SUSTAINABLE SANITATION AND HYGIENE FOR EASTERN INDONESIA
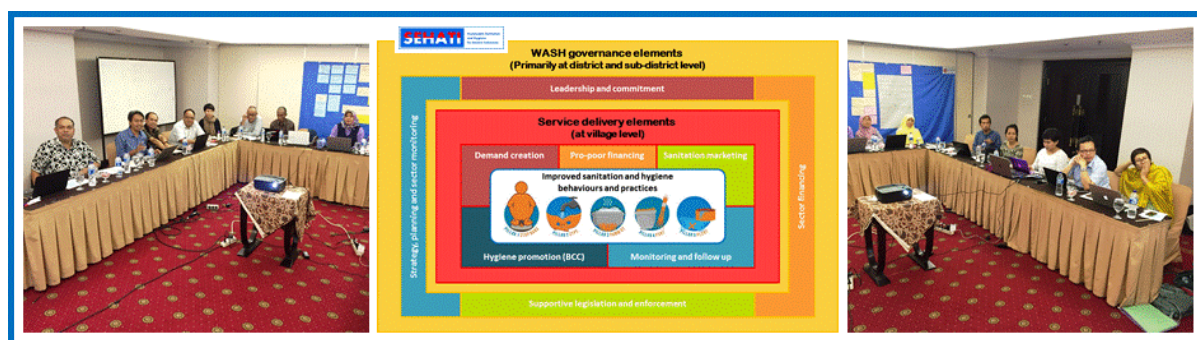
SEHATI PROGRAMME
KICK-OFF MEETING

29 MARCH TO 1 APRIL 2016
JAKARTA, INDONESIA

Prepared for

Simavi

Simavi is an international development organization. By 2020 we want to have fundamentally improved the health of 10 million people. Health is a prerequisite to get out of poverty. Therefore, we work in marginalised communities on water, sanitation and hygiene, and on sexual and reproductive health and rights. But we cannot do this alone. Our strength lies in bringing together communities, businesses and governments - in the countries in which we operate and beyond. For only by sharing knowledge and experience, we can contribute to a sustainable basis for a healthy existence. As such, we are always looking for collaborations that bring us closer to our mission: **basic health for all**.

For more information visit www.simavi.org

IRC

IRC is an international think-and-do tank that works with governments, NGOs, businesses and people around the world to find long-term solutions to the global crisis in water, sanitation and hygiene services. At the heart of its mission is the aim to move from short-term interventions to sustainable water, sanitation and hygiene services. With over 40 years of experience, IRC runs programmes in more than 25 countries and large-scale projects in seven focus countries in Africa, Asia and Latin America. It is supported by a team of over 80 staff across the world.

For more information visit www.ircwash.org

Acknowledgements

Kingdom of the Netherlands

Materials and documents on the SEHATI programme can be found on

http://en.simavi.nl/work-on-health/water-sanitation-and-hygiene/shaw-programme-indonesia/

http://www.ircwash.org/projects/sustainable-sanitation-and-hygiene-eastern-indonesia-sehati-programme

CONTENTS

ACRONYMS

Bupati	Regent or district head. The regent and the representative council members are elected by popular vote for a term of 5 years.
Camat	Sub-district head
CD Bethesda	Community Development Bethesda is one of the five programme partners implementing SEHATI in the districts of Sumba Tengah and Sumba Barat Days in Nusa Tenggara Timur province. For more information visit http://cdbethesda.org
Desa	Village
Dusun	Sub-village or hamlet
EKN	**Embassy of the Kingdom of the Netherlands in Indonesia**
FIETS	The **FIETS** sustainability framework is based on five sustainability dimensions: financial, institutional, environmental, technological and social sustainability.
FSM	**Faecal Sludge Management**
HH	**Households**
IRC	**IRC** is an international think-and-do tank that works with governments, NGOs, businesses and people around the world to find long-term solutions to the global crisis in water, sanitation and hygiene services. For more information visit www.ircwash.org
Kabupaten	District
Kecamatan	Sub-district
Kemenkes	The **Ministry of Health** (Indonesian: Kementerian Kesehatan) is a government ministry which organise public health affairs within the Indonesian government
M&E	**Monitoring and Evaluation**
NGO	**Non-Governmental Organisation**
OD	**Open Defecation** is the practice of people defecating outside and not into a designated toilet.
ODF	**Open Defecation Free** is when all people use a toilet for defecating. Eliminating open defecation is the main aim of improving access to sanitation worldwide and is a proposed indicator for the Sustainable Development Goals.
Plan Indonesia	**Plan Indonesia** is one of the five programme partners implementing SEHATI in the districts of North Lombok and Dompu in Nusa Tenggara Barat province. For more information visit https://plan-international.org/indonesia
SEHATI	**Sustainable Sanitation and Hygiene for Eastern Indonesia**
Simavi	**Simavi** is an international development organisation who by 2020 wants to have fundamentally improved the health of 10 million people. Health is a prerequisite to get out of poverty and therefore, Simavi works in marginalised communities on water, sanitation and hygiene, and on sexual and reproductive health and rights. For more information visit www.simavi.org
STBM	**Sanitasi Total Berbasis Masyarakat (STBM)** or community-based total sanitation is the approach adopted by the Ministry of Health as the national sanitation strategy in 2008. In essence STBM applies the same principles as CLTS (e.g. non-subsidy approach) to a multitude of hygiene related behaviours and practices. STBM focuses on the following five pillars: 1) ending the practice of open defecation; 2) hand washing with soap; 3) household water treatment and safe storage of drinking water; 4) household solid waste management; and 5) household liquid waste management.
WASH	**Water, Sanitation and Hygiene**

YDD	**Yayasan Dian Desa** is one of the five programme partners implementing SEHATI in the district of Manggarai Barat in Nusa Tenggara Timur province. For more information visit: http://diandesa.org
YMP	**Yayasan Masyarakat Peduli** is one of the five programme partners implementing SEHATI in the district of Lombok Timur in Nusa Tenggara Barat province. For more information visit http://ympntb.org/
Yayasan Rumsram	**Yayasan Rumsram** is one of the five programme partners implementing SEHATI in the district of Biak Numfor in Papua province. For more information visit http://www.rumsram.org

SUMMARY

The purpose of this report is to give an impression of the proceedings and discussions that took place during the SEHATI kick-off meeting. This meeting was held in Jakarta, Indonesia from Tuesday 29 March till Friday 1 April 2016. The main objectives of the kick-off meeting were to:

1) Get up to speed on the new programme
2) Agree on scope, targets, responsibilities and so on
3) Understand the conditions of the grant agreement with regards to planning and reporting
4) Finalise the monitoring framework and make preparations for the baseline survey
5) Determine what capacity building initiatives need to be undertaken

The kick-off meeting was the first meeting with all the partners involved in the new SEHATI programme.

TUESDAY 29 MARCH 2016

The first day of the meeting was used to lay the foundations for the rest of the four days. The **project proposal and budget** approved by EKN were presented and discussed to make sure that everybody knew what is expected from them in terms of overall programme targets or deliverables and the level of funding available to realise these targets. Thereafter the roles of the different **SEHATI consortium** members were discussed which is summarised in the following table. The WHAT (key challenges to be addressed) as well as the HOW (specific roles of the lead partner and other consortium partners) were agreed.

Partner	Specific roles in the consortium
Simavi	Programme coordination, grant management, donor liaison, national level liaison, partners capacity strengthening, PME and result accountable
IRC	Support for monitoring system, ensure smooth transition from SHAW to SEHATI, partners capacity building
Plan Indonesia	➔ **Lead for national advocacy**
YDD	➔ **Lead for technology options & sanitation marketing**
CD Bethesda	➔ **Lead for behaviour change**
Rumsram	➔ **Lead for participatory monitoring**
YMP	➔ **Lead for community empowerment**

The **grant conditions** as determined by the EKN were explained and these cover issues such as fund requests, reporting, financial audits, and exchange rate differences and so on. The agreed reporting schedule is shown in the table below.

What	When	Remarks
Annual plan and budget	1st of October of the preceding year	
Revised quarterly work plans	First week of each quarter	
Fund requests	End of July and end of January of each year	Fund request follow submission of half-yearly or annual reports
Half-yearly report	31st of July each year	This includes financial reporting
Annual report	31st of January of the following year	This includes financial reporting

The remainder of the first day was used to present and discuss the programme's **Theory of Change**. The most important take home message was the substantial changes in the role of the implementing partners. The actual process of delivering change at village level has not changed BUT the role of the partners has changed when compared to the role they played during the previous SHAW programme. Instead of being responsible for direct implementation of STBM related activities in the villages, the partners will be the catalyst for change by building the capacities and systems of the local government authorities responsible for STBM implementation.
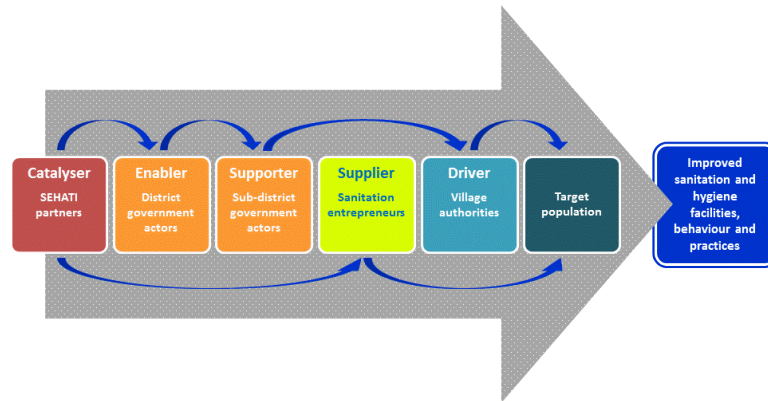

Village, sub-district and district level local government bodies will be equipped to take the lead in planning, implementing, monitoring and sustaining STBM interventions. The two main components of the SEHATI model are: 1) strengthening local capacity for service delivery; and 2) improving WASH governance to create a conducive enabling environment for replicating and scaling up of the SEHATI service delivery model as well as for sustaining the village level achievements.

WEDNESDAY 30 MARCH 2016

The presentation and discussion on the new Theory of Change continued during the morning of the second day and was concluded with a peek into the accompanying result chain. The rest of the morning and the early part of the afternoon were used by the partners to present their own **implementing strategies**.

The SEHATI **FIETS sustainability framework** was presented and discussed in the afternoon. The FIETS sustainability framework is based on the work started during the SHAW programme. The biggest difference is the fact that we do not end the programme with a sustainability framework as in SHAW, but that we start the SEHATI programme with a concrete and measurable sustainability framework. The FIETS sustainability framework is to guide our work during the implementation of the SEHATI programme. This relates in particular to the capacity development activities of local partners, and therefore all the capacity outcome indicators are based on the FIETS sustainability framework.
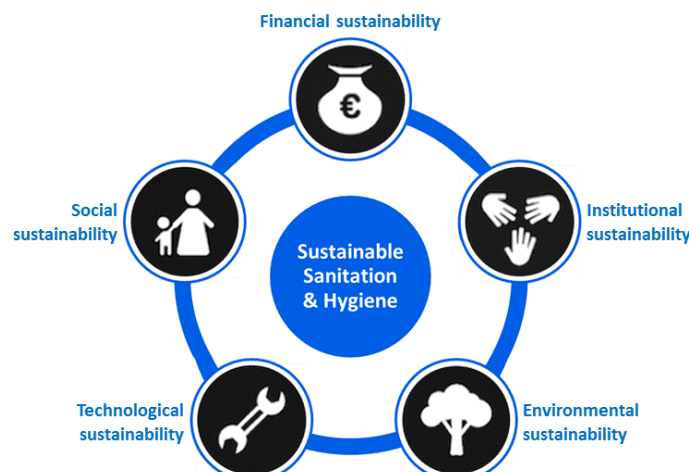
During the last session of the second day the partners presented the activity plans developed for the **inception phase**. Two key priority issues came up during the discussions: 1) timely organisation of the baseline surveys; and 2) need to start engaging with the local authorities to ensure that adequate levels of local public funds will become available during 2017.

THURSDAY 31 MARCH 2016

Most of the third day was used to discuss the **SEHATI monitoring framework** and the underlying village level STBM indicators and the set of capacity outcome indicators. Whereas QIS scales are used to measure the village STBM results, scorecards consisting of composite sets of indicators are used to measure changes in capacities of a range of local actors operating at the different levels (from district to village).

In the afternoon the **capacity development needs** of the implementing partners were identified by a Jakarta based organisation called SPEAK. Three broad capacity development areas were identified: 1) advocacy; 2) communication; and 3) knowledge management. Two different trainings were agreed upon to take place in May and July 2016.

FRIDAY 1 APRIL 2016

The nitty gritty details on how to plan and organise the **baseline surveys** for the village level STBM indicators and the capacity outcome indicators were discussed during the morning of the fourth and last day. The what and how as well as the timeline for the baseline surveys were discussed and agreed. It was also agreed that detailed monitoring guidelines were to be produced on how to conduct the guided self-assessments for the capacity outcome monitoring.

The final session of the four-day meeting was used to develop a detailed **action plan** to take forward all the agreements and actions related to the topics discussed during the meeting. The detailed action plan is given in Appendix 3 (bilingual version in Bahasa Indonesia and English). At the end of the meeting it was agreed that the first SEHATI Programme Coordinators meeting will be hosted by YDD in Labuan Bajo and it was tentatively scheduled somewhere towards the end of July 2015.

INTRODUCTION

PURPOSE OF THIS REPORT

This report provides a summary of the proceedings and results of the kick-off workshop of the new SEHATI programme in Eastern Indonesia held in Jakarta, Indonesia from 29 March to 1 April 2016. The kick-off workshop was organised by Simavi with the support from IRC.

The purpose of the report is to be a useful reference for the participants of the kick-off workshop as well as for the other staff of the five implementing partners. The report aims to capture the key content discussed during the workshop. It is not intended to record the detailed proceedings and discussions of every session, but rather to capture the key topics and main conclusions over the course of the four-day workshop. It is hoped that the report will also serve as a resource for the broader WASH sector.

THE SUSTAINABLE SANITATION AND HYGIENE FOR EASTERN INDONESIA (SEHATI) PROGRAMME

The Sustainable Sanitation and Hygiene for Eastern Indonesia (SEHATI) programme aims to create the conditions for local government actors to achieve district-wide access to and utilisation of sustainable and improved sanitation and hygiene facilities. The programme is expected to contribute towards the Indonesian Government's target of providing universal access to water and sanitation for all population by 2019. The impact of this programme will be that under the leadership of the district authorities within the foreseeable future all communities within the selected seven intervention districts will have sustainable access to and utilise improved sanitation and hygiene facilities.

The programme will run from February 2015 till August 2019 and starts with a six-month inception phase. At the end of the 3.5 years programme, it is expected that the local government authorities of the seven districts will be able to independently implement, replicate, scale up where necessary and sustain STBM 5-pillars in all the villages under their jurisdiction. It is also expected that by further refining the implementation model of the programme it will be suitable for replication of STBM[1] in other districts. The ultimate aim is to develop a workable model that can be applied anywhere in Indonesia with the potential to accelerate progress towards achieving universal coverage of improved drinking water and sanitation.

SEHATI is the successor to the Sanitation, Hygiene and Water (SHAW) programme which was successfully implemented in nine districts in Eastern Indonesia from May 2010 till June 2015. During the implementation period a total of 802 villages were declared 100% STBM benefiting some 1.45 million people. Similar to the SHAW programme, SEHATI is implemented in partnership with local district administrations, five Indonesian NGOs (Rumsram in Biak Numfor, Yayasan Dian Desa in Manggarai Barat, Yayasan Masyarakat Peduli in Lombok Timur, CD-Bethesda in Sumba Tengah and Sumba Barat Daya, and Plan Indonesia in Lombok Utara and Dompu), two Dutch NGOs (Simavi and IRC) and other relevant stakeholders in seven districts in East Indonesia. The Dutch NGO Simavi coordinates the SEHATI programme and supports the central Indonesian Government on STBM policy and scaling up initiatives. IRC provides expert advice and support to Simavi and the five implementing partners.

Five years of previous SHAW implementation have taught Simavi and the local partners what the key determinants are for successful implementation of STBM. This has created ideal conditions to accelerate

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[1] **STBM** (Sanitasi Total Berbasis Masyarakat) is the community-based total sanitation approach adopted by the Ministry of Health as the national sanitation strategy in 2008. STBM focuses on five pillars, namely: 1) ending the practice of open defecation; 2) hand washing with water and soap; 3) household water treatment and safe storage of drinking water; 4) household solid waste management; and 5) household liquid waste management.

access to sustainable sanitation and hygiene facilities and sustain improvements in sanitation and hygiene behaviour and practices. The programme will employ an adjusted model to accelerate progress in sanitation and hygiene by strengthening the capacity of local government actors (at district, sub-district and community level), private sector sanitation entrepreneurs and other local stakeholders for more efficient and effective service delivery. This is done by equipping the different stakeholders with the right models, approaches, tactics, tools and skills to enable them to achieve full coverage in their districts over time including paying specific attention to gender and pro-poor issues, thereby contributing to the Government of Indonesia's vision of achieving universal access to sanitation by 2019.

The approach demands a joint effort by a wide range of stakeholders: local governments, private sector actors and other local stakeholders including the communities. The SEHATI partners initiate the start-up in each district, inform and build the capacity of key stakeholders, and then facilitate and support implementation by these stakeholders. The programme aims to strengthen the capacity of the local stakeholders and to create an enabling environment so that programme achievements can be sustained and the approach can be replicated in other areas.

SEHATI intervention districts

THE SEHATI KICK-OFF MEETING

During the SHAW programme, Programme Coordinators meetings were organised on a regular basis to increase collaboration among the partners by facilitating sharing and learning through the exchange of information, knowledge and experiences, and by creating space and energy to move forward together. These meetings will continue during the SEHATI programme.

The new SEHATI programme started with a kick-off meeting with all the partners. The four-day meeting was held in Jakarta from 29 March till 1 April 2016. The main **objectives of the kick-off meeting** were:

1) Get up to speed on the new programme;
    ⇨ What is the new programme all about?
    ⇨ What is different from SHAW?

2) Agree on scope, targets, responsibilities and so on;

3) Understand the conditions of the grant agreement;

4) Finalise the monitoring framework and prepare for the baseline; and

5) Determine what capacity building initiatives for the partners need to be undertaken.

The detailed programme is attached in Appendix 1. This can be summarised as follows:

	Tuesday 29 March 2016	Wednesday 30 March 2016	Thursday 31 March 2016	Friday 1 April 2016
Morning	⇨ **Opening** ⇨ **Introductions** ⇨ **Proposal and budget**	⇨ **Partner strategies**	⇨ **New monitoring system**	⇨ **Planning for baseline** ⇨ **Wrap up and evaluation**
	Lunch	Lunch	Lunch	Lunch
Afternoon	⇨ **Consortium roles and responsibilities** ⇨ **Grant conditions** ⇨ **Theory of Change**	⇨ **FIETS exit strategy** ⇨ **Partner plans for inception phase**	⇨ **Use of capacity outcome indicators** ⇨ **Partner capacity building needs**	**THE END** **or** **THE BEGINNING**

Main programme elements of the four-day kick-off meeting

The participants attending the meeting represented the SEHATI implementation partners consisting of Rumsram, Yayasan Dian Desa, Yayasan Masyarakat Peduli, CD-Bethesda and Plan Indonesia plus Simavi and IRC. An overview of the participants is presented in Appendix 2.

The kick-off meeting was facilitated and documented by Erick Baetings, IRC Senior Sanitation Expert. Dinnia Joedadibrata, Simavi Senior Programme Officer WASH, co-organised and co-facilitated the meeting and Asken Sinaga, Simavi Country Representative Indonesia, took an active role in ensuring the success of the meeting. Logistical and secretarial support was provided by Angelina Yusridar, SEHATI Finance & Administration Officer. Yusmaidy took care of most of the translation and interpretation work during the meeting. Ibu Christina was so kind to translate and interpret the sessions dealing with monitoring.

PROCEEDINGS AND RESULTS OF THE MEETING

TUESDAY 29 MARCH 2016

Time	What	Who
08:40-08:45	Opening	Dinnia
08:45-09:15	Partner introductions and expectations	Erick
09:15-09:40	Meeting objectives and programme outline	Dinnia
	Coffee break	
10:00-11:50	**Explanation of the approved proposal and budget**	Dinnia and Erick
11:50-12:45	**SEHATI consortium**	Erick
	LUNCH	
13:45-15:30	**SEHATI consortium**	Dinnia and Erick
	Coffee break	
15.45:16:30	**Grant conditions**	Dinnia
16:30-17:30	**Theory of Change**	Erick

Actual programme of day one

OPENING, INTRODUCTIONS AND EXPECTATIONS

Dinnia Joedadibrata, Simavi Senior Programme Officer WASH, started the meeting by giving a warm welcome to all the participants. She expressed her happiness to meet everybody once again. Thereafter the five SEHATI partners introduced themselves and shared their expectations of the workshop.

Partner	Participants	Expectations
Rumsram	Ishak Nas	• Understand the philosophy and approach of SEHATI • Understand differences between SHAW and SEHATI • Monitoring needs and other aspects
YDD	Christina, Project Manager Ikos (Communication and monitoring) Kamto (Kabupaten coordinator)	• Synchronise planning between Simavi and partners • Improve strategy/concept as result of sharing among partners • Clarity about administrative issues • Clarity about capacity building of partners
CD Bethesda	Anna, Project Secretary Hamdan, Project Manager Bayu, Director of CDB	• Understand about the concept and implementation modalities (strategy, log frame, area, etc.) • Stick to one monitoring system throughout the programme • Clarity about capacity building of partners
Plan	Heri, Communication and KM Sabar, Project Manager (?)	• Understand differences between SHAW and SEHATI • Monitoring and evaluation mechanisms • Share Plan experiences
YMP	Elena, Project Manager Noni, Project Coordinator Nur, Consultant/Advisor	• Understand strategy also partner strategies • Clarity about capacity building between partners
Simavi	Dinnia, Simavi Haarlem Angi, Admin/Finance Officer Asken, Simavi Country Representative	• Expect one Project Manager, Admin/Finance Officer, Capacity Building and KM Officer, Senior Finance Officer • Jakarta office is Simavi Country Office, not just for SEHATI programme • Expect that all partner expectations will be met

Introductions and partner expectations

MEETING OBJECTIVES AND PROGRAMME OUTLINE

Dinnia used a PowerPoint presentation to brief the participants on the objectives of the kick-off meeting and to provide an overall glimpse of the four-day programme.

The main objectives of the kick-off meeting were:

1) To get up to speed on the new programme
   - ⇨ What is the new programme all about?
   - ⇨ What is different from SHAW?

2) To agree on scope, targets, responsibilities and so on

3) To understand the conditions of the grant agreement with regards to planning and reporting

4) To finalise the monitoring framework and make preparations for the baseline

5) To determine what capacity building initiatives need to be undertaken

The main programme elements are shown in the following table.

	Tuesday 29 March 2016	Wednesday 30 March 2016	Thursday 31 March 2016	Friday 1 April 2016
Morning	⇨ **Opening** ⇨ **Introductions** ⇨ **Proposal and budget**	⇨ **Partner strategies**	⇨ **New monitoring system**	⇨ **Planning for baseline** ⇨ **Wrap up and evaluation**
	Lunch	Lunch	Lunch	
Afternoon	⇨ **Consortium roles and responsibilities** ⇨ **Grant conditions** ⇨ **Theory of Change**	⇨ **FIETS exit strategy** ⇨ **Partner plans for inception phase**	⇨ **Use of capacity indicators** ⇨ **Partner capacity building needs**	**THE END** or **THE BEGINNING**

Main programme elements of the four-day kick-off meeting

EXPLANATION OF THE APPROVED PROPOSAL AND BUDGET

Dinnia started this session by saying that this is the most important session of the week as it deals with the programme's overall budget and targets. Basically this session boiled down to the following two questions:

1) What are you expected to deliver?

   And

2) How much money is earmarked to the five partners?

It became apparent that not everybody had seen or read the approved proposal. To make sure that everybody involved in the programme knows exactly what needs to be done and how, it was agreed that the proposal would need to be translated in Bahasa Indonesia. The main purpose of this session was to ensure that everybody was clear about the targets and budgets included in the approved proposal. This because the budgets submitted by the partners may have been somewhat different from what was approved by the EKN.

Partner budgets

The discussions focused first of all on the approved budget and the specific allocations for each of the five partners. While doing that it immediately transpired that there were some problems with the calculations of the local contributions. It appeared that partners had included different contributions. Whereas some had included only the Kabupaten contributions, some had included Kabupaten and village contributions as well as household contributions.

Budget Allocations for SEHATI in Euros							
	Rumsram	**YMP**	**YDD**	**CDB**	**PLAN**	**SIMAVI**	**TOTALS**
# of years	2.5	2.5	3.5	2.5	3.5	3.5	
# of Kabupaten (districts)	1 (old)	1 (old)	1 (new)	2 (old)	2 (new)		7
Total budget	374,453	987,469	1,329,014	431,541	717,891	740,462	4,580,829
Total budget in %	*8%*	*22%*	*29%*	*9%*	*16%*	*16%*	*100%*
EKN Funding	329,571	326,606	650,014	400,000	653,307	640,502	3,000,000
EKN Funding in %	*11%*	*11%*	*22%*	*13%*	*22%*	*21%*	*100%*
Partner's own contribution	27,351	0	29,379	5,113	0	99,960	161,803
Local contributions	17,530	660,862	649,621	26,428	64,584	0	1,419,025
Local contributions as % of total budget	*5%*	*67%*	*49%*	*6%*	*9%*	*0%*	*31%*

SEHATI programme budget as approved by the EKN

How the local contributions were calculated by the partners is provided below.

➔ **Plan Indonesia**: 1) government contribution to cover 50% of costs. Village level funds and household contributions are not included.

➔ **CD Bethesda**: 1) only government contribution for 2016.

➔ **YDD**: 1) household contributions for acquiring sanitation and hygiene facilities (possibly somewhat over budgeted; 2) village funds to pay the cadres responsible for monitoring and follow up from ADD; and 3) replication of other villages by district.

➔ **Rumsram**: 1) Puskesmas (BOK); and 2) household contributions in old villages.

➔ **YMP**: 1) village funds (ADD); 2) confirmed Kabupaten funds; 3) Puskesmas funds (BOK) for both OLD and NEW villages. Household contributions are not included.

Kabupaten (district) and desa (village) funds are critical as these are key performance indicators to measure local commitments. Consequently these types of budgets will be monitored annually and they also need to be reported to the EKN annually. For old districts, government contributions to replicate the STBM approach in non SEHATI villages should not be included. For new districts replication is part of the programme and therefore government funds allocated for replication and or scaling up purposes need to be reflected in the total budget.

	SEHATI target villages	Replication in other non SEHATI villages	Totals
District funds	**OLD + NEW districts**	**OLD + NEW districts**	
Village funds	**OLD + NEW districts**	**-**	
Budgeting	**OLD + NEW districts**	**NEW districts**	
Reporting	**OLD + NEW districts**	**OLD + NEW districts**	
Totals	**x**	**y**	**Totals = x + y**

What to include in the local contribution calculations

It was decided to discuss household contributions later in the week. Although nice to know it is not worth spending a lot of time on it. With regards to partner contributions it was decided that the two smaller partners (YMP and Rumsram) should be careful budgeting too high own contributions. This to avoid similar problems encountered during the SHAW programmes. The partners were informed that if they can realise all the targets and other results within the allocated EKN funds then there is no need to match with own funds. However if the EKN funds are insufficient then they would have to match the gap with their own funds. Management fees can be used for hiring additional staff but partners cannot report this as part of their own contribution. Finally partners were advised not to increase the budget lines for own contributions at this stage.

It was agreed that partners would submit revised local contribution budgets by 11 April 2016.

Programme targets

Some time was taken to review the programme targets as included in the approved proposal. Dinnia explained that the new programme is named SEHATI and not SHAW 2 for the simple reason that the programme is very different. Whereas SHAW focused primarily on increasing the number of villages being declared 100% STBM, SEHATI instead focuses on increasing the capacities of local government to replicate the SEHATI model and thus implement the Indonesian STBM policy. For that reason SEHATI will not be implemented in all the villages of a district.

	Scope and size of SEHATI (with EKN funding)					
	Rumsram	**YMP**	**YDD**	**CDB**	**PLAN**	**TOTALS**
	#	**#**	**#**	**#**	**#**	**#**
# of years	2.5	2.5	3.5	2.5	3.5	
# of Kabupaten (districts)	1	1	1	2	2	7
- OLD districts	1	1		2		4
- Which OLD districts	Biak Numfor	Lombok Timur		Sumba Tengah & Sumba Barat Daya		
- NEW districts	0	0	1	0	2	3
# of Kecamatan (sub-districts)	12	13	9	13	8	55
- OLD sub-districts	6	7	0	5	0	18
- NEW sub-districts	6	6	9	8	8	37
# of intervention desa (villages)	42	49	75	48	75	289
- OLD villages declared 100% STBM	24	31		15		70
- NEW intervention villages	18	18	75	33	75	219
- Minimum # of villages declared 100% STBM	30	37	36	31	60	194
Percentage of villages declared 100% STBM	*71%*	*76%*	*48%*	*65%*	*80%*	*67%*

SEHATI programme targets as included in the approved proposal

The conclusion on the review of targets per partner is summarised below.

➔ **Plan Indonesia**: the number of intervention villages (75) is correct but there was some confusion about the number of Kecamatan (8 or 6). It was concluded that it is not wise to start in four new Kecamatan in the last year when you are about to exit. Plan was therefore asked to review and revise the figures over the three years.

➔ **CD Bethesda**: target of 49 intervention villages is correct!

➔ **YDD**: target of 75 intervention villages is correct!

➔ **Rumsram**: target of 42 intervention villages is correct. May be only 20 of the 24 old villages will be declared however this will be compensated by declaring additional new villages 100% STBM. The total will remain the same!

➔ **YMP**: target of 49 intervention villages is correct!

SEHATI CONSORTIUM

Erick introduced this session with the help of a Microsoft PowerPoint presentation and the introduction focused primarily on the roles and responsibilities of the different partners. For SEHATI to succeed, it is important to focus on the issues that were challenging before. Furthermore to enhance efficiency and effectiveness it is crucial that partners work together as a consortium to overcome the many challenges.

Partner roles:

⇨ **Programme implementation** in their own district(s): support the government actors and ensure that the activities at the village level are well executed.

⇨ **Consortium role**: lead a specific 'expertise' within the consortium to enhance efficiency and effectiveness of the programme:

- Partners will support each other; and
- It will avoid that all five partners are developing detailed approaches and tools for the different programme elements or different thematic areas.

The consortium responsible for implementing the programme successfully consists of Simavi and five Indonesian NGOs, supported by IRC, all of which were previously involved in SHAW. The involvement of all previous and by now experienced SHAW partners in this consortium is quite crucial for the success of the programme. The specific roles for the different partners as identified in the approved proposal are summarised in the table below.

Partner	Specific roles in the consortium	Duration
Simavi	Programme coordination, grant management, donor liaison, national level liaison, partners capacity strengthening, PME and result accountable	3.5 years
IRC	Support for monitoring system, ensure smooth transition from SHAW to SEHATI, partners capacity building	3.5 years
Plan Indonesia	➜ Programme implementation ➜ **Lead for national advocacy**	3.5 years
YDD	➜ Programme implementation ➜ **Lead for technology options & sanitation marketing**	3.5 years
CD Bethesda	➜ Programme implementation ➜ **Lead for behaviour change**	2.5 years
Rumsram	➜ Programme implementation ➜ **Lead for participatory monitoring**	2.5 years
YMP	➜ Programme implementation ➜ **Lead for community empowerment**	2.5 years

Partner roles in the consortium

After the introduction the partners were instructed to discuss how they were going to take up their specific consortium roles. They were asked to answer the following two questions:

1) WHAT are you going to do? What specific areas will you focus on?

And

2) HOW are you going to do it?

The table below shows the results of the group work.

	WHAT	HOW
PLAN: National level advocacy	• Bring SEHATI to national level and advocate STBM 5 pillar to national level actors	• Advocacy meetings and learning events at provincial and national level • Campaigning using social media and newsletters • Facilitating national stakeholders meeting to engage with SEHATI team
YDD: Technology options & sanitation marketing	• Share technology options • Share sanitation marketing package (market segmentation, etc.) • Develop desludging options based on locations	• Develop manual • TOT for partners • Research and development, and TOT for partners
CD Bethesda: Behaviour change	• Develop approach and methodology for behaviour change based on local potential (customs, resources, etc.)	• Share community participation approach including capacity building of community with all partners through workshops, training, discussions and publications

	WHAT	HOW
Rumsram: Participatory monitoring	• Capacity building for applying the monitoring system • Develop monitoring guidelines • Develop data collection formats	• Workshop and discussions • Discussions and sharing • Discussions and sharing
YMP: Community empowerment	• In-depth analysis of methodology • Capacity building for community empowerment	• Workshop for sharing the different approaches and to develop the "best" approach • TOT and on-the-job training for partners

Partners' ideas of how they should fulfil their consortium roles

After lunch the discussion on the consortium roles continued. Time was taken to reflect on the group work and specifically to consider whether the following two questions had been answered:

1) WHAT are **OUR key challenges**?
2) HOW are WE going to **work together** to overcome those challenges?
   ⇨ What is the role of the lead?
   ⇨ What is the role of the other consortium members?

The topics were revisited and an attempt was made to come up with the main challenges or issues that need to be addressed. Although this needs further work and refinement during the week and even beyond, it may look like what is presented in the table below.

	WHAT are the key challenges we need to address
PLAN: National level advocacy	• Lack of priority for STBM • Lack of adequate levels of public funding • Focus on ODF instead of on STBM five pillars (100-0-100 national target) • Lack of capacity at sub-national level to implement and sustain STBM
YDD: Technology options & sanitation marketing	• Move beyond toilet pans/bowls • Wrong timing of sanitation marketing activities • Products and services do not reflect customer segments • Need for 'toilet packages' for ease of installation • Lack of options for other pillars (especially pillars 2 and 3) • Need to focus on IMPROVED toilets right from the beginning
CD Bethesda: Behaviour change	• Focus on pillars 2 and 4 as these are the most difficult to realise • Develop more effective ways of changing behaviour • Develop methods that ensure faster uptake of toilets (pillar 1)
Rumsram: Participatory monitoring	• Link between desa and Kecamatan and between Kecamatan and Kabupaten; in particular the latter one is problematic at present • Different systems in use (project versus government PME systems) • Timing (too frequent in the past)
YMP: Community empowerment	• Basically similar to national level advocacy • No or low priority • Lack of sufficient funds • Lack of capacity • Lack of supportive legislation

An initial overview of key challenges the consortium partners should try to address

Thereafter the HOW was discussed once again and an attempt was made to come up with some generic modes of cooperation.

Roles of the lead partner
- Develop the basic concept
- Facilitate the discussions and work processes
- Manage time
- Organise specific capacities
- Look for resource person(s) and or facilitators if and when needed
- Advise other partners
- Document results (outputs)

Role of the other consortium members
- Provide inputs to the development of the basic concept
- Express partner needs and expectations
- Provide information on local conditions, cultures and so on
- Participate actively in the entire process

GRANT CONDITIONS

Dinnia started by explaining that the grant conditions as determined by the EKN are basically the same as those that were applied during SHAW. In general the reporting requirements are as follows:
- ⇨ Inception report: must be submitted at the end of August 2016
- ⇨ Annual plans and budgets: must be submitted prior to November 1 in the previous year.
- ⇨ Other requirements are specified below.

Audit reports: whereas in the past separate annual audits were carried out of the partner accounts and separate reports were forwarded to EKN, the EKN now wants to receive only one report. Therefore the Simavi office in Jakarta will have to integrate all five partner audit reports in to one audit statement and management letter.

Reporting: there was a long discussion on planning and reporting frequencies: six-monthly during SHAW and the suggestion was now to increase it to three-monthly reporting frequencies for activity monitoring and financial reporting. It was decided to adhere to the same six-monthly reporting frequency for the regular progress and financial reports. However, updated activity plans will have to be submitted before each new quarter.

Fund requests: twice a year: end of May is request for the period July to December; end of November is request for the period January to June. Whole process from applying for funds to actual transfers takes two weeks. This requires fund requests from the partners to be complete.

Budgeting and exchange rate differences: budgets are to be prepared in Indonesian Rupiah by the partners. Overall budget to be approved by EKN is done in Euros by Simavi. Reporting to EKN will also have to be done in Euros. For internal use Simavi will monitor both Euro and Rupiah budgets. Contracts with partners will be in Euros and they will not be able to spend more than what has been allocated to them. Activities may have to be revised in case of exchange rates losses and gains.

Contracts: the contracts have not yet been signed with partners. It is expected that contracts will be signed within the month of April. New contribution budgets need to be forwarded first. After contracts are signed the first funds will be released.

Finally the partners were informed by Dinnia that the schools are an integral part of the villages and therefore that STBM interventions as well as monitoring will have to take place at the schools.

The planning and reporting frequencies are summarised in the figure below.
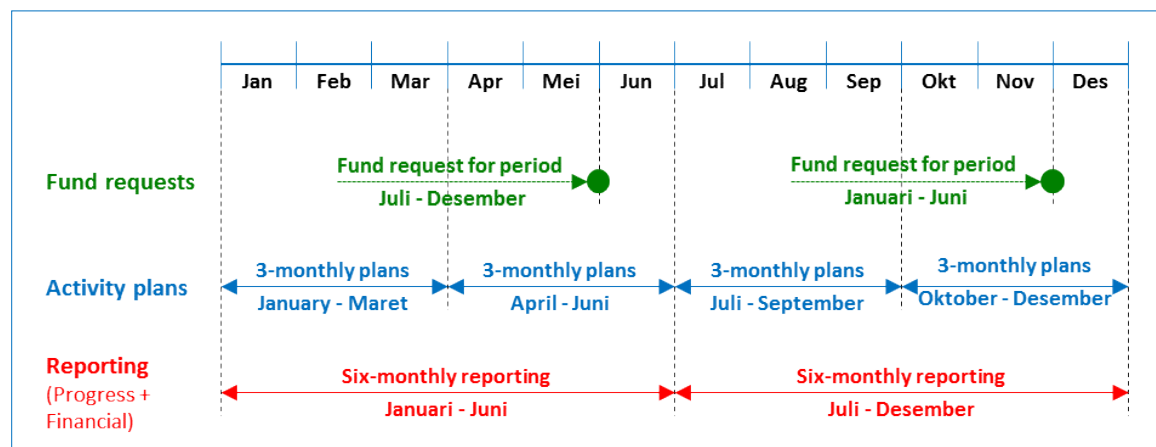

Summary of planning and reporting schedule

SEHATI THEORY OF CHANGE

Erick presented the Theory of Change developed for the SEHATI programme with the use of a Microsoft PowerPoint presentation. He started by explaining what a Theory of Change is all about.

Definition of Theory of Change

A **Theory of Change** is essentially a comprehensive description and illustration of how and why a desired change is expected to happen in a particular context. Usually a Theory of Change first defines the long-term goals and then maps backward to identify necessary conditions (outcomes) that must be in place (and how these related to one another causally) for the goals to occur. It describes what a programme or change initiative does (its activities or interventions) and how these lead to desired goals being achieved. This can best be explained with the use of the following figure.
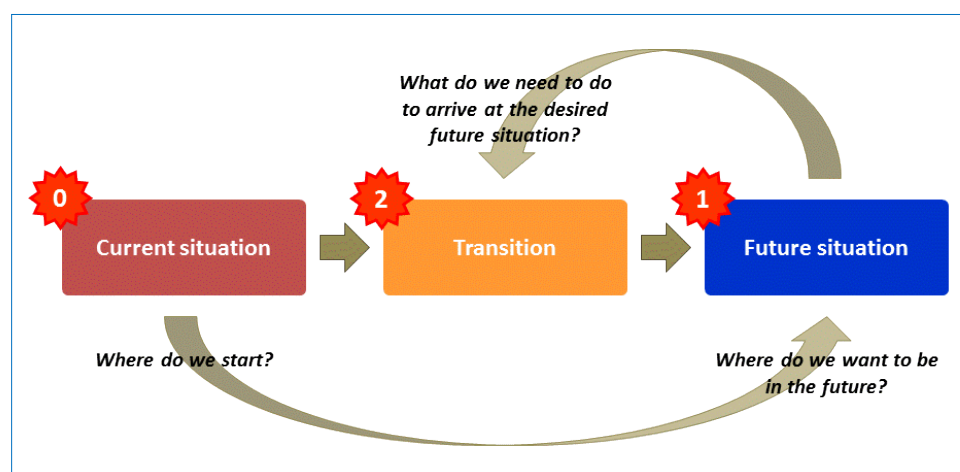

Theory of Change: what is it all about and how does it work

A Theory of Change can be explained with the help of a **result chain** that illustrates HOW and WHY the desired change is expected to come about. An example of a simplified result chain is shown on the next page.

A Theory of Change…

➢ … links outcomes and activities to explain HOW and WHY the desired change is expected to come about

➢ … works best when starting with a goal, before deciding what programmatic approaches are needed

➢ … requires justifications at each step which articulate the hypothesis about why something will *cause* something else; these are also called assumptions

➢ … also requires you to know HOW WELL a precondition needs to be met in order to get to the next goal. Example: how often do Dinkes staff need to be involved in actual training activities in order for them to be able to conduct trainings independently?
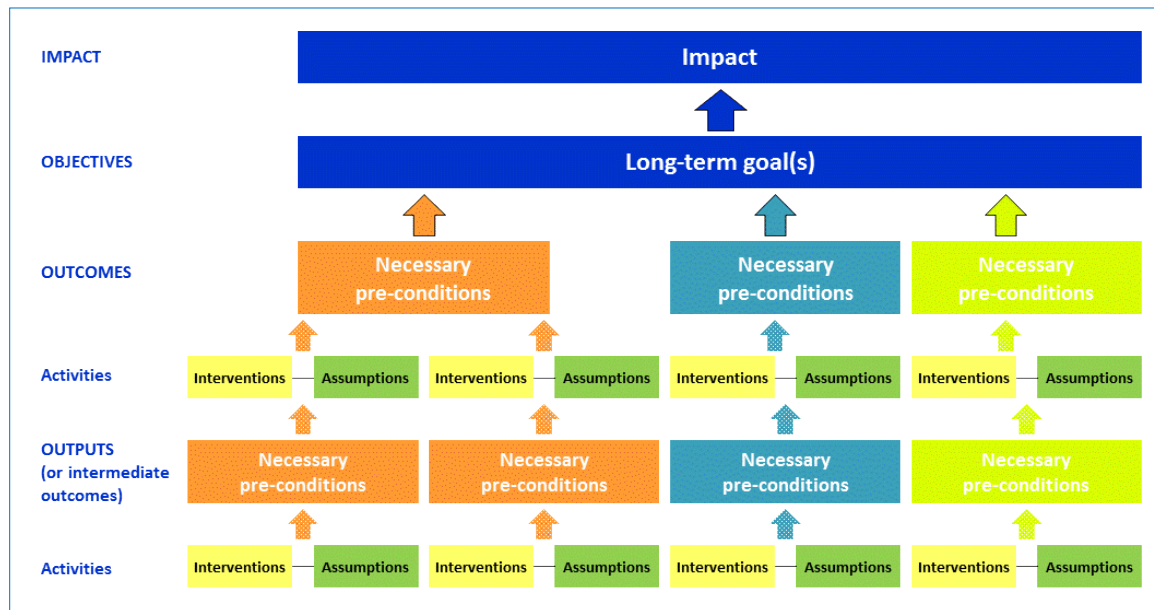
Example of a simple result chain used to illustrate a Theory of Change

## Theory of Change for the SEHATI programme

The Theory of Change developed for the SEHATI programme is based on all the experiences and incorporates all the learning gained during the previous SHAW programme.

The guiding principles that led to the Theory of Change can be summarised as follows:

➢ Access to water and sanitation is a human right, and the (local) government as the duty bearer of that right are responsible for WASH service delivery within their jurisdiction.

➢ Considering weak leadership and lack of commitment and or capacities, the focus of the programme is on strengthening the capacity of local government actors to be able to meet that human right.

➢ They in turn will then be able to develop the capacity of others such as local communities to implement STBM interventions at community level.

➢ A scalable service delivery model forms the basis for all capacity strengthening initiatives.

➢ To ensure long-term success (and sustained outcomes) key elements of the service delivery model will have to be embedded or anchored in local government systems and processes.

➢ Strengthening of capacities, systems and processes will enable local actors to replicate and scale up the STBM model throughout their jurisdiction (e.g. district).

The main actors and the capacity building process flow are shown in the figure on the next page. The figure makes it clear that the SEHATI partners are responsible for strengthening the capacity of the local government actors. A cascading training model will be used starting at district level with strengthening the capacity of the district STBM teams. Those teams in turn will provide the same training to the sub-district STBM teams who will then again provide training to the village authorities and village STBM teams. Successful capacity building depends on equipping local partners with the ability to run training sessions for themselves, by providing formats, activities and ideas for doing so and enabling them to develop, or use and adapt materials already developed for specific training purposes.

The benefits of this type of capacity building is that it provides a way to train a large number of people quickly, spreads skills and knowledge quickly, saves training costs but above all it puts the responsibilities there where they belong. The partners are also responsible for strengthening the sanitation and hygiene supply chains by building the capacity of the sanitation (and hygiene) entrepreneurs.
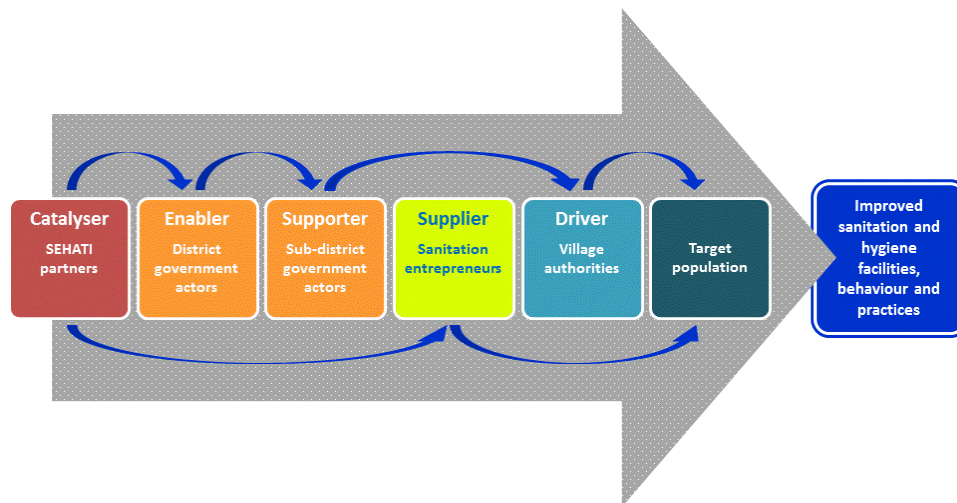

The SEHATI capacity building process flow

The SEHATI model consists of several integrated elements in order to develop and roll out a sustainable service delivery approach that has the potential for implementation at scale by local stakeholders. The two main components of the model are:

1) **Strengthening local capacity for service delivery**; and

2) **Improving WASH governance**

The two main components of the SEHATI model and their underlying elements are depicted in the figure on the next page.
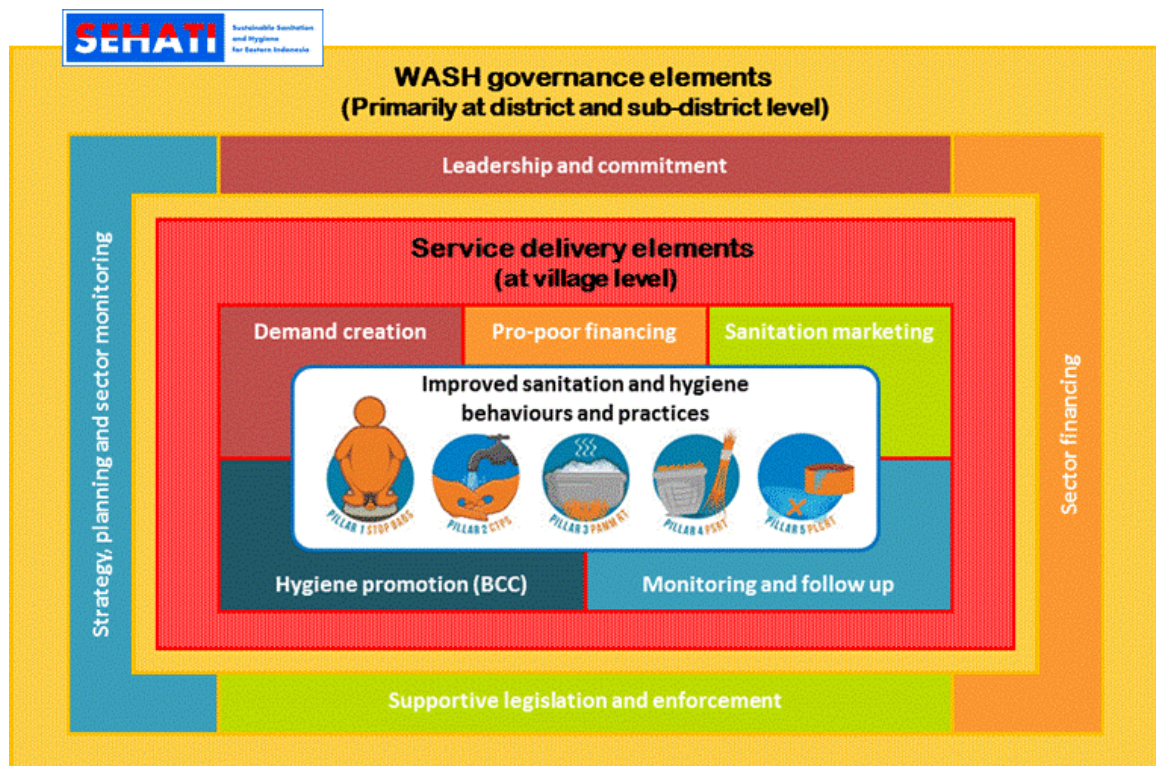
SEHATI programme's main components and underlying elements

Note that the presentation and discussion on the SEHATI Theory of Change continued in the morning of the second day.

WEDNESDAY 30 MARCH 2016

Time	What	Who
08:40-09:10	Recap	Erick
09:10-10:10	**Continuation of the SEHATI Theory of Change**	Erick
	Coffee break	
10:30-12:30	**Partner implementation strategies**	Partners
	LUNCH	
13:30-14:40	**Continuation of partner implementation strategies**	Partners
14:40-15:30	**SEHATI FIETS sustainability framework**	Erick
	Coffee break	
15:45-17:30	**Partner inception phase activities**	Partners

Actual programme of day two

RECAP OF DAY ONE

The day started with a quick recap of what transpired during day one of the kick-off meeting. Some additional time was spent on discussing the budgets of the partners and specifically the local contributions. The partners were instructed to include the contributions from the three different levels (district, sub-district, villages) and to provide details on the amounts allocated and the source of the funds. An overview of possible sources of local funding is presented in the table below. It was decided not to include the household level contributions in the budgets.

	Sources of funding		
	Kabupaten	**Kecamatan**	**Lainnya**
Kabupaten	**APBD**[2]		
Kecamatan		**BOK**[3]	
Desa		**APBD**	**ADD**[4]

Possible sources of local funds

The planning, reporting and other grant related conditions were discussed and are summarised here.

⇨ **Revised budget**: 11 April 2016; local contribution only

⇨ **Partner contracts**: to be finalised in April 2016; the first funds will be transferred after the contracts have been finalised (signed).

⇨ **Inception report**: end of August 2016.

⇨ **Progress and financial reporting**: biannual; end of July (covering the first six months of the year) and end of January covering the last six months of the previous year).

⇨ **Fund requests**: at the end of May (for the period July to December) and at the end of November (for the period January to June the following year).

⇨ **Activity Planning**: four times each year (covering the periods January to March, April to June, July to September, and October to December).

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[2] **APBD** (Anggaran Pendapatan dan Belanja Daerah); the Local Government Revenue and Expenditure Budget.

[3] **BOK** (Bantuan Operasional Kesehatan); the Central grant to cover Puskesmas operational costs.

[4] **ADD** (Alokasi Dana Desa); the Village Allocation Fund.

SEHATI THEORY OF CHANGE

Erick continued the presentation of the SEHATI Theory of Change started in the afternoon of the first day.
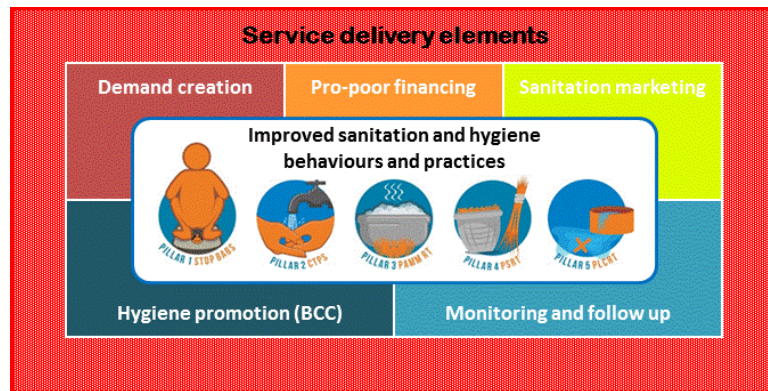

Service delivery component with its five elements

Re strengthening local capacity for service delivery

The sanitation and hygiene services will encompass all five STBM pillars. Depending on local priorities, opportunities and capacities, actual interventions and progress may differ. To be able to contribute to the national targets, community level ODF as well as 100% STBM status will be separately monitored and verified. The **five service delivery elements** are:

1) Sanitation demand creation
2) Sanitation marketing
3) Pro-poor support
4) Hygiene promotion
5) Monitoring and follow up
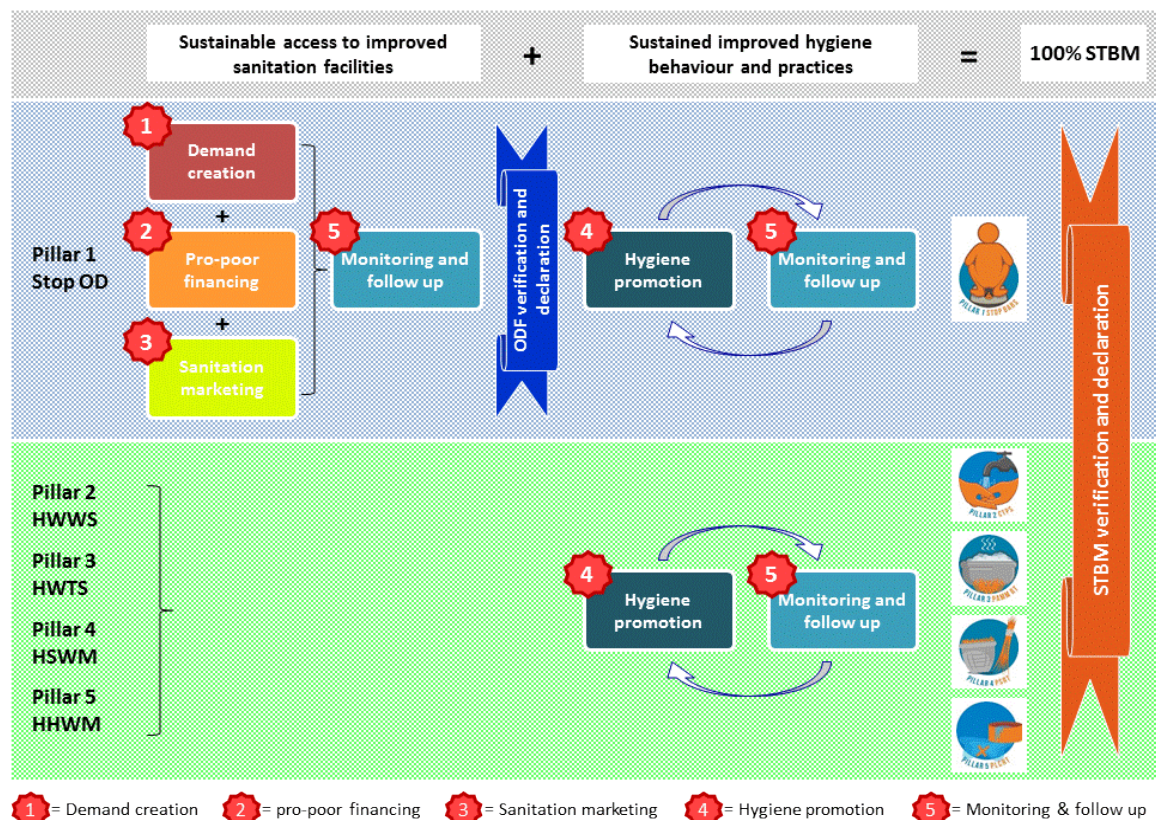
The five service delivery elements in relation to the five STBM pillars

Key issues related to

➔ **Sanitation demand creation**: 1) demand creation is one of the most important activities at village level to get the change process going; 2) the quality and intensity of demand creation activities need to improve to ensure that communities take more rapid action and individual households start to invest in improved sanitation facilities much sooner than during the first phase; and 3) demand creation activities should ensure that a sense of urgency is generated among the villagers as this is expected to lead to a faster uptake of sanitation facilities.

➔ **Sanitation marketing**: 1) sanitation marketing activities will be intensified and will commence right from the start to ensure that affordable and appropriate sanitation (and hygiene) related products and services will be available when demand creation activities commence so that villagers who are inspired or motivated to invest in a toilet are able to do so; and 2) producers and suppliers of toilet components should spend considerably more time in promoting (selling) their product.

➔ **Pro-poor financing**: 1) there are likely to be many barriers poor households face to obtain improved sanitation, lack of financial resources and thus limited spending power is definitely one of them; 2) some sort of pro-poor support mechanisms need to be in place to stimulate the poorest households to climb on the sanitation ladder; and 3) limited but targeted non-monetary in-kind support or any other kind of **smart subsidies** can be an extremely effective way to stimulate poor households to invest in improved (good quality) sanitation facilities.

➔ **Hygiene promotion**: 1) sustainable sanitation and hygiene is first and foremost about behavioural change; 2) ensuring sustained behaviour change requires effective **hygiene promotion** to address the behavioural determinants (opportunity, ability and motivation) and to create the conditions for sustained change; and 3) for hygiene promotion to be more effective, it needs to go beyond just 'educating' people to change or adopt new hygiene practices and needs to focus on a limited number of carefully chosen key messages.

➔ **Monitoring and follow up**: 1) regular monitoring and follow up activities are essential to work towards 100% STBM communities and to sustain the status over time; and 2) regular household visits by village cadres used to measure progress and results, provide a great opportunity for encouraging, motivating and supporting households to keep the momentum going, introduce appropriate sanitation technologies, make additional improvements, and conduct additional hygiene promotion activities on the basis of the monitoring results.
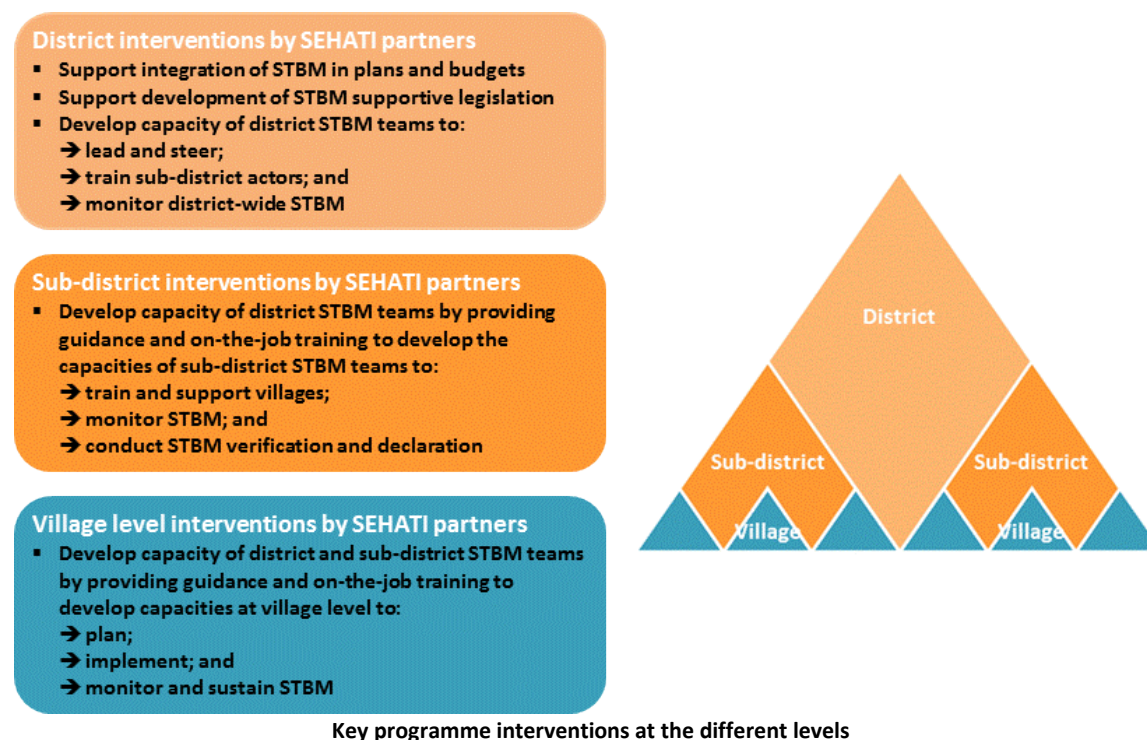
Re WASH governance

The programme aims to build capacity of local government actors for two reasons: 1) sustaining the changes achieved in the villages; and 2) replicating and future scaling of sanitation and hygiene initiatives in non SEHATI target villages. This is necessary to work towards district-wide access to sanitation and hygiene facilities and behaviours in the entire district and thus contributing to the Government of Indonesia's vision of achieving universal access to sanitation by 2019.

The ultimate success of the programme and future initiatives will depend on a large extent on how STBM is embedded in existing local government structures, systems and processes. Promoting and strengthening government leadership for effective collaboration, harmonisation and alignment at all levels is therefore a key strategy. The programme will strengthen capacity for planning, budgeting, implementing, monitoring and sustaining of STBM initiatives at the different levels (district to village level).

The **four WASH governance elements** are:
1) Leadership and commitment
2) Sector financing
3) Supportive legislation and enforcement
4) Strategy, planning and sector monitoring

A summary of the WASH governance related initiatives that will be undertaken at the different local government levels are depicted below.

District interventions by SEHATI partners
- Support integration of STBM in plans and budgets
- Support development of STBM supportive legislation
- Develop capacity of district STBM teams to:
  → lead and steer;
  → train sub-district actors; and
  → monitor district-wide STBM

Sub-district interventions by SEHATI partners
- Develop capacity of district STBM teams by providing guidance and on-the-job training to develop the capacities of sub-district STBM teams to:
  → train and support villages;
  → monitor STBM; and
  → conduct STBM verification and declaration

Village level interventions by SEHATI partners
- Develop capacity of district and sub-district STBM teams by providing guidance and on-the-job training to develop capacities at village level to:
  → plan;
  → implement; and
  → monitor and sustain STBM

Key programme interventions at the different levels

The WASH governance related initiatives that are to be undertaken at the different local government levels are summarised in the following table.

|	Develop capacity to					
	Lead and steer the S&H sector	Incorporate STBM in plans and budgets	Develop supportive legislation	Train and support	Implement STBM	Monitor STBM results
District	✔	✔	✔	✔		✔
Sub-district	✔	✔		✔		✔
Village		✔	✔		✔	✔

Focus of key programme interventions

In principle all the individual components and elements could be addressed separately but then it would be questionable whether the services and subsequent sanitation and hygiene behaviour and practices would be sustainable. To ensure programme effectiveness all the elements are incorporated in the monitoring system developed for the SEHATI programme so that progress can be measured over time. The results with respect to STBM pillars 1 to 5 to be achieved at village level are the responsibility of the Kecamatan STBM team. The results with respect to the WASH governance elements including increased capacity of the key stakeholders are the responsibility of the partners.

The underlying principle for the involvement of the SEHATI partners in the programme is a very simple one: "if you are worried about phasing out then don't phase in". The intensity of the partners' involvement will therefore gradually change and diminish over the course of the programme with the local authorities taking up increased roles and responsibilities for leading, steering, implementing and sustaining the programme activities. This is best depicted as shown in the following picture.

Diminishing intensity of partner's involvement during the programme
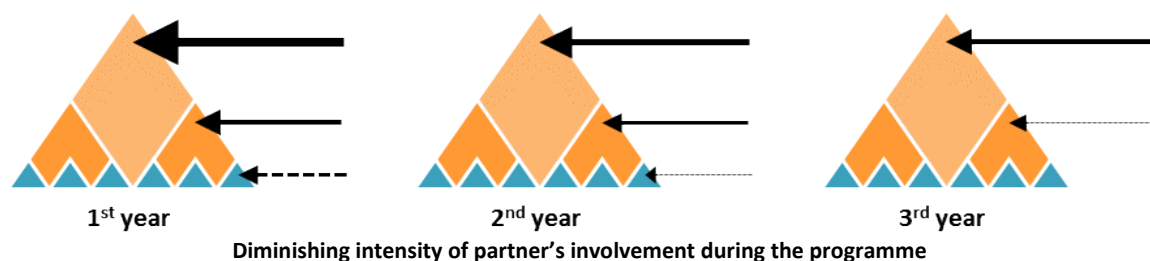
It is expected that by the end of the programme, the local government actors will have the capacity (including financial and human resources as well as systems) to work towards universal sustainable access to sanitation and hygiene facilities, behaviours and practices.

Finally a simplified version of the SEHATI result framework was presented and explained which is shown below.

Result chain of the SEHATI programme
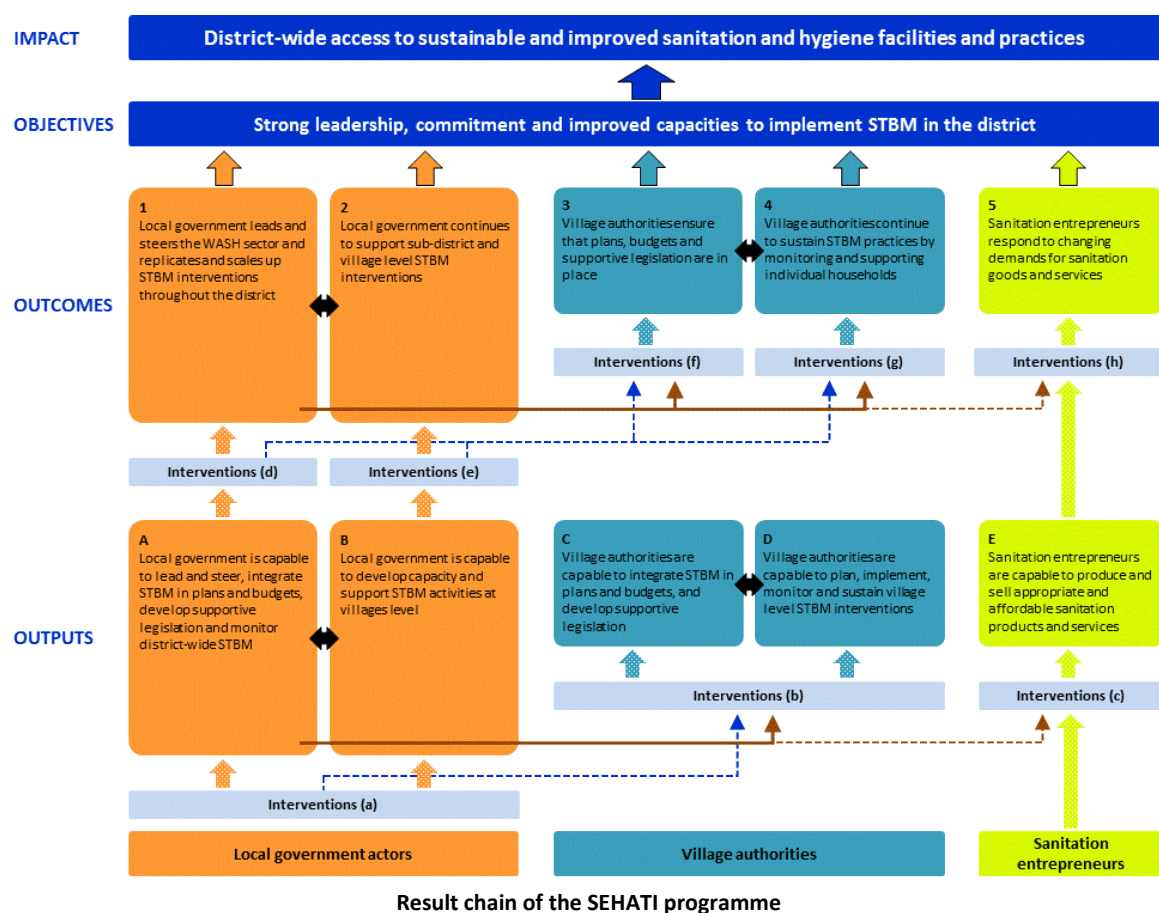
Additional explanations of the SEHATI result chain:

➔ **Orange columns and lines**: SEHATI partner is in the lead and ensures that the district actors have the capacity to support the sub-district level STBM teams.

➔ **Blue columns and lines**: the SEHATI partner is not directly in the lead, this is the responsibility of the district and sub-district STBM teams. The partners provide support in the form of guidance, coaching, mentoring, and on-the-job training and so on where necessary.

➔ **Yellow column and lines**: SEHATI partner is in the lead and ensures that district level actors are involved.

PARTNER IMPLEMENTATION STRATEGIES

The five partners presented the strategies they had developed for implementing the SEHATI programme. The following section will only cover the key issues raised and discussed after the presentations. The actual presentations can be obtained from the SEHATI programme office in Jakarta.

Issues that came up after the presentation of the YDD implementation strategy by Ibu Christina:

⇨ Re solid waste banks: waste banks will be established at the village level. Actual need and demand will be assessed at the start of the programme. The assessment will also include an identification of potential entrepreneurs and possible recycling options that can foster the interests of potential buyers. Erick advised the partners to be somewhat cautious as the creation of waste banks in every village is likely to cause alarming levels of competition.

⇨ Re local interest and commitment: the programme tried to ensure sufficient levels of interest and commitment by carefully selecting the new intervention districts. if deemed necessary, YDD will have to increase their lobby and advocacy activities towards the Bupati to obtain complete buy-in from elected and non-elected district leaders.

Issues that came up after the presentation of the CD Bethesda implementation strategy by Ibu Anna:

⇨ Re roles and responsibilities: CD Bethesda should make it more clear who does what as now it looks like CDB will work at village level. Is there a need for solialisasi and establishing relations when the work is carried out by the Kecamatan STBM team? These people already know the villages and the main actors there.

⇨ Re sanitation entrepreneurs: sanitation businesses or entrepreneurs should not be identified and grouped per village. Supply chain related activities should take place at district level as scale is necessary to establish and run viable businesses. The formation of business associations in the district should be considered. It may therefore be unwise (and definitely inefficient) to conduct training on sanitation marketing in all target villages. Sanitation marketing remains an obstacle for most partners and this area requires more attention and a much smarter intervention logic and strategy to be truly effective.

⇨ Re criteria for selecting new target sub-districts: CDB was advised to use the selection criteria provided by programme when selecting new sub-districts.

⇨ Finally they were advised to integrate capacity building activities in the inception phase to avoid delays when starting to implement the programme.

Issues that came up after the presentation of the Plan Indonesia implementation strategy by Pak Sabar:

⇨ Re phasing of intervention areas: this requires further discussion with Plan. It would be best to follow the logic and sequence presented in the project document.

⇨ Re replication by local authorities: Plan expects local authorities to start to replicate STBM interventions in non-SEHATI Kecamatan in 2017. It was questioned whether this is doable at such an early stage when capacities are still being developed. Sabar explained that Plan will support implementation but that the entire budget for replication will come from local government sources.

⇨ Re cross border initiatives: As Lombok Utara (Plan) is bordering Lombok Timur (YMP) the two partners were advised to coordinate their approaches to avoid misunderstanding among the government partners.

Issues that came up after the presentation of the Rumsram implementation strategy:

⇨ Re private sector involvement: during SHAW eleven artisans were trained to produce and sell toilet products (pans) but only one of them is still in business. It shows how difficult it is to set up sanitation businesses. As artisans are not necessary successful entrepreneurs, the partners were advised to focus their energy as much as possible on existing businesses instead of setting put new businesses.

Issues that came up after the presentation of the YMP implementation strategy by Ibu Elena:

⇨ Selection of community facilitators: Ibu Elena explained what process they had followed to select a team of facilitators (trainers) among the sanitarians. Training of these facilitators had already taken place by the time of the meeting.

Following the presentations and discussions some time was taken to create an overview of staffing levels for each partner. The following table shows the number of staff involved in the SEHATI programme as well as the number of staff with experience in implementing the previous SHAW programme.

	Management		Field staff		Support staff		Totals		
	SEHATI	SHAW experience	SEHATI	SHAW experience	SEHATI	SHAW experience	SEHATI	SHAW experience	In %
YDD	2	2	8	6	3	3	13	11	85%
CDB	3	3	10	9	2	2	15	14	93%
Plan	1	1	3	0	1	0	5	1	20%
Rumsram	2	2	5	5	1	1	8	8	100%
YMP	2	1	4	4	1	1	7	6	86%

Overview of SEHATI partner staffing levels

As can be seen in the table, Plan is the only partner with a team consisting almost entirely of new people with no prior experience. Plan's Programme Coordinator is the only team member with SHAW experience as he was involved in the early years of the SHAW programme.

Other issues that were discussed:

1) **Re gender**: Dinnia brought up the issue of "gender" and the need for the programme to be gender inclusive in planning and implementation. This issue was brought up in the final evaluation of the SHAW programme and it also is high on the agenda of the EKN. She asked what the partners are planning to do to integrate gender issues in the programme.

⇨ Plan: 1) gender balanced composition of the team STBM desa; 2) active involvement of women during triggering, hygiene promotion and follow up; and 3) Bupati regulation to ensure women involvement in STBM activities. Plan is also in the process of developing a monitoring tool to measure women participation in WASH (Gender in WASH monitoring tool).

⇨ YMP: is there an issue? Is there a gender bias? Support Bappeda to implement their bottom-up gender-sensitive planning approach. Most cadres are female and do a good job but their husbands might have objections.

This led to a long discussion on gender. Why do we talk only about women whereas gender refers to men and women! There is already an uneven work load with women taking care of most of the household related responsibilities and then we want to involve them even more. Where are the men? Do we understand current power relations? Gender issues are also related to decision-making processes at all the different levels (from households to district).Why are female cadres working for free but male cadres only becoming interested when financial compensation becomes available? Partners were advised to start thinking about the main issues that the programme should focus on and address. It was suggested that this issue should be discussed during the next Programme Coordinators' meeting.

2) **Re knowledge management**: Dinnia explained that there is a need to coordinate and streamline activities undertaken by the different partners. She explained that there will be a capacity building and knowledge management staff member within the Simavi SEHATI team. He or she will take the lead in coordinating the different initiatives. This person, in consultation with the partners, will develop a KM strategy to support the programme and in particular the implementation of the advocacy strategy. Knowledge management related activities are crucial to bring the programme into the public discourse (district to provincial to national level). Knowledge products based on learning taking place in the programme will support advocacy activities at the national level.

FIETS SUSTAINABILITY FRAMEWORK

Erick started this session with a presentation on the SEHATI FIETS sustainability framework. He started his presentation by peeking back to what was done with regards to enhancing sustainability during the SHAW programme. A sustainability framework was developed towards the end of the SHAW programme. This became increasingly important when we started to think about possible exit strategies. The FIETS sustainability framework was used to develop a tailor-made framework for the SHAW programme that would ensure lasting sanitation and hygiene services. The SHAW sustainability framework tried to answer the following question:

> **What (policies and legislation, knowledge and capacities, financial and human resources, and systems) needs to be in place when we leave so that local government can replicate and sustain STBM?**

The figure below shows the five key areas of sustainability that need to be addressed in order to achieve structured and sustainable impact: 1) financial sustainability; 2) institutional sustainability; 3) environmental sustainability; 4) technological sustainability; and 5) social sustainability. All elements are critical to create results that are able to sustain themselves after external support has stopped.

FIETS sustainability elements
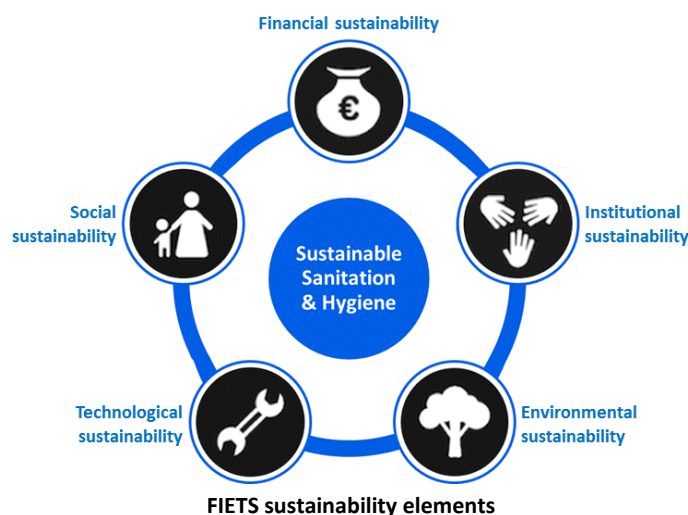
How is the FIETS sustainability framework going to be used during the SEHATI programme and what will be different from what was done during the SHAW programme?

⇨ The SEHATI FIETS sustainability framework is based on the framework developed for SHAW. However we do not end the programme with a sustainability framework, **we will start the programme with a comprehensive sustainability framework.**

⇨ The FIETS sustainability framework is expected to **guide our work during the implementation of the SEHATI programme.** This relates in particular to the capacity development activities of local partners, and therefore all the capacity outcome indicators are based on the FIETS sustainability framework.

A simplified overview of the SEHATI FIETS sustainability framework is shown in the following figure. The overview shows all the conditions that need to be in place by the end of the programme. All the conditions shown in black font are covered by the capacity outcome indicators. The conditions shown in red font have not been included in the current set of capacity outcome indicators, and they may have to be addressed at a later stage.

SEHATI FIETS sustainability framework
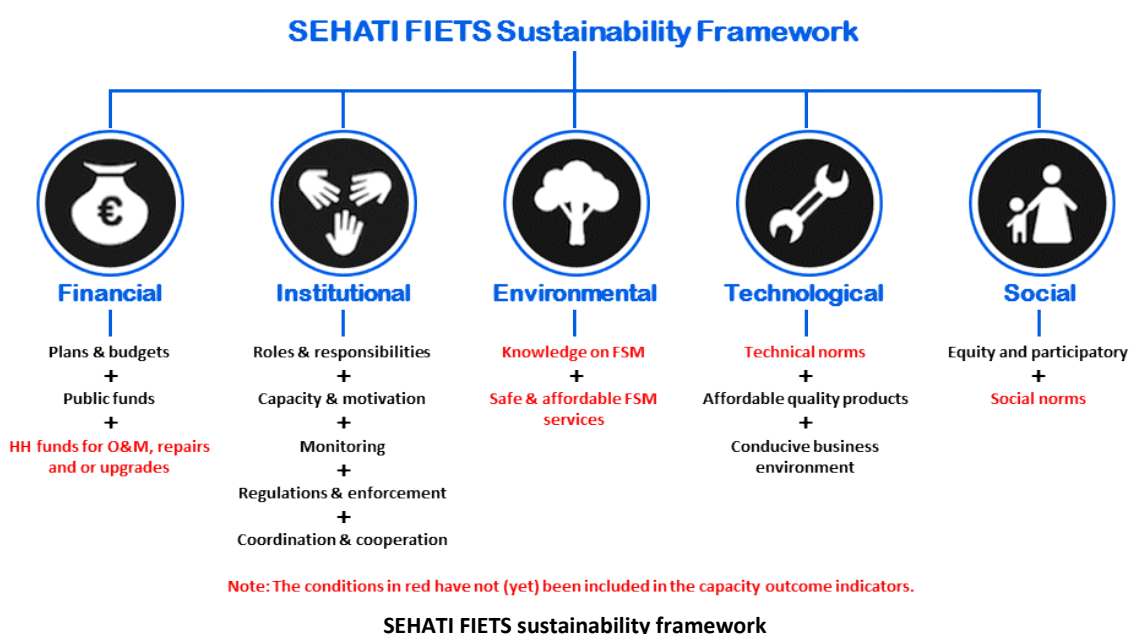
The FIETS sustainability framework developed for the SEHATI programme shows the logic between the conditions that need to be in place and the capacity outcome indicators. The framework itself is not to be used for reporting. A separate monitoring and reporting tool will be developed and used to report on the achievements of the programme.

Some issues that came up during the discussions:

1) **Re faecal sludge management**: Although maybe not the top priority at the beginning of the programme but there will be a time when we need to start thinking about appropriate faecal sludge management services. Latrines that are constructed today will fill up at a given moment in time. How will these latrines be safely emptied? Where will the sludge be taken to? How can we guarantee that this is done safely both for the users as well as for the environment?

2) **Re technology options and informed choice**: People need to be well informed before constructing a toilet so that they make the right decisions. This implies that some sort of an informed choice manual needs to be developed. As YDD is the consortium leader on technology and sanitation marketing, it was suggested that they would look into this.

3) **Re social norms**: Without changing social norms the public will probably continue to behave unhealthy. There are several ways to change social norms associated with STBM. The most convenient way is to do "pemicuan" with fun. But as experience has shown, it will be very difficult to reach 100% ODF. Improved or "new" social norms should form the basis for developing post-triggering action plans but they should also be included in local district and village level legislation.

INCEPTION PHASE ACTIVITIES

During the last session of the second day the five partners presented an overview of the main activities they plan carry out during the six month inception phase. The following section will give an overview of the main activities that were mentioned. The actual presentations can be obtained from the SEHATI programme office in Jakarta.

Main activities to be carried out during the inception phase:
- ⇨ Collect relevant secondary data on the target areas
- ⇨ Meetings with district authorities to inform them about the programme and to obtain their support and commitment.
- ⇨ Conduct baseline survey

- ⇨ Carry out lobby and advocacy activities focusing on 1) highlighting the main differences between SHAW and SEHATI (relevant for old districts), 2) the need to include budget allocations for STBM related activities, and 3) the usefulness of supportive legislation at district level.
- ⇨ Obtain interest letters from provincial and district authorities as well as from selected sub-district and village authorities. This to ensure that the authorities at the different levels are involved in the entire process and feels ownership for STBM implementation in their districts.
- ⇨ Select (local) implementation partners if and when necessary. Plan will be selecting and hiring Jakarta-based capacity builders to conduct capacity building activities in their two districts.
- ⇨ Capacity building of staff to inform them about the SEHATI concept and new way of working.
- ⇨ Selection of sub-districts and target villages.

To ensure that adequate financial resources are available and given the fact that districts will soon start with developing their plans for the 2017 financial year, the partners were advised to hold discussions at district level with elected and non-elected leaders to include STBM in their plans and budgets for 2017.

The partners were informed that the "what and how" of the baseline survey will be discussed during a separate session on Friday morning.

THURSDAY 31 MARCH 2016

Time	What	Who
08:40-09:00	Recap	Erick
09:00-10:30	**Introduction to SEHATI monitoring framework**	Erick
	Coffee break	
10:50-13:00	**Discuss capacity outcome indicators**	Partners
	LUNCH	
14:00-15:30	**Continue discussion on capacity outcome indicators**	Partners
	Coffee break	
15:45-17:45	**Partner capacity development needs**	SPEAK
17:45-18:15	**Monitoring frequencies**	Erick

Actual programme of day three

RECAP OF DAY TWO

The day started as usual with a quick recap of what transpired during day two of the kick-off meeting. This is summarised as follows:

1) Partner presentations on implementation strategies
   ⇨ Issues that came up were related to gender and knowledge management.
   ⇨ Before coming up with a gender strategy or gender related initiatives get an in-depth understanding of gender issues at local level as these tend to differ from location to location as a result of differences in culture and religion.

2) FIETS sustainability framework and capacity indicators

3) Partner presentations on planning for inception phase
   ⇨ Timing of baseline survey needs to be discussed on Friday.
   ⇨ Need to start working (lobbying) for inclusion of STBM in 2017 local government budgets.

INTRODUCTION TO SEHATI MONITORING FRAMEWORK

To put it all in perspective Erick started this session with a quick review of monitoring practices during the SHAW programme. At the very start of SHAW partners started with developing their own monitoring systems. After a review of monitoring practices at the end of 2012 it was decided to develop a uniform monitoring system with harmonised set of village level STBM indicators. The SHAW monitoring system consisted of OUTPUT indicators measuring progress in access to sanitation and hygiene facilities and OUTCOME indicators measuring progress in changes in behaviour and practices. Towards the end of SHAW the STBM indicators where integrated in the Ministry of Health's Inspeksi Sanitasi (IS) format used by Sanitarians.

What will happen during the SEHATI programme?

Village level STBM indicators

We need to monitor progress in access to sanitation and hygiene facilities and changes in behaviour and practices in the SEHATI target villages. In a departure from the past there will be no separate OUTPUT and OUTCOME indicators. They are now merged into one set of STBM indicators. The proposed indicators are similar to the previous OUTCOME indicators except for indicator 1.3 which has been dropped. The monitoring system is to be simple as it is to be used by village STBM teams and Sanitarians independently. Ideally STBM indicators should be integrated in the Inspeksi Sanitasi monitoring system although that may not be possible right from the start.

QIS inspired indicators will be used to be able to monitor progress during implementation. After STBM verification and certification or declaration a set of more simplified indicators can be used to monitor whether changes are sustained similar to what was used towards the end of SHAW. It is suggested that ActivityInfo[5] will be used to facilitate easy access to and use of the monitoring data. Sanitarians will therefore be equipped with a smart phone to facilitate ease and timeliness of data entries.

The full list of STBM OUTCOME indicators that are to be monitored at village level is shown in the following table.

	⇨ Pilar 1: Stop BABS: ▪ **Indicator 1.1: Access to sanitary toilet** ▪ **Indicator 1.2: Hygienic use of toilet** ▪ **Indicator 1.3: Use of toilet by all at all times when at home**
	⇨ **Pilar 2: Handwashing with soap** ▪ Indicator 2: Washing hands with soap at critical times
	⇨ **Pilar 3: Household Water Treatment and Safe Storage** ▪ Indicator 3: Treatment of drinking water and safe storage
	⇨ **Pilar 4: Household Solid Waste Management** ▪ Indicator 4: Safe household solid waste disposal
	⇨ **Pilar 5: Household Liquid Waste Management** ▪ Indicator 5: Safe household wastewater disposal

SEHATI village level STBM OUTCOME indicators

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[5] Due to budgetary reasons Simavi decided in July 20126 to use mWater instead of ActivityInfo.

Questions were asked about the need to verify and declare ODF status of villages as this was not done during the SHAW programme. Erick explained that ODF status is an important immediate result that needs to be recognised as it relates to and is in direct support of the government's goal of 100-0-100. On top of that it is also a nice step for the villages where there efforts are recognised. However, as it is additional and not the ultimate goal of the programme, it should be a light exercise. The official declaration step is the most difficult to organise and takes the longest time. So how can we certify ODF status (make it official) without going through the long process of getting villages officially declared? It was suggested that the district authorities should **certify** the verification process and outcomes carried out by the team STBM Kecamatan whereby an official letter should be sufficient. The difference between certifying 100% ODF and declaring 100% STBM is summarised in the following figure
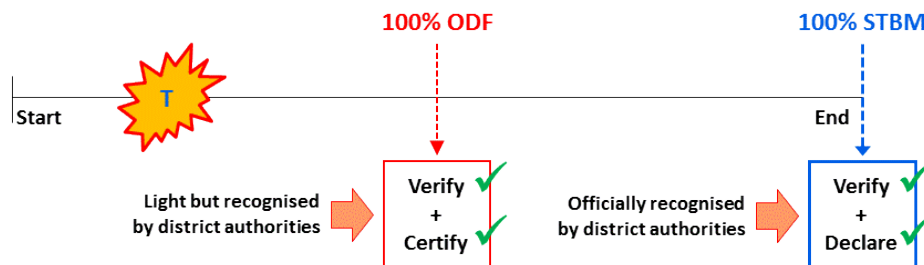
Official recognition for 100% ODF status and 100% STBM status

Capacity outcome indicators

As an introduction to monitoring progress in capacity development, Erick started by explaining the relation between capacity development, leadership and governance with the help of the following figure. These three elements are crucial ingredients to come to sustainable services or sustainable service delivery.

Relationship between capacity development, leadership and governance

As discussed during the session on the FIETS sustainability framework, the SEHATI capacity indicators are directly related to the SEHATI FIETS sustainability framework. The FIETS sustainability framework includes all the conditions that need to be in place for local actors to plan, steer, implement, monitor, replicate and sustain STBM. These include capacities (skills and competences) but also policies, regulations, resources and systems. Hence the capacity indicators integrate all three elements shown in the above figure, namely: 1) leadership; 2) governance; and 3) capacity development.

The term capacity development describes the task of developing not just human capacities but also organisational and institutional capacities:

⇨ At the **individual level**: equipping individuals with the understanding, skills and access to information, knowledge and training that enables them to perform effectively

⇨ At the **organisational level**: strengthening the internal capacity of an organisation to perform (more) effectively. It focuses on strengthening systems and work processes.

⇨ At the **institutional level**: developing and influencing the wider environment in which an organisation operates by creating an enabling environment with appropriate policy and legal frameworks

The SEHATI capacity development initiatives and activities will have to focus on all main local actors: at district level (Pokja AMPL, Bappeda, Dinkes, sanitation entrepreneurs), at sub-district level (Puskesmas) and at village level. Hence, improved capacities need to be monitored for all these actors. In addition the improved capacities (and performance) of the implementing partners is also to be measured.

Improved capacities are monitored with the help of performance score cards. A performance scorecard is a graphical representation of the progress over time of some entity, such as an enterprise or an organisation, toward some specified goal or goals. Performance scorecards are widely used in many industries throughout both the public and private sectors. The integral concepts of scorecards are key performance indicators (KPIs) and targets, where KPIs are metrics used to evaluate factors that are crucial to the success of an organisation, and targets are specific goals for those indicators. An example of a scorecard is provided below.

DINKES CAPACITY OUTCOME INDICATORS				SCORES				
CODE	OC	FIETS	INDICATORS	COMPLETE	YES	LIMITED	NO	In %
DIN01	1	F	A detailed work plan is in place to implement STBM in the district					
DIN02	1	F	Adequate financial resources are available to implement the plans			1		33%
			Actual amount released this year to implement the plans	>>		>>	>>	>>
DIN03	1	I	District STBM team has the capacity to provide training to sub-district STBM teams in proven demand creation methodologies		1			66%
DIN04	1	I	District STBM team has the capacity to provide training to sub-district STBM teams in proven hygiene promotion methodologies			1		33%
DIN05	1	I	District STBM team has the capacity to provide training to sub-district STBM teams in STBM monitoring				1	0%

Example of a capacity outcome scorecard developed for the SEHATI programme

When scorecards are used on a regular basis, progress over time can be visualised easily with the help of simple charts as shown in the example below.
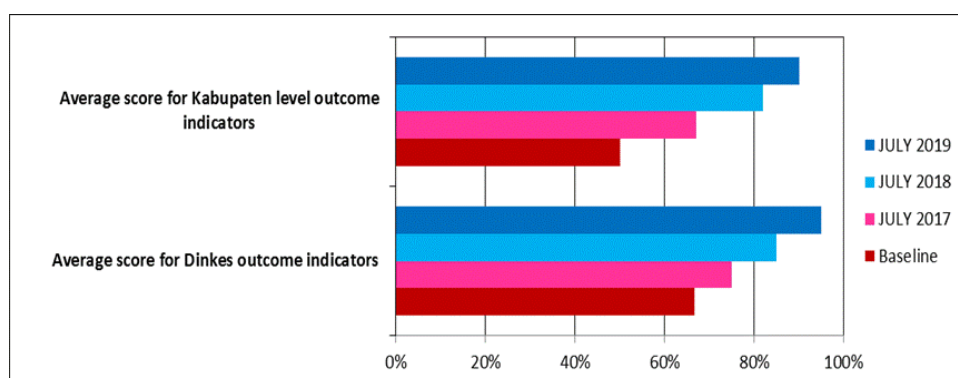
Example of a chart showing progress over time

In individual meetings (guided self-assessments) with key actors the score cards are discussed and scored. The scores are not weighted but are intended to show progress and identify areas for further capacity development to be undertaken during the coming period. Individual key performance indicators are scored…

⇨ … from **NO** (capacity or condition is absent),

⇨ through **LIMITED** (capacity or condition is somewhat present but not meeting all the requirements or criteria),

⇨ to **YES** (capacity or condition is present and meeting all the requirements or criteria).

Note: When finalising the capacity outcome indicators prior to the July 2016 Programme Coordinators meeting, it was decided to use scorecards with four instead of three scores, namely: NO, LIMITED, YES and COMPLETE.

Finally Erick explained the key principle that needs to be adhered to while conducting guided self-assessments:

While information provided by the key actors might be considered reliable, one should always perform additional checks to verify that such information is indeed accurate, or trustworthy.

DISCUSS CAPACITY OUTCOME INDICATORS

Following the introduction to the SEHATI monitoring framework, the partners were requested to carefully go through all the capacity outcome indicators. They were invited to suggest changes where they felt these were necessary. The session was facilitated by Ibu Christina and Dinnia.

The following issues came up during the review:

⇨ Initially there was some confusion about the worksheets named "Dinkes" and "Puskesmas" as more departments at district and sub-district level are involved in STBM service delivery.

⇨ It came to light that some adjustments had to be made in the worksheet named "DESA" to better reflect the SEHATI target villages and non-target villages and replication efforts made by local actors.

⇨ The private sector actor indicators focuses on sanitation related businesses (STBM pillar 1) but it was thought that similar information needs to be collected for the other hygiene related pillars.

⇨ It also came to light that there are no multi-stakeholder dialogue mechanisms in the districts. The only coordination platform is the Pokja AMPL but that consists entirely of government departments. So how to facilitate dialogue with the private sector?

⇨ There were also questions whether STBM achievements at schools and health facilities were to be monitored. Following the inception meeting it was decided to include all non-household or WASH away from home sanitation and hygiene facilities such as those founds in schools, health facilities, religious places and public toilets in the village level STBM monitoring tool.

PARTNER CAPACITY DEVELOPMENT NEEDS

This session was facilitated by SPEAK, a Jakarta-based NGO. They started with a simple energiser to get the stiff bones moving again.

The facilitator started by saying that we know what SEHATI tries to achieve: that local government replicates what we do or what we have done. This means that we need to understand the roles and responsibilities as well as the capacities of the local district government. Do they have the capacities to replicate STBM?

The partners were asked to answer the following questions in small groups. If local government will have to take over the responsibilities for implementing STBM, then…

1) What is their strategic role?

2) What capacities do they need to be able to implement or replicate STBM?

3) What are their current capacities?

The results of the group work, which was basically a brainstorm session, on the roles and required capacities are shown in the following table.

Roles and responsibilities of local government	Capacities they need to fulfil those roles
⇨ Lead STBM implementation ⇨ Develop capacity of Kecamatan ⇨ Provide human resources ⇨ Development of regulations ⇨ Development of road map ⇨ Integration of STBM in planning and budgeting processes ⇨ Integration of STBM in RPKMD ⇨ Budget allocation ⇨ Build network with stakeholders	⇨ Ability to train ⇨ Ability to develop implementation plans ⇨ Ability to do advocacy and lobby ⇨ Ability to coordinate ⇨ Ability to make decisions ⇨ Ability to govern ⇨ Ability to implement STBM ⇨ Ability to communicate ⇨ Ability to analyse ⇨ Ability to develop vision

Results of brainstorming session

The facilitators helped to make sense of the above results by grouping them according to the expected key roles the local authorities would have to play. The results of this exercise are shown in the following table.

Key roles	Key capacities	Partners' opinion of existing capacities
1) **Leader**	Ability to develop vision, to coordinate, and to analyse	☒
2) **Planner**	Ability to develop implementation plans and govern	☑ / ☒
3) **Executor (Implementer)**	Ability to implement STBM and to decide	☒
4) **Regulator**	Ability to do advocacy and lobby	☑ / ☒
5) **Capacity builder**	Ability to train	☒
6) **Facilitator**	Ability to communicate and motivate	☒

Summary of key roles and key capacities of district level local authorities

After this session it became clear what the focus of the partners' capacity development interventions had to be. As can be seen from the above table, in almost all the identified capacity areas capacity building is required to capacitate the district authorities to take over the responsibilities for STBM implementation from the partners.

The following is an overview of what the partners came up.

Key capacities of local authorities	Partner interventions to build capacity	Partner interventions to build capacity	Partner capacities
1) Ability to develop vision, to coordinate, and to analyse	TOT and OJT, facilitate visioning session with leaders, pilot model village, sharing and learning, brainwashing, political will	1) **Advocacy:** visioning, facilitation, advocacy, planning and budgeting, brain washing 2) **Communication:** training, coaching, mentoring, motivating, encouraging, political will 3) **Knowledge management:** TOT and OJT, training, developing model village, sharing and learning	1) **Have:** advocate for planning and budgeting; visioning; seeking commitment 2) **Not have:** advocacy, roadmap STBM, planning and budgeting
2) Ability to develop implementation plans and govern	Facilitate development of STBM roadmap, assist planning and budgeting,		
3) Ability to implement STBM and to decide	Build courageous to execute, training on STBM, give motivation		
4) Ability to do advocacy and lobby	Advocate by partners		
5) Ability to train	Training about gender and inclusiveness, training, coaching and mentoring		
6) Ability to communicate and motivate	TOT and OJT		

Summary of partner interventions and their capacity

What do type of capacity development support do the partners need?

1) **Advocacy**: 1) training on advocacy for planning and budgeting, 2) training on how to do advocacy, 3) knowledge about government planning and budgeting systems and processes

2) **Communication**: 1) training on gender inclusion

3) **Knowledge management**: 1) training workshop (informal training) on STBM including issues like gender inclusion, 2) development of uniform guidelines or modules, 2) training to become a trainer, 3) training on motivation and facilitation

The issue of skills development versus capacity development was brought up. With regards to government staff: is it the lack of capacity or is it a lack of commitment, motivation and or confidence? Partners explained that they often have the skills to carry out a specific job but that does not mean that they carry it out as required. It was stressed that nobody becomes a trainer after attending one training course. Ideally the trained individual is supported by the master trainer when conducting the first couple of trainings.

Finally the timing of the training for partners was discussed. Basically all partners agreed that the most important training was the one on advocacy and that this training was to be organised as soon as possible. It was decided to organise the first training on lobby and advocacy skills in May 2016 in Yogyakarta and the second training on capacity building and facilitation skills in mid-July 2016 in Labuan Bajo just before or immediately after the next Programme Coordinators meeting.

MONITORING FREQUENCIES

Erick presented a draft of the proposed SEHATI monitoring and reporting schedule. See the monitoring schedule in the following figure. No real issues came up during the discussion.

Note: Monitoring and reporting frequencies have since the kick-off meeting been incorporated in the SEHATI monitoring guidelines. Hence, the schedule shown here is to be ignored as it has been superseded by a more up-to-date schedule.

SEHATI TIMELINE FOR CAPACITY OUTCOME PROGRESS MONITORING

START								END
INCEPTION PHASE		YEAR ONE		YEAR TWO		YEAR THREE		
FEB 2016	JULI 2016	DES 2016	JAN-JUNI 2017	JULI-DES 2017	JAN-JUNI 2018	JULI-DES 2018	JAN-AUG 2019	
Baseline		<< Progress monitoring (every six months) >>						
						PLAN & YDD ONLY		
				OLDIES_End line monitoring and reporting on SEHATI programme		NEWBIES_End line monitoring and reporting on SEHATI programme		

SEHATI TIMELINE FOR VILLAGE LEVEL STBM OUTCOME PROGRESS MONITORING

START								END
INCEPTION PHASE		YEAR ONE		YEAR TWO		YEAR THREE		
FEB 2016	JULI 2016	DES 2016	JAN-JUNI 2017	JULI-DES 2017	JAN-JUNI 2018	JULI-DES 2018	JAN-AUG 2019	
Baseline		<< Progress monitoring (every six months) >>						
						PLAN & YDD ONLY		
				OLDIES_End line monitoring and reporting on SEHATI programme		NEWBIES_End line monitoring and reporting on SEHATI programme		

SEHATI monitoring and reporting frequencies as discussed during the kick-off meeting
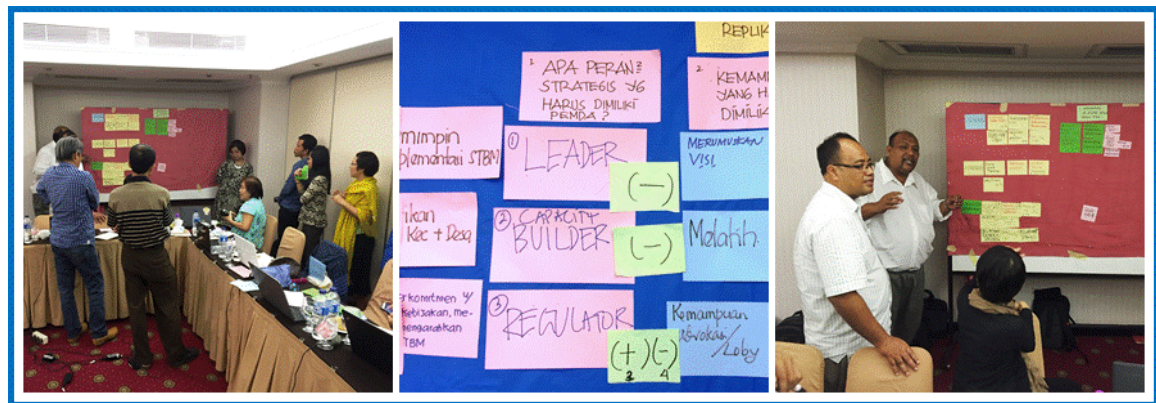
FRIDAY 1 APRIL 2016

Time	What	Who
08:40-09:00	Recap	Erick
09:00-10:20	**Planning for baseline survey**	Erick
	Coffee break	
10:40-10:50	**Pending or parking lot issues**	Erick and Dinnia
	Action planning	Erick
	Evaluation and closure	Erick and Dinnia
	LUNCH	

Actual programme of day four

RECAP OF DAY THREE

The day started as usual with a quick recap of what transpired during day three of the kick-off meeting.

PLANNING FOR BASELINE SURVEY

Village level STBM monitoring

Erick started by saying that with regards to village level STBM monitoring not much has actually changed. STBM monitoring and follow-up should be carried out similarly to what we did during the SHAW programme. The village cadres and volunteers will have to monitor the situation in each house and where necessary provide immediate follow-up directly to households. However, to become more efficient and spent less time on monitoring, the frequencies have been drastically reduced. It is important that there is frequent interaction between the village cadres or volunteers and the households even though monitoring is done only once every six months. This is crucially important to work towards 100% STBM status in the villages. Furthermore, the EKN finds this one of the most important aspects of the programme. Even though the role of the partners has changed, the STBM implementation approach has not and will not change.

Details related to the baseline survey were discussed as follows:

1) **Why do we have to conduct a baseline survey?** Because it will provide us insight in progress made and the existing conditions in the villages with regards to the five STBM pillars. It helps us to develop relevant follow up action plans and it helps us to set achievable targets or milestones.

2) **When do we have to conduct the baseline survey?** As soon as possible and ideally during the inception phase. Whatever happens the baseline survey will have to be completed before the end of 2016 so that it can be incorporated in the reporting over 2016.

3) **How is the baseline to be conducted?** Similar as done during the SHAW programme. Village cadres or volunteers will collect the data during household visits with the use of a paper-based data collection form. The data is then compiled at dusun and thereafter at desa level with the use of paper-based recapitulation forms. After the village totals are checked by the Sanitarian for completeness and correctness the data is then uploaded in a smartphone based application[6].

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[6] Initially we had planned to use ActivityInfo as that was used during the final years of the SHAW programme. In July 2016 it was decided to go for mWater as funds turned out to be insufficient to extend the contract with ActivityInfo.

4) **What trainings are to be organised?** First of all Erick and Dinnia will have to finalise the village STBM data collection formats. Thereafter the partners are to plan, organise and conduct the cascading trainings as discussed during the first day. In short: the partner trains the district STBM team; thereafter the district STBM team supported by the partner trains the sub-district STBM teams; and finally the sub-district STBM teams supported by the district STBM teams and the partner train the village STBM teams.

5) **Which villages are to be included in the baseline survey?** Baseline surveys will have to be conducted in all SEHATI target villages, however, to keep it all manageable only those villages where work will commence during 2016 will be included in the 2016 baseline exercise. Villages where work will commence during 2017 will be included in the 2017 baseline exercise.

Thereafter we discussed the scope and in particular the size of the 2016 baseline exercise. For that purpose a simple table was drawn up with the number of sub-districts (Kecamatan) and number of villages (Desa) where activities are expected to commence during 2016. This simple overview is shown in the table below.

	YMP	CDB	Rumsram	YDD	Plan
# of Kecamatan to be selected in 2016	3 Kec	2 Kec in ST 6 Kec in SBD	6 Kec	5 Kec	10 Kec
# of Desa to be selected in 2016	9 Desa	16 Desa in ST 9 Desa in SBD	12 Desa	15 Desa	30 Desa
# of villages expected to start in 2016	**9**	**25**	**9-12**	**15**	**30**

Number of SEHATI target sub-districts and villages where activities are expected to commence during 2016

Towards the end of the session the issue of the Ministry of Health's SMS Gateway was brought up by one of the participants. During the SHAW programme an attempt had been made to expand the current national level STBM database beyond pillar 1 "Access to toilets" to incorporate all five STBM pillars. As that proved to be impossible and because even less funds are available for the SEHATI programme it was decided to forget about the expansion dreams. However, the partners were informed that they should support the District Health Offices to upload the data on pillar 1 onto the SMS Gateway. This to make sure that at least that part of our work will be recognised at national level.

Capacity outcome monitoring

Erick explained that monitoring frequencies for the capacity outcome monitoring will be similar as for the village level STBM monitoring, namely:

⇨ Baseline: at the start of the programme

⇨ Progress monitoring: every six months (January to June; and July to December)

⇨ End line monitoring: at the end of the programme

Details related to the baseline survey were discussed as follows:

1) **When do we have to conduct the baseline survey?** As soon as possible and ideally during the months of June and July so that the baseline data can be included in the inception report. A second round of regular progress monitoring can then be carried out towards the end of 2016 so as to include the data in the 2016 annual report.

2) **What format is to be used?** Partners were instructed to use the capacity outcome indicators workbook developed for this purpose.

3) **How is the baseline to be conducted?** Data on the capacity outcome indicators is to be obtained in meetings with the relevant stakeholders. A guided participatory self-assessment methodology is to be used for this purpose where scoring is to be done in close consultation with the stakeholders. The partners will have to facilitate the meetings at district level. The district STBM team, guided and

supported by the partners, will then facilitate the meetings at sub-district level. Erick stressed again the need to apply the "trust but verify" principle.

4) **Need for monitoring guidelines?** Partners expressed the need for a set of clear guidelines on how to facilitate the self-assessments and on how to collect the data on the outcome monitoring indicators. Erick was asked to develop a set of monitoring guidelines for this purpose.

PENDING OR PARKING LOT ISSUES

Ikos revisited the workshop expectations of the participants that were gathered during the morning of the first day to check whether they had been met. Thereafter Dinnia went through the parking lot flip chart to see if there were any pending issues. No pending issues came up.

When invited to bring up any other issues, Ikos was the only one who brought up an issue. The issue he raised related to difference in project annual cycles and the actual calendar years and its relation to annual targets. Basically the question was: what calendar will we be using? For planning (target setting), monitoring and reporting purposes, the normal Gregorian calendar will be used (January to December of each year). The only difference will be in the years where end line reporting takes place where the reporting period will be stretched to include July as well. For example:

⇨ OLD districts: End line reporting covers the period January to July 2018.

⇨ NEW districts: End line reporting covers the period January to July 2019.

The same is summarised in the following figure.

ACTION PLANNING

The action planning session was facilitated by Dinnia and used to review the results of the different sessions and to develop a detailed action plan. Where necessary decisions made were also included in the action plan to enhance transparency. The detailed action plan was shared with all the partners immediately following the meeting and is shown in Appendix 3 (bilingual version in Bahasa Indonesia and English).

It was decided that the next PC Meeting will be hosted by YDD in Labuan Bajo in July 2016 and that the training on facilitation skills will be conducted at the same time to increase efficiency.

The planning and reporting schedule agreed during the meeting, summarised in the table below, is also provided in Appendix 3.

Reporting schedule		
What	**When**	**Remarks**
Annual plan and budget	1st of October of the preceding year	
Revised quarterly work plans	First week of each quarter	
Fund requests	End of July and end of January of each year	Fund request follow submission of half-yearly or annual reports
Half-yearly report	31st of July each year	This includes financial reporting
Annual report	31st of January of the following year	This includes financial reporting

EVALUATION AND CLOSURE

Time was running out at the end of the morning of the fourth day as a number of participants had to return to their duty stations. For that reason a quick and dirty evaluation of the four-day Programme Coordinators Meeting was carried out. Two simple questions were put in front of the partners and the results from the group discussions are shown in the following table.

What do you take home?	What do you leave behind?
☑ Format monitoring STBM and capacity outcomes ☑ Theory of change ☑ Concept and logical framework of SEHATI programme ☑ Reporting and monitoring schedule ☑ Training on baseline survey ☑ Selection of new Kecamatan for second year	☒ SHAW methodology ☒ SHAW monitoring

Results of workshop evaluation

At the end of the kick-off meeting, Dinnia thanked all the partners for their active and constructive participation and for all their contributions during the meeting.

We will meet again very soon in Labuan Bajo.

ANNEXES

Annex 1: Detailed programme of the SEHATI Kick-Off Meeting

	DAY 0 Monday 28 March 2016	DAY 1 Tuesday 29 March 2016			DAY 2 Wednesday 30 March 2016			DAY 3 Thursday 31 March 2016			DAY 4 Friday 1 April 2016		
	What	Time	What	PIC	Time	What	PIC	Time	What	PIC	Time	What	PIC
Morning	Arrival participants	08:30-09:00	Opening, objectives and overall programme of workshop *Pembukaan, tujuan dan program lokakarya*	Simavi	08:30-09:00	Recap and programme of the day *Rekap dan agenda hari ini*	IRC	08:30-09:00	Recap and programme of the day *Rekap dan agenda hari ini*	IRC	08:30-09:00	Recap and programme of the day *Rekap dan agenda hari ini*	IRC
		09:00-09:30	Introduction of partner organisations and Simavi staff *Perkenalan organisasi mitra dan staf Simavi (yang baru)*	Simavi	09:00-10:30	Partner presentations on their strategy, "way of working", and (selected) target locations (what, where and how) *Presentasi mitra tentang strategi program masing2 dan lokasi target (apa, di mana, dan bagaimana)*	All partners	09:00-10:30	Introduction on new PME system and indicators (IS) *Perkenalan sistem monev program baru dan indikator (IS)*	IRC	09:00-10:30	Planning for baseline *Perencanaan data dasar*	IRC, Simavi
		09:30-10:30	Explanation of the approved proposal and budget (including targets and budget per partner) *Penjelasan proposal dan anggaran (termasuk target dan anggaran per mitra)*	Simavi, IRC									
			BREAK			BREAK			BREAK			BREAK	
		11:00-12:30	Roles & responsibilities of partners in consortium, coordination and KM arrangements *Peran dan tanggung jawab tiap mitra di dalam konsorsium, koordinasi dan pengaturan KM*	IRC	11:00-12:30	Partner presentations on their strategy, "way of working", and (selected) target locations *Presentasi mitra tentang strategi program masing2 dan lokasi target... lanjutan*	All partners	11:00-12:30	Introduction on new PME system and indicators (capacity outcome indicators) *Perkenalan sistem monev program baru dan indikator (indikator hasil peningkatan kapasitas)*	IRC	11:00-12:30	Wrapping up and evaluation *Penutupan dan evaluasi*	Simavi
			LUNCH			LUNCH			LUNCH			LUNCH	
Afternoon	Arrival participants	13:30-15:00	Grant conditions and requirements incl annual plan budget & reporting *Kondisi dan persyaratan pendanaan EKN, tmsk rencana tahunan, anggaran, dan pelaporan*	Simavi	13:30-15:00	FIETS exit strategy *FIETS strategi keberlanjutan*	IRC	13:30-15:00	Exercise on use of capacity indicators *Latihan penggunaan indikator kapasitas*	IRC		End of workshop *Lokakarya selesai*	
		15:00-17:00	SEHATI programme theory of change *Theory of change program SEHATI*	IRC	15:00-17:00	Partner presentation of inception phase plan incl. discussion on inception phase reporting *Presentasi mitra tentang rencana fase persiapan dan laporan fase persiapan*	All partners	15:00-17:00	Partner capacity building needs incl. planning for inception phase (OCA and CB activities) *Kebutuhan peningkatan kapasitas mitra termasuk selama fase persiapan (OCA dan Capacity Building)*	Simavi			
			DINNER			DINNER			DINNER				

Annex 2: List of participants of the SEHATI Kick-Off Meeting

	Name		Organisation	Email
1	Sri Bayu Selaadji		CD Bethesda	bayuselaadji@yahoo.com
2	Hamdan Farchan		CD Bethesda	farchan_dan@yahoo.com
3	Anna Iritasari		CD Bethesda	anna.iritasari@gmail.com
4	Sabaruddin		Plan	Sabaruddin.Sabaruddin@plan-international.org
5	Herie Ferdian		Plan	Herie.Ferdian@plan-international.org
6	Ishak Matarihi		Rumsram	kasumasa_biak@yahoo.com
7	Nasaruddin		Rumsram	nasaruddin.rumsram@yahoo.com
8	Justin Pabisa		Rumsram	justinpabisa@yahoo.com
8	Susana Helena		YMP	ellenacare@gmail.com
9	Nurgina Wahyuni		YMP	wnurgina@yahoo.com
10	Noer Sakinah		YMP	noer_sakinah@yahoo.co.id
11	Christina Aristanti		YDD	christina.aristanti@gmail.com
12	Melkior Kosat		YDD	Melky_ntt@yahoo.com
13	Sukamtor		YDD	Kamtosukamto713@yahoo.com
14	Dinnia Joedadibrata		Simavi	Dinnia.Joedadibrata@simavi.nl
15	Asken Sinaga		Simavi	Asken.Sinaga@simavi.nl
16	Angelina Yusridar		Simavi	Angelina.Mustafa@simavi.nl
17	Erick Baetings		IRC	baetings@Ircwash.org
18	Wiwit Heris		SPEAK	Wiwit.heris@speakindonesia.com
19	Huseiyn Pasaribu		SPEAK	huseiynp@yahoo.com

Annex 3: Action plan for coming period

What / Kegiatan Apa	When / Kapan	Who / Penanggungjawab	Remarks / Keterangan
SEHATI project proposal / Proposal Program SEHATI			
⇨ Check Bahasa Indonesia version and share with SEHATI partners Memeriksa proposal dalam versi Bahasa Indonesia dan membagikan kepada mitra SEHATI	Within April Dalam bulan April	Dinnia	
New monitoring formats / Format Monitoring yang baru			
⇨ Finalise and forward new monitoring data collection formats Menyelesaikan dan menyampaikan format pengumpulan data monitoring yang baru	Within April Dalam bulan April	Erick and Dinnia	
⇨ Explore possibilities to continue use of ActivityInfo Menyelidiki kemungkinan – kemungkinan untuk melanjutkan penggunaan ActivityInfo	Within April Dalam bulan April	Dinnia	
Baseline survey for STBM outcomes Penelitian data dasar untuk hasil STBM			
⇨ Training of STBM teams at Kabupaten, Kecamatan and Desa Pelatihan tim STBM di tingkat kabupaten, kecamatan dan desa	May-July Mei - Juli	SEHATI partners Mitra SEHATI	
⇨ Data collection Pengumpulan data	August-September Agustus - September	Local actors with support and guidance from SEHATI partners Pelaku lokal dengan dukungan dan panduan dari mitra SEHATI	Baseline survey results are to be integrated in End 2016 progress reports Hasil penelitian data dasar akan diintegrasikan pada Laporan Perkembangan di akhir tahun 2016
⇨ Complete entire exercise including data entries Melengkapi keseluruhan kegiatan termasuk entri data	16 October 16 Oktober	SEHATI partners Mitra SEHATI	
⇨ First round of progress monitoring is to be completed by June 2017 Periode pertama perkembangan monitoring akan diselesaikan sebelum Juni 2017	Reporting in July 2017 Pelaporan pada Juli 2017	SEHATI partners Mitra SEHATI	Monitoring results are to be integrated in six-monthly progress reports Hasil monitoring akan diintegrasikan dalam Laporan Perkembangan 6-bulanan

What / Kegiatan Apa	When / Kapan	Who / Penanggungjawab	Remarks / Keterangan
Baseline survey for capacity outcomes **Penelitian data dasar untuk Hasil Kapasitas**			
⇨ Complete entire exercise Melengkapi keseluruhan kegiatan	June 2016 Juni 2016	SEHATI partners Mitra SEHATI	Baseline survey results are to be integrated in inception phase reporting Hasil penelitian data dasar akan diintegrasikan dalam pelaporan tahap awal
⇨ First round of progress monitoring is to be completed by end December 2016 Periode pertama perkembangan monitoring akan diselesaikan sebelum akhir Desember 2016	Reporting in January 2017 Pelaporan pada Januari 2017		Monitoring results are to be integrated in six-monthly progress reports Hasil monitoring akan diintegrasikan dalam Laporan Perkembangan 6 bulanan.
Capacity building of SEHATI partners **Peningkatan Kapasitas mitra SEHATI**			
⇨ Organise training on advocacy by IRE Menyelenggarakan pelatihan advokasi oleh IRE	May 2016 in Jogja Mei 2016 di yogyakarta	SEHATI partners Mitra SEHATI	Pak Bayu is to contact IRE in 1st week of April and consult with Dinnia Pak Bayu akan menghubungi IRE pada minggu pertama bulan April dan berkonsultasi dengan Dinnia
⇨ Organise TOT (lokalatih) by SPEAK Menyelenggarakan lokalatih oleh SPEAK	July 2016 in Labuan Bajo Juli 2016 di Labuhan Bajo	SEHATI partners Mitra SEHATI	Try to combine with 1st PC meeting Gender will be discussed during Lokalatih Diusahakan untuk dikombinasikan dengan PC meeting pertama. Isu mengenai jender akan didiskusikan selama Lokalatih.
Budget revision for local contributions **Revisi anggaran untuk kontribusi lokal**			
⇨ Forward new budget format Meneruskan format anggaran yang baru	4 April	Dinnia	Plus revised annual activity planning 2016 and thereafter quarterly Ditambah dengan merevisi rencana kegiatan tahunan tahun 2016 dan kemudian dibuat dalam 3 bulanan.
⇨ Submit revised budget Mengumpulkan anggaran yang telah direvisi	12 April	SEHATI partners Mitra SEHATI	Only local contributions part is to be revised Hanya bagian kontribusi lokal saja yang direvisi
Partnership agreements/contracts **Perjanjian / Kontrak Kemitraan**			
⇨ Agreements to be forwarded to SEHATI partners Perjanjian akan diteruskan kepada mitra SEHATI	Within April Dalam bulan April	Dinnia	

What / Kegiatan Apa	When / Kapan	Who / Penanggungjawab	Remarks / Keterangan
Sustainability study **Penelitian Keberlanjutan** ⇨ To be confirmed Dalam konfirmasi	Within April Dalam bulan April	Dinnia	
Programme Coordinators meeting **Pertemuan Koordinator Program**	July 2016 in Labuan Bajo Juli 2016 di Labuhan Bajo	ALL Seluruhnya	1st PC meeting is to be combined with TOT Pertemuan Koordinator Program pertama akan dikombinasikan dengan Lokalatih Proposed PC meeting schedule: 1st: March (inception) 2nd: July 2nd: November Jadwal Pertemuan Koordinator Program yang diusulkan adalah sebagai berikut : 1 : Maret (Pertemuan Awal) 2 : Juli 3 : November

Other information / Informasi Lainnya
Ewout is planning to visit Indonesia in May 2016. Ewout berencana untuk mengunjungi Indonesia pada bulan Mei 2016
Recruitment of Simavi SEHATI staff (Programme Manager, Capacity Building & Knowledge Management Officer, and Finance Officer) is continuing Penerimaan staf SIMAVI untuk SEHATI masih dilanjutkan yaitu untuk Manager Program, Staf Peningkatan Kapasitas dan Pengelolaan Pengetahuan, serta Staff Keuangan.
To be included in PC meeting agenda: Hal – hal yang perlu dimasukkan dalam agenda Pertemuan Koordinator Program : ■ Clarify roles and responsibilities of consortium members and agree on priorities and activities Klarifikasi terhadap peran dan tanggungjawab anggota konsorsium dan kesepakatan prioritas dan kegiatan- kegiatannya.

Reporting schedule / Jadwal Pelaporan		
What / Apa	**When /Kapan**	**Remarks / Keterangan**
Annual plan and budget **Anggaran dan Rencana tahunan**	1st of October of the preceding year 1 Oktober pada tahun sebelumnya	Example: the 2017 annual plan and budget is to be submitted latest by the 1st of October 2016 Contoh : untuk anggaran dan rencana tahun 2017, perlu dikumpulkan paling lambat 1 Oktober 2016
Revised quarterly work plans **Rencana Kerja 3 bulanan yang telah direvisi**	First week of each quarter Minggu pertama tiap 3 bulan	
Fund requests **Permintaan Dana**	End of July and end of January of each year Akhir Juli dan Akhir Januari pada tiap tahunnya	Fund request follow submission of half-yearly or annual reports Permintaan dana bersamaan dengan pengumpulan laporan tengah tahun atau tahunan.
Half-yearly report **Laporan Tengah Tahun**	31st of July each year 31 Juli tiap tahun	This includes financial reporting Termasuk juga laporan keuangan

Annual report	31st of January of the following year	This includes financial reporting
Laporan Tahunan	31 Januari pada tahun berikutnya	Termasuk juga laporan keuangan.