’s support for IPP-STBM, with a view to enticing citizens to invest in better septic tanks, house connections to IPAL-*Kawasan*, etc.)
 3. Facilitation of agreement between MOHA and PUP on coordinating improvement of solid waste and sludge management (elaborating on the operational similarities between these services)
- Provincial level
 1. Updating provincial sanitation roadmaps with policy measures (to create provincial incentives for local governments to embark on sludge management, possibly in combination with solid waste management)
 2. Supporting provincial pokjas on formulating support to local governments (to create provincial financial support targeted for sanitation as preventive health measures, using 10% budget funds legally earmarked for health)
- Local level
 1. Assisting local pokjas on triggering demand in urban areas (operationalizing IPP-STBM)
 2. Pilot accelerating SSK/MPS in Lombok Timur (SIMAVI)
 3. Rapid Action Learning (RAL) on community-based solid waste and sludge management
 4. Testing rapid supply/demand methodology for sludge management (IRC)
 5. Mobilizing micro financing and venture capital for a breakthrough in sustainable funding (aimed at providing small loans to assist investments in better septic tanks, or to small entrepreneurs wishing to buy pump equipment)
 6. Conducting pilots on institutional solid waste and sludge management (at least for sludge management latching on to PU’s LLTT development program)
 7. Supporting MOHA and MOF on guiding local governments in developing UPTDs into BLU (the former totally dependent on agency budgeting, while the latter can avail of operational income for financial independence)

Learning projects

The activities at national and provincial level pertain to creating the policy framework within which local governments can develop sanitation management. As such, these activities can benefit from lessons learned in “experimenting” at local level. It is therefore important that the local level activities are mutually supportive and complementary, but as conceived to date they risk exhibiting both overlaps and gaps. The suggestion is therefore to do three learning projects at local level to build on and feed into developments at provincial and national level along with division of main roles and responsibilities, as follows:

1. LLTT in a sustainable management organization with relevant triggering (IRC)
2. IPP-STBM with a view to learning lessons for fast and wide replication in urban areas (SIMAVI)
3. Solid waste management (WASH2gether)

Close cooperation is essential because of interrelationships and complementarity (operational similarities between LLTT and solid waste services, IPP-STBM links to LLTT and solid waste management). Given her long involvement in the program (since 2006) Christine Sijbesma will coordinate with the LLTT activity on substance (looking for potential efficiencies stemming from operational similarities) and also monitor continuing complementarity between the three activities with a view to identifying lessons for wider application.

Rapid Action Learning Project on Sludge Management Services in Indonesian Cities

This would begin with up to three cities that express an interest in investigating the gaps between supply and demand of operationalizing sludge management. The project will be a rapid action learning project focusing on emptying, transport and treatment/final safe disposal of septic tank contents, specifically on fostering the links between supply and demand for fecal sludge management related services. The aim will be to find out where immediate attention is required to create a fruitful interface between the management institution or supplier and the communities.

To allow scaling up to country level, the project will focus on cities which are a good representation of three different existing models for septic tank and soak pit sludge management: *fully city-owned and operated sludge management, concession system, and small operators contracted by the city*. USDAP needs inputs for a replicable business model, i.e. an approach for LG organizations to reliably provide services that their customers want. Of course this may also include involving communities to do certain things, but only in the broader context of the business model, not as individual community development interventions.

The premise is that GOI already has an idea on how to approach this. By jointly identifying the key areas for improvement, this study builds capacity of cities to improve the interface between supply and demand which will support cities in working with the most promising business approach. It is a huge challenge for cities to introduce and run viable, reliable and environmentally safe fecal sludge removal and disposal. Mapping existing supply and demand for these services and jointly determining how these can be applied city-wide is expected to help find lasting solutions. Assuming that the requirements for monitoring of sustainable services are in place (which will also be reviewed during the mapping), the project will look at all aspects of sustainability (financial, institutional, environmental, technical, and social aspects – “FIETS”).

Expected output is a rapid learning tool supporting cities to assess the most suitable approach in their cities and to begin optimizing the link between supply and demand of fecal sludge management related services. Considering that 90% of the urban population may only have access to onsite sanitation facilities, interventions based on the findings and recommendations of the rapid learning project are expected to benefit the greatest majority of urban city dwellers.

1. Basic conditions:

- a. The candidate municipalities see it as their responsibility to ensure access to reliable and environmentally safe disposal and removal services for the majority of urban dwellers
- b. They have a well-designed city sanitation strategy which they have operationalized and act upon.
- c. They have an active and strong municipality able and willing to carry out this rapid learning project;
- d. They have carried out an EHRA survey in the past 2 years. This project will use and build on existing data as much as possible.
- e. The cities want to test and critically look at one of the three approaches (fully city-owned and operated sludge management, concession system, and small operators contracted by the city), so that ideally the project can work with 3 cities piloting the (further) development of each approach.
- f. They must be ready to develop a management organization that can be financially independent – they may start with a Technical Implementation Unit (UPTD), but must be eager to develop this into at least a Public Service Organization (BLU) and possibly a local government enterprise (PD) in the longer term.

2. Cities to be piloted will be selected based on the above-mentioned three existing models:
 - a. *Fully city-owned and operated*: operational sanitation infrastructure and equipment completely owned and operated by the city;
 - b. *Concession system*: regulatory framework, etc., set up by the city but operational activities contracted to a concessionaire on the basis of a clear service level agreement;
 - c. *Small operators*: as above but city agency in charge of regulation, scheduling, customer relations, billing, etc. while purely operational tasks are contracted to individual (small) operators and/or community enterprises.

3. Implementation:

The role of local government is crucial. They should preferably take the lead in conducting the rapid action learning and thereafter in amending and improving strategies and plans for resolving the current challenges.

- a. Based on agreed selection criteria and basic conditions, USDAP will select 3 cities from those cities and urban districts expressing demand for the project.
- b. USDAP (Prosdia) invites relevant members of the local pokjas of 3 eligible cities to a task force
- c. IRC will build capacity of the pokja members to establish or improve a local management system for septic tank and soak pit sludge by jointly developing and piloting the elements for a rapid learning activity in their city to optimize the match between supply and demand for onsite fecal sludge related services;
- d. IRC will support the task force with analyzing and identifying options for consideration, amendment and implementation of fecal sludge management services;
- e. IRC will support in turning the tool into practical reality and for other cities to use.
- f. At central level USDAP will invite participants from relevant GOI ministries and agencies as well as the city summit participants to share important outputs from the action learning, to ensure that the suggested amendments and interventions abide by national regulations and the application will be replicated by the cities
- g. IRC will support the 3 cities in documenting the outputs in such a way that they can serve as input for the annual city budget planning exercise.

4. Timeline:

The city task forces would make concrete, operation-oriented plans for decision by mid-2016, in time for inclusion in budget preparation for 2017. These plans should contain workable strategies and tactics (at least in the eyes of the cities involved, which must put their money into them), and as such would already represent important outputs for sharing with other local governments for replication (at least within the USDAP provinces).

Rapid Action Learning Project on IPP-STBM

This learning project will build on the approaches and experiences of SHAW (rural STBM in Lombok) and IPP-STBM (urban STBM in several cities in Java and one city in Aceh). Focus will be on expanding on MOH's support for IPP-STBM, with a view to enticing citizens to invest in better septic tanks, house connections to IPAL-Kawasan, etc. In order to accelerate implementation the learning project will cover a full urban sub-district in Lombok. The triggering will link into services for construction and O&M of septic tanks etc., and into local sludge and solid waste management services. An important element will therefore be the exchange of experiences and lessons with the other two learning projects.

Using Lombok Timur for this pilot gives us a good basis to start, considering that the district has already been exposed to a community-based sanitation program. The SSK/MPS of Lombok Timur District already includes two objectives on community participation; first to participate in managing a sustainable sanitation service, and second, to participate in the promotion of 'clean and healthy living behavior'.

Simavi will implement this learning project with a local NGO Yayasan Masyarakat Peduli (YMP) in Lombok Timur. Simavi works with select local NGOs as we see them as civil society which can bring the voice of the local communities as well as support the government to fulfill their responsibilities.

1. Implementation:

- a. USDP invites participants to form a task force at local level, consisting of the local pokja of Lombok Timur and other stakeholders, to turn the plan into practical reality in one urban sub-district.
- b. SIMAVI/YMP will support the local task force in developing an operational plan for demand creation with an urban STBM approach, based on the IPP-STBM guidelines, the experience of SHAW on community involvement, and other national regulation.
- c. SIMAVI/YMP will build the capacity of the Lombok Timur pokja and the local government authorities on the STBM approach and implementation, from triggering to monitoring.
- d. SIMAVI/YMP will support the local task force to incorporate the needs and voices of the community in their SSK/MPS implementation plan, to ensure community buy-ins and willingness to sustain the sanitation services. This may include encouraging dialogue between the government and the communities through (existing) platforms such as the Musrenbang, or looking into sanitation co-management at the community level.
- e. SIMAVI/YMP will document the process and result of this pilot, together with the local task force. USDP will share the result of this pilot at the national level for feedback and potential replication.

2. Timeline:

- a. the task force would make concrete, operation-oriented plans for decision by mid-2016, in time for inclusion in budget preparation for 2017. These plans should contain workable strategies and tactics (at least in the eyes of kabupaten Lombok Timur, which must put its money into them), and as such would already represent important outputs for sharing with other local governments for replication (at least within the USDP provinces).
- b. After 2-3 years (including operation) evaluation of pros and cons (SWOT analysis) and decision on which model(s) to promote in which cases, followed by compilation of relevant documentation as input for nation-wide capacity building and training, to be agreed with the national task force.

Rapid Action Learning Project on Solid Waste Management

This would begin with up to three cities that express an interest in assessing and improving the delivery and management of existing services chain for solid waste by the formal and informal sector. The project will assess and improve existing services along the full solid waste chain, from segregation of solid waste in the households to segregated collection and end-disposal, recycling, and reuse. The aim is to find out how to create a fruitful interface between the management institution, the communities, and the local private sector that meets locally developed sustainability ('FIETS') criteria and standards. This specifically means testing ways for local government organizations to provide truly customer-oriented services. USDP needs inputs for a replicable business model, i.e. an approach for LG organizations to reliably provide services that their customers want. Of course this may also include involving communities to do certain things, but only in the broader context of the business model, not as individual community development interventions. Expected output is tested models for service delivery along the full solid waste chain that maximizes urban poverty alleviation from enhanced jobs and incomes from separated, recycled, and reused solid wastes.

1. Basic conditions:

- a. the cities must be ready to develop a management organization that can be financially independent (they may start with a UPTD, but must be eager to develop this into at least a BLU and possibly a PD in the longer term.)
- b. the cities agree that all households pay for the whole SWM service chain
- c. the cities must be willing to involve and help develop the informal sector in solid waste management

2. Elements to be piloted:

- a. Home segregation and collection. All waste is segregated and packed separately at the household level to allow maximally segregated transport (by self or others), aggregation, recycling, and reuse. Tested models can be informal packaging, e.g. in plastic bags, cardboard boxes and as tied piles for informal collection, or in permanent containers for formal collection. An intermediate system is prescribed low-cost packaging and scheduled collection of the different segregated waste and disposal at assigned collection points
- b. Transport to segregated temporary storage stations (TPS). Depending on the situation the segregated waste is either hand-carried by households or by the informal sector to improved TPS. Here the project will focus on developing and testing improvements such as segregated informal and formal storage, above and if desired below-ground, timely segregated waste collection, and/or well-organized sale to local solid waste recycling enterprises.
- c. Recycling and reuse. The project will seek to analyze informal and formal local private sector recycling and reuse to maximize the 3R principle and strengthen urban poverty reduction further.
- d. End disposal. The project will seek to measure the impacts of the enhanced segregated solid waste management system on the waste load and composition for end-disposal. There will be special attention for loss of livelihood for waste picker families on the city dump.

3. Administration and financing models:

An important aspect of the learning project is to develop and test a financing model or models that cover the full solid waste collection chain, without reducing livelihoods for the poor, e.g.:

- a. City-owned and operated: operational sanitation infrastructure and equipment completely owned and operated by the city. The informal and formal private sector play complementary roles by providing collection services from households to TPS or to more central city waste yards, within a payment system that guarantees delivery to waste stations, and by buying segregated wastes from the city;
- b. Concession system: only regulatory framework, etc., set up by the city but operational activities contracted to a concessionaire on the basis of a clear service level agreement;
- c. Small operators: as above but city agency in charge of scheduling, customer relations, billing, etc. while purely operational tasks contracted to individual (small) operators and/or community enterprises.

For each of the above models, liquid and solid waste management could be managed either by separate local government organizations or by just one organization as an integrated service. This variety could be instrumental to determine efficiencies that may stem from similarities in the two operations, but the decision depends on the preference of the local government involved.

4. Implementation:

- a. USDAP invites participants to two task forces:
 - i. At central level with participants from relevant GOI ministries and agencies to ensure that the pilot abides by national regulations;
 - ii. At local level with relevant members of the local pokjas of the 3 cities, to turn the plan into practical reality.
- b. WASH2gether will support these task forces with options for consideration, amendment, and implementation and will also monitor and report on progress.

5. Timeline:

- a. the city task forces would make concrete, operation-oriented plans for decision by mid-2016, in time for inclusion in budget preparation for 2017. These plans should contain workable strategies and tactics (at least in the eyes of the cities involved, which must put their money into them), and as such would already represent important outputs for sharing with other local governments for replication (at least within the USDAP provinces).



- b. After 2-3 years (including operation) evaluation of pros and cons (SWOT analysis) and decision on which model(s) to promote in which cases, followed by compilation of relevant documentation as input for nation-wide capacity building and training, to be agreed with the national task force.

Appendix D: Terms of Reference for junior sanitation experts

Activity 1 : Identifying best practices and learning lessons

Description	: Collect best practices from all LGs supported by USDAP-2 and draw lessons from successfully built sanitation infrastructure projects for delivery to the other LGs and provinces in Indonesia, including all activities prior to construction of infrastructure.
Objective	: Inform and encourage other LGs for the acceleration of sanitation development.
Proposed tasks	: <ol style="list-style-type: none">1. Identification of 3-5 successfully built infrastructure assets in selected LGs in the 10 provinces (based on data collected and opinion from Prosdas)2. Field study of the 3-5 successfully built infrastructure assets in the selected LGs, to gather all data on regulatory, institutional, social, financial, technical, and operational aspects.
Output	: Report covering study conducted and dissemination to all provinces
Estimated period	: 3 months

Activity 2 : Study of 3R optimization potential

Description	: Assessment of current practices and potential optimization of existing 3R facilities.
Objective	: Triggering LGs to optimize the performance of 3R facilities/activities.
Proposed tasks	: <ol style="list-style-type: none">1. Identification of TPS-3R and TPST to undertake the study.2. Analyze the 3R optimization potential based on the input-process-output stages and identify gaps between the stages.3. Analyze the technology used for 3R practice.
Output	: Report comprising: <ol style="list-style-type: none">1. Proposed scheme for optimizing management of waste collection and reduction of residual waste.2. Proposed technology/method for optimizing 3R practices3. The impact of the proposed optimization plan on utilization of the existing TPA.
Estimated period	: 3 months

Activity 3 : Waste to energy feasibility study

Description	: Assessment of the feasibility of two selected technologies for converting fecal sludge to heat (from incineration) or biomethane/biogas (from biomethanation).
Objective	: <ol style="list-style-type: none">1. Providing additional potential for cost recovery in fecal sludge management.2. Raising the interest of local stakeholders in managing fecal sludge and optimizing IPLT utilization.
Proposed tasks	: <ol style="list-style-type: none">1. Identification of IPLT to undertake the study2. Estimation of the potential sludge input from the desludging operation (capacity, quantity and quality)
Output	: Report on the feasibility of waste to energy conversion (economic feasibility, preferred technology, and environmental impact).
Estimated period	: 6 months

Appendix E: Terms of Reference for Prosdas

A. General tasks

- a. Act as local USDP representative / contact person
- b. Identify needs for support from Jakarta-based USDP Teams for capacity building and other technical support at provincial and local level
- c. Identify and document *best practices* at provincial and local level
- d. Report monthly to USDP management team on developments including best practices
- e. Establish communication between LGs and central level “Satkers” on readiness criteria in order to speed up implementation
- f. Identify non-government funding sources (CSR, community) and facilitate channeling of potential funding for implementation of SSK/MPS

B. Support to provincial pokja

- a. Assist on preparation and implementation of the provincial kick-off
- b. Assist on preparation of the pokja’s Annual Work Plan as set out in MOHA Circular SE660/2012
- c. Liaise between the provincial pokja and PMU-PIU, especially with PIU KP for review of the Provincial Sanitation Roadmap (if still needed) to clarify provincial policy measures to encourage local-level sanitation development
- d. Assist on utilizing the Provincial Sanitation Roadmap as an instrument for prioritizing sanitation activities of the provincial agencies
- e. Advocate and assist on utilizing the provincial health budget to fund provincial budget support (Bantuan Keuangan) to LGs for sanitation development activities as preventive health measures
- f. Monitor the use of MPS proposals in the formal planning and budgeting process
- g. Support implementation of the annual provincial-level MPS coordination meeting (LK-MPS)
- h. Support the “Tim Panel” on conducting quality assurance of the plan documents, including the updating of SSK
- i. Facilitate provincial-level monitoring and evaluation of MPS implementation
- j. Identifying provincial and local level needs for capacity building and training (CB/T)

C. Support to selected LGs in Second Cycle planning for SSK/MPS

- a. Together with provincial pokja, select up to 10 LGs for support. Focus on other tasks (such as implementation of the current MPS) in provinces without 2nd Cycle planning
- b. Regularly visit the selected LGs (at least once every 2 weeks) for direct assistance on Second Cycle planning (updating SSK/MPS)
- c. Advocate and socialize the objectives, targets, and methodology of Second Cycle planning to the local pokjas
- d. Collect information on which programs/activities agreed in the previous year’s LK-MPS are or are not being executed, and advise on updating the implementation plan for the following year.
- e. Encourage LGs to substantially increase activities and local funding for sanitation development, especially physical and non-physical activities for IPAL *Kawasan* systems to qualify for additional funding from other provincial and national level sources
- f. Facilitate Pokja in ensuring that the program/activities included in the SSK/MPS meet the standards of the formal planning and budgeting process
- g. Facilitate Pokja in working to ensure adoption of the program/activities in the SSK/MPS during formal planning and budgeting.
- h. Help LGs enter data on newly built infrastructure into ppsp.nawasis.info and assist on interpreting performance data

D. Encourage acceleration of sanitation development

- a. Together with the provincial pokja, select up to 10 LGs as focus for assistance
- b. Actively engage the selected LGs and continually monitor the steps taken by local authorities to implement programs and activities
- c. Monitor, assess and review the implementation of the annual programs/activities, comparing implementation with the plans (as outlined in the MPS)
- d. Assess the reasons for delays and obstacles encountered in planning and budgeting and/or effective implementation of programs and activities, and suggest solutions
- e. Develop and propose effective mitigation measures ("de-bottlenecking") through intensive consultation with relevant stakeholders at all levels of government
- f. Collect lessons and mitigation measures mentioned above for further dissemination to other LGs and provinces
- g. Collaborate closely with USDAP's subject matter consultants in Jakarta (Teams)
- h. Help LGs in entering data on investment plans and expenditures into ppsp.nawasis.info and assist on interpretation of performance data

E. Sustainable sanitation service management

- a. Map the condition of sanitation services in the selected LGs
- b. Prepare general information on the operational aspects of fecal sludge management at provincial and local level (data on IPLT, regulations, institutional responsibilities, etc.)
- c. Identify the main issues in providing sludge management services in the selected LGs
- d. Encourage and guide the selected LGs in developing a scheduled sludge collection service (LLTT)
- e. Encourage and guide the selected LGs in developing and providing sustainable services in other sanitation areas (solid waste, sewerage and treatment)
- f. Encourage the LGs to ensure the financial independence of sanitation services through full operational cost recovery, especially by supporting development of public service organizations (PPK-BLUD)



9. Colophon

This document was produced by the second Urban Sanitation Development Program (USDP-2). USDP-2 provides Technical Assistance to the Accelerated Sanitation Development for Human Settlements Program (PPSP), a program of the Government of Indonesia with Bappenas as lead agency. PPSP is implemented through a PMU at Bappenas and three PIUs at the Ministries of Health, Home Affairs, and Public Works.

USDP-2 focuses on engaging selected local governments in accelerating the process from planning to implementation and establishing sustainable sanitation services to the public, with a view to drawing lessons for replication in the broader implementation of PPSP. USDP is funded by the Embassy of the Kingdom of the Netherlands.

Royal HaskoningDHV BV has been contracted to provide a range of technical services for the execution of USDP-2.

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Client	: Embassy of Kingdom of the Netherland, Bappenas
Project	: Urban Sanitation Development Program-2
Length of report	: 50 Pages Including Appendices
Author	: USDP Management Team
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Date	: 16 November 2015
Report Status	: Final
