



Sanitation, Hygiene and Water (SHAW) Programme for East Indonesia

Joint Review Workshop

“Building Partnerships for Sustainability”

17 and 18 June 2013, Jakarta, Indonesia



Prepared for



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The findings, interpretations, comments and conclusions contained in this report are those of the author and may not necessarily reflect the views of either Simavi or the partner NGOs.

This workshop report and other materials and documents related to the SHAW Programme can be found on: <http://www.irc.nl/page/53746>

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The Sanitation, Hygiene and Water (SHAW) programme runs from mid-2010 to end-2014. The overall goal of the SHAW programme is to reduce poverty by improving the health status of the population in low-income rural areas in East Indonesia. This is to be achieved through sustained changes in sanitation and hygiene behaviours and practices according to the five pillars of STBM:

1. Open defecation free (ODF)
2. Hand washing with soap
3. Household water treatment and safe storage of drinking water and food
4. Household solid waste management
5. Household liquid waste management

The SHAW programme is implemented in partnership by five Indonesian NGOs and one Dutch NGO in nine districts in East-Indonesia: Rumsram on Biak, Yayasan Dian Desa on Flores, Yayasan Masyarakat Peduli on Lombok, CD-Bethesda on Sumba and Plan Indonesia on Timor. The Dutch NGO Simavi coordinates the SHAW Programme and supports the central Indonesian Government on STBM policy and scaling up initiatives.

The programme aims to achieve full coverage in selected areas by strengthening the capacity of local governments, private sector and other local stakeholders for more effective service delivery in rural sanitation and hygiene. The programme is expected to reach over 1.1 million persons in more than 1,000 villages in 117 kecamatan. Funding for the € 15.4 million programme comes from the Embassy of the Kingdom of the Netherlands, the participating NGOs and the communities.

The SHAW approach consists of several integrated components with the potential to implement sustainable sanitation and hygiene programmes at scale. Sustainable sanitation and hygiene does not merely mean increasing access to facilities, it is about realising sustained behaviour change. The approach therefore focuses on changing sanitation and hygiene behaviour and practices. Ensuring sustained behaviour change requires effective hygiene promotion interventions that create the conditions (opportunity, ability and motivation) for sustained change.

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 SHAW partners initiate the start-up in each kabupaten, inform and train the stakeholders, and then facilitate and support implementation by these stakeholders. The aim of this approach is to strengthen the capacity of the stakeholders and to create an enabling environment so that programme achievements can be sustained and the approach can be replicated in other areas.

The programme introduced a new methodology for community-based monitoring to measure progress towards programme targets over time. Both output data (increased access and improved quality to sanitation and hygiene facilities such as toilets, handwashing facilities, etc.) and outcome data (degree in changes in sanitation and hygiene behaviours and practices) are collected by the communities. The data is aggregated, analysed and then used at community, kecamatan and kabupaten level.

The review was undertaken:

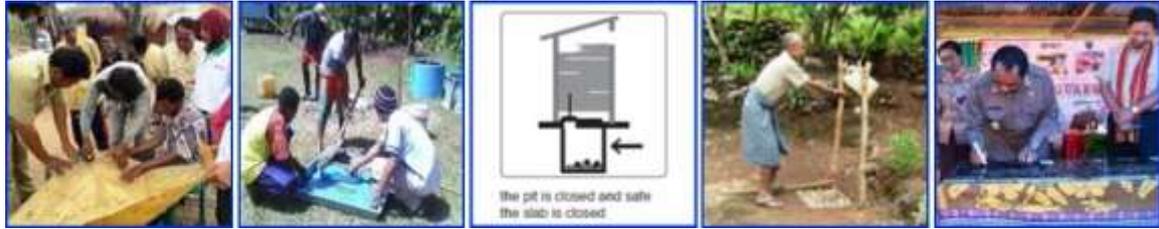
- To analyse whether the stakeholders are capable and committed to continue their support to the population to sustain the changes in behaviour and practices; and
- To analyse if and how the SHAW approach can be replicated in other areas in Indonesia.

The review was also undertaken to give a boost to the exchange in learning and information between the SHAW partners and the different stakeholders.



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MONDAY 17 JUNE 2013

Table 1: Actual programme realised during day one

When		What	Who
Morning	09.15-10.15	Opening and welcome word	Martin Keijzer
		Introduction of participants	
		Objectives and programme of the workshop	Erick Baetings
		General introduction to SHAW	Martin Keijzer
		Coffee break	
	10.30-12.30	Presentations of review outcomes	Three review teams
		Lunch	
Afternoon	13.30-14.30	Presentations of review outcomes	Two review teams
	14.30-15.15	Presentation of main review findings	Martin Keijzer
		Tea break	
	15.30-17.00	Group work: making sense of the review outcomes	Five groups

Opening and welcome

Erick Baetings, who facilitated the two-day workshop on behalf of Simavi, accorded a warm welcome to all the participants. He then invited Martin Keijzer, SHAW Programme Coordinator for Simavi, to open the workshop by giving a welcome word.

Martin Keijzer started by explaining that the SHAW programme review had been a massive operation with a total of 25 people participating in five different review teams that visited five programme intervention areas in East Indonesia. He expected everybody to be interested in the results or outcomes of the joint review and he hoped that the meeting would meet the expectations of the participants and help the SHAW programme to move forward. Martin also explained that the SHAW programme still has one and a half years to go and therefore invited all the participants to be critical but provide constructive contributions at the same time as that would help us to improve the overall performance of the programme. Martin concluded by thanking all the participants for attending the workshop.

Introductions

A quick introduction round was made whereby the participants were asked to introduce themselves (names, position and organisation) to the other workshop participants.

During the first day a total of 43 people attended the workshop. The list with workshop participants is given in Annex 1.

Workshop objectives and programme

Erick explained the objectives of the workshop which can be summarised as follows:

1. To share the findings of the joint review missions focusing on sustainability of programme results and potential for replication of the SHAW approach; and
2. To identify critical issues and to propose solutions for resolving these issues.

Finally the programme outline for the two-day workshop was presented. The original programme outline is provided in Annex 2 and summarised in the following table.

Table 2: Original programme outline for the two-day review workshop

	Monday 17 June	Tuesday 18 June
Morning	Introductions	World Café sessions exploring programme challenges
	Presentations of review findings	
Afternoon	Group work discussing the review findings	How to move forward
		Evaluation

General introduction to SHAW

Martin Keijzer gave a brief introduction to the SHAW Programme with the use of a Microsoft PowerPoint presentation. During the period 2010 to 2014 the five-year SHAW programme is being implemented in nine districts in Eastern Indonesia by five Indonesian NGOs and coordinated by Simavi. A summary of the main highlights is provided in the following table.

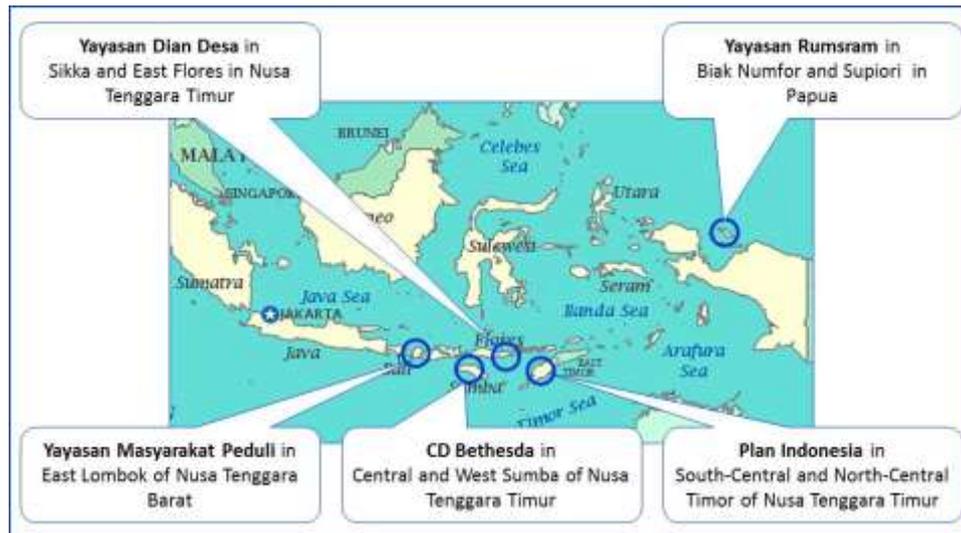
Table 3: Main highlights of the SHAW programme

Period	April 2010 – December 2014
Overall goal	Reduce poverty by improving the health status of rural communities in Indonesia in a sustainable way
Interventions	<ul style="list-style-type: none"> • STBM in rural communities and schools • Creation of an enabling environment • Support national government to scale up STBM • Capacity support to SHAW partner NGOs
Original targets	In 9 districts, 600,000 to 700,000 persons and 90 schools with STBM as well as an enabling environment for sustainability in the SHAW area and scaling up of the approach elsewhere

The SHAW programme is executed by five Indonesian NGOs and one Dutch NGO in partnership. The Indonesian NGOs implement the programme in nine kabupaten on five islands in East-Indonesia: Rumsram on Biak, Yayasan Dian Desa on Flores, Yayasan Masyarakat Peduli on Lombok, CD-Bethesda on Sumba and Plan Indonesia on Timor. The Dutch NGO Simavi coordinates the SHAW Programme and supports the central Indonesian Government agencies like Bappenas, Pokja AMPL Nasional and the STBM Secretariat.

The five Indonesian SHAW partners and their respective areas of operation are presented in the following figure.

Figure 1: SHAW partners and their intervention areas



The updated targets per SHAW partner are provided in the following table. Both Plan Indonesia and Yayasan Dian Desa are implementing the programme at scale whereby both organisations intend to cover two entire districts. With a similar number of field staff, this has resulted in a much higher number of villages per individual staff member. As a consequence of working at scale these two organisations have had to cooperate and collaborate more intense and more closely with the local stakeholders at Kecamatan and Kabupaten levels.

Table 4: Updated targets per SHAW partner

	# of Desa	Population	Average population per Desa	Average # of Desa per staff	Average population per staff	# of schools
CDB	79	102,000	1,291	4.0	5,100	40
Plan Indonesia	423	537,177	1,270	18.4	23,356	200
Rumsram	75	29,000	387	10.7	4,143	64
YDD	410	432,089	1,054	22.8	24,005	97
YMP	47	193,457	4,116	2.9	12,091	10
Totals	1,034	1,293,723	1,251	61.5	77,007	411

The STBM programme budget¹ is presented in the following table. Differences are noticed between the five partners where it concerns the expected average costs per village and expected average costs per individual that will benefit from the SHAW programme.

Table 5: Updated budget per SHAW partner

	EKN ²	NGO contribution	Total budget	Expected average costs per Desa	Expected average costs per person	Indexed average costs
CDB ³	1,509,437	69,296	1,578,734	19,984	15.5	281
Plan Indonesia	1,917,066	310,408	2,227,474	5,266	4.1	75
Rumsram	438,386	22,175	460,561	6,141	15.9	288

¹ The budget amounts presented in the table do not include the contributions by the communities, the Simavi budget and the funds allocated for water supply activities.

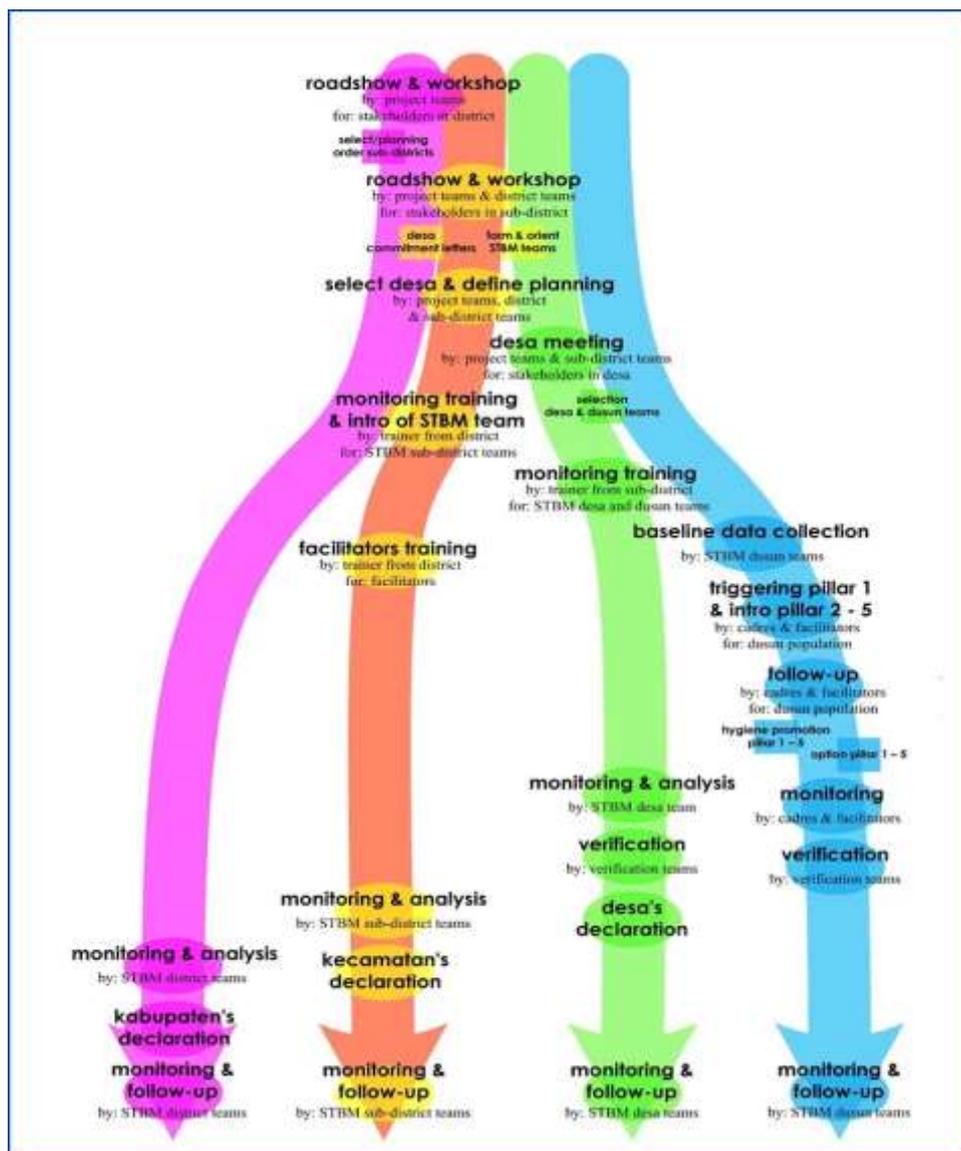
² EKN = Embassy of the Kingdom of the Netherlands.

³ The budget for CD Bethesda concerns only the STBM activities implemented on Sumba.

	EKN ²	NGO contribution	Total budget	Expected average costs per Desa	Expected average costs per person	Indexed average costs
YDD ⁴	2,170,383	104,663	2,275,046	5,549	5.3	95
YMP	549,754	42,542	592,296	12,602	3.1	56
Totals	6,585,027	549,085	7,134,112	6,900	5.5	100

Martin also presented the SHAW STBM approach that was developed in September 2011 by the SHAW programme partners. The programme is implemented in accordance with the STBM (Sanitasi Total Berbasis Masyarakat) approach which was adopted by the Ministry of Health as the national sanitation strategy in 2008. The approach presented in the figure on the following page depicts the sequence of steps followed to implement STBM in the target villages. The figure also shows the activities that take place at Kecamatan (sub-district) and Kabupaten (district) levels.

Figure 2: SHAW programme implementation approach as developed in September 2011



⁴ The budget for Yayasan Dian Desa does not include the activities under "Component B".

The SHAW Programme STBM activities start with road shows at Kabupaten and Kecamatan levels. The road shows are then followed by socialisation at village level, training of village cadres and collecting of baseline data. Thereafter triggering (demand creation for improved sanitation and hygiene behaviours and practices) takes place at dusun level and that is again followed by post-triggering follow up, hygiene promotion and monitoring. When STBM activities have been wholeheartedly embraced and successfully implemented by the villagers, the cycle is concluded by STBM verification and declaration. Post-declaration monitoring and hygiene promotion activities will continue to ensure sustained use of the sanitation and hygiene facilities.

Presentations of the review findings

During May and June 2013 review missions were organised to all the five SHAW NGO partners in their respective areas of programme operations (see map on page 3). The review was organised in such a way that all the nine districts where SHAW is active were visited. The main objectives of the review were⁵:

1. Re sustainability: to ascertain the current situation in SHAW programme activities and achievements regarding the phase after SHAW; and
2. Re replication: to assess whether the SHAW programme activities implemented by the implementation partners are a success and whether they can be replicated by other actors.
Plus an additional objective:
3. To facilitate and enhance active exchange of ideas and experiences among SHAW partners and their local stakeholders.

A total of 25 persons participated in the five missions. The review teams comprised of field staff of the five SHAW NGO partners, district level stakeholders, national level stakeholders and they were led by a staff member of the Simavi SHAW team. The schedules of the review missions and the composition of the different review teams are given in Annex 4. A major part of the morning and part of the afternoon was used by the five review teams to present the main findings of their respective review missions.

Table 6: Sequence of presentations of the outcomes of the review missions

Mission to	SHAW partner	Presented by	When
Kabupaten Timor Tengah Utara and Timor Tengah Selatan	Plan Indonesia	Mr Pathur Rachman, Kabupaten Lombok Timur (DinKes)	In the morning
Kabupaten Sikka and Flores Timur	Yayasan Dian Desa	Mr Yoel O. Marien, Kabupaten Biak Numfor (Bappeda)	In the morning
Kabupaten Sumba Tengah and Sumba Barat Daya	CD Bethesda	Mr Oktovianus Pulo Hurint, Kabupaten Flores Timur (Bappeda)	In the morning
Kabupaten Biak-Numfor and Supiori	Yayasan Rumsram	Pam Minnigh, Simavi SHAW	In the afternoon
Kabupaten Lombok Timur	Yayasan Masyarakat Peduli	Pam Minnigh, Simavi SHAW	In the afternoon

⁵ Additional details on the organisation of the review are provided in Annex 3.

After each individual presentation time was provided to ask questions to the teams for further clarifications. Some of the issues discussed were:

- There is a need to increase the involvement as well as the capacity of the district level Pokja AMPL WASH sector coordination forum.
- Applied technology options should be explored and where appropriate introduced for STBM pillars 1 to 5.
- The lack of adequate access to improved drinking water sources was brought up a couple of times as a serious constraint in changing a number of sanitation and hygiene behaviours and practices.
- Quality of performance monitoring data needs to be enhanced at all levels.
- Replication of the STBM approach developed by the SHAW partners is taking place in a number of programme areas with the help of local budgets. Similarly in a growing number of villages local developments budgets are used to support STBM activities, for example for providing financial incentives to village cadres.

Following the above five review team presentations, Martin Keijzer presented an overview of the main achievements to date as well as the general findings across the five intervention areas. The main programme achievements to date are presented in the following table.

Table 7: SHAW programme achievements up to end December 2012

	Achievements up to end December 2012	
	Total # of persons reached	491,127
Number of toilets constructed	# of toilets constructed by population by SHAW activities	37,813
	# of toilets constructed by private sector after SHAW activities	336
	# of toilets constructed by other projects	2,625
STBM achievements by SHAW	# of persons with improved sanitation (STBM pillar 1)	378,677
	# of persons with hand washing facilities (STBM pillar 2)	324,411
	# of persons with drinking water treatment (STBM pillar 3)	475,703
	# of persons with solid waste management (STBM pillar 4)	377,753
	# of persons with liquid waste management (STBM pillar 5)	426,655
STBM achievements by SHAW	# of desa with 100% STBM declaration by SHAW activities	89
	# of kecamatan with 100% STBM declaration by SHAW activities	7
	# of desa with 100% STBM declaration by other projects	3
Water supply	# of persons with access to water supply by SHAW activities	191,216
School achievements	# of schools with STBM by SHAW activities	118
	# of schools with water supply by SHAW activities	11
	# of schools with WASH activities by other projects	0

The main findings presented by Martin Keijzer can be summarised as follows:

Findings related to programme implementation:

- ⇒ Kabupaten level: Bupati in all nine districts are supportive to the SHAW/STBM programme. Some Kabupaten Pokja AMPLs are actively coordinating and supporting STBM, but most are (much) less active.
- ⇒ Kecamatan level: SHAW is implemented in 117 Kecamatan, and most Camat actively support the programme. The sanitarians and PromKes are the key persons from the Puskesmas, however, not all Puskesmas staff are active in STBM promotion.

- ⇒ Village level: Most of the population in the desa is actively engaged in the installation of their own STBM facilities, but the change in behaviour is not yet completed. The quality of the STBM facilities is in general adequate but several cases of insufficient quality are observed.
- ⇒ The private sector is involved under the term “sanitation marketing”. Across the SHAW areas, there are various positive and negative experiences.
- ⇒ All Puskesmas in the SHAW area in Timor report a decrease in diarrhoea, malaria and other diseases. Although a causal link cannot be established, the population feels that their STBM behaviour contributed to the decrease.

Findings related to sustainability and replication:

- ⇒ The village and Kecamatan levels are in general well motivated to sustain the STBM achievements.
- ⇒ In most villages, there is a positive spirit of “together we can” to achieve 100% STBM. The process has started to formulate village regulations, as STBM behaviour should become part of the daily life.
- ⇒ In most Kabupaten, the active support to STBM needs further attention.
- ⇒ YMP, CD-Bethesda and Rumsram have, for different reasons, a large role in the STBM implementation and follow-up activities. Plan Indonesia and YDD have had more success to involve the local stakeholders.
- ⇒ Through lobby and advocacy activities carried out by the SHAW partners, several Bupati and most Camat are favourable and issued official rules, letters or instructions.
- ⇒ Three Kabupaten governments (Lombok Timur, Sumba Tengah and Biak-Numfor) use the SHAW approach for replication to areas outside the SHAW intervention area.

The combined opinion of the five different review teams is given in Annex 5 and this can be summarised as presented below.

Opinion regarding involvement and capacity of stakeholders

The majority of the population, village governments, as well as most Camat and other Kecamatan stakeholders are actively involved in STBM implementation and follow-up. In general, the understanding on STBM by the active population is fair to good but more needs to be done to explain the reasons why and what changes in behaviour and practices are necessary including verifiable quality criteria.

Although all Bupati have expressed their support and most Kabupaten staff are supportive, active involvement is however limited. In seven out of nine districts, the spirit found at village and Kecamatan level has not yet reached the Kabupaten. Capacity and knowledge on STBM and its five pillars are below the desired level at several Kabupaten and some Kecamatan, and fair to good at others. More needs to be done to increase the understanding on STBM and its potential impact.

No major entrepreneurs and no financial institutions are active in rural sanitation, only small-scale artisans and shops are involved. The capacity and quality of the small-scale artisans involved in the sanitation supply chains (production of squatting plates, toilets) is reasonable to good.

Opinion regarding sustainability

The first steps are taken towards sustained change in sanitation and hygiene behaviours. Facilities are installed and are used. Monitoring is in place to check continued use. The spirit and enabling environment found at village and Kecamatan level gives hope for continued attention to sustain programme achievements. For example in a number of places STBM regulations have been put in place and funds have been allocated from regular BOK and ADD budgets.

In Flores Timur, Sumba Tengah, TTU and TTS, the prospects for continued support by the main stakeholders are fair to good. The situation in Sumba Barat Daya seems fairly good. In Sikka, Biak Numfor and Supiori, the prospects for continued support by the main stakeholders are estimated as low. Effective continuation of the support from local government stakeholders depends to a large extent on the outcome of Bupati elections and frequent staff rotations. The Pokja AMPL that are active, are in general a platform for information exchange on WASH activities. Except for Flores Timur, they do not coordinate and actively support WASH activities in their districts which is also valid for STBM activities.

In Lombok, Sumba, Flores and Timor, there are supply chain actors producing squatting plates and/or constructing toilets and which are generating income. However, they are unlikely to survive when consumer demand decreases as a consequence of market saturation which will occur when universal access to sanitation facilities has been achieved. Their survival therefore will depend on their ability to increase their consumer base and/or to diversify in new products and services.

Opinion regarding potential for replication

The review has demonstrated several aspects of the SHAW approach, which can be replicated in other areas in Indonesia after appropriate adaptations to allow for culturally differences. The review also demonstrated that several issues influence the progress made by SHAW. Although many issues are outside the sphere of influence by the SHAW partners (e.g. government staff rotation, no interest by private sector, lack of water), much can be learned from these issues before replicating the SHAW approach in new areas.

Four Kabupaten governments (Lombok Timur, Sumba Tengah, Biak-Numfor and Sumba Barat Daya) have used or are using the SHAW approach in areas outside the SHAW area. However, it is expected that support from the SHAW partners will be necessary.

Opinion regarding the state of preparedness for the period after SHAW

The present situation in most Kabupaten gives low to moderate expectations for sustained support to STBM, and mostly moderate to high expectations for sustained support to STBM at Kecamatan and community levels. To ensure a sustained interest by all relevant stakeholders (individuals, communities, and Kecamatan and Kabupaten actors), attractive indicators – that can convincingly demonstrate the positive impact of improved sanitation and hygiene behaviours and practices – are needed.



Making sense of the review outcomes and group work

After the afternoon tea break Erick wrapped up the presentations on the review findings by drawing up a list of issues, constraints and/or challenges related to the sustainability of programme achievements that were to be discussed in further detail during the remainder of the workshop.

Issues related to sustainability that were discussed in the groups:

- 1) Adapting the STBM approach to fit local conditions.
- 2) Availability and use of local budgets⁶ to implement STBM and to sustain changes in sanitation and hygiene behaviours and practices (Bok and ADD).
- 3) Involvement of local stakeholders and in particular those at Kabupaten level.
- 4) Providing a wider range of sanitation and hygiene technology options.
- 5) Effective hygiene promotion on STBM pillars 2 to 5.
- 6) Avoiding slippage in sanitation and hygiene behaviours and practices.
- 7) Problems caused by working in areas where SHAW has to 'compete' with subsidised infrastructure programmes

The remainder of the afternoon was used to discuss the above issues in smaller working groups. For that purpose five working groups were formed around the five SHAW partners. The groups were hosted by the SHAW partner Programme Coordinator and consisted of programme staff of the same SHAW partner and the members of the review team that visited that particular partner. The groups were complemented with the Jakarta based stakeholders.

The groups were given the following tasks:

- Discuss and identify the two most important or most relevant issues for the intervention specific to each partner.
- Discuss these two issues in further detail and create a better understanding of the underlying causes.

It was explained that such a problem analysis would help to identify solutions during the World Café sessions planned for the morning of the second day. The groups were instructed not to think about solutions at this stage.

⁶ Local budgets: 1) BOK funds for STBM related activities carried out by local government actors at Kabupaten and Kecamatan levels; and 2) ADD funds for STBM related activities at community level.





TUESDAY 18 JUNE 2013

Table 8: Actual programme realised during day two

	When	What	Who
Morning	09.00-09.20	Recap and programme of day two	Erick Baetings
	09.20-10.40	Presentations of previous day's group work	Five groups
		Coffee break	
	11.00-12.30	World café	Four groups
		Lunch	
Afternoon	14.00-15.00	Presentations of World Café outcomes	Four groups
		Tea break	
	15.30-16.30	Continuation of World Café presentations	
	16.30-16.45	Evaluation	Erick Baetings
	16.45-17.00	Closure	Martin Keijzer

Recap and programme of day two

Erick gave a short recap of what had happened during the first day. The recap was followed by a description of the programme for the second and final day of the review workshop. The programme is presented in the following table.

Table 9: Revised programme for day two

	Tuesday 18 June 2013
Morning	Recap and programme of day two
	Presentations of group work
	World Café sessions
Afternoon	Programme consequences
	Evaluation and closure

Presentation of group work

The five groups were invited to present the outcomes of their group work. The previous day's group work focused on carrying out problem analyses of the following main review outcomes related to sustainability of the SHAW programme achievements. The five groups had been discussing and exploring the underlying causes of the main issues related to sustainability presented in the following box.

Issues related to sustainability that were discussed in the groups:

- 1) Involvement of stakeholders expressed in their commitment and capacity to get actively involved in STBM initiatives at village, sub-district and district level
- 2) Availability of village (ADD) and district (BOK) budgets for STBM initiatives
- 3) Hygiene promotion on STBM pillars 2 to 5
- 4) Slippage in sanitation and hygiene behaviours and practices
- 5) Quality of sanitation and hygiene facilities
- 6) Coping with subsidies and subsidised programmes

The following review outcome issues selected and presented by the individual partners were those that were found to be the most relevant for each SHAW partner.

Table 10: Review outcomes selected and presented by the SHAW partners

	SHAW partner	Review issues presented and discussed
1	Yayasan Masyarakat Peduli	1) Slippage 2) Knowledge management 3) Quality of facilities
2	CD Bethesda	1) Commitment and capacity of Kabupaten stakeholders 2) Subsidies
3	Yayasan Dian Desa	1) Subsidies 2) Commitment and capacity of Kabupaten stakeholders and budget allocations
4	Plan Indonesia	1) Commitment and capacity of Kabupaten stakeholders and budget allocations
5	Yayasan Rumsram	1) Subsidy programmes 2) Quality of facilities

A summary of the presentations and subsequent plenary discussions can be summarised as follows:

Re slippage:

- Programme interventions are too much driven by outsiders with their own perceptions and preconceived ideas and solutions. Because these perceptions do not always relate to the realities felt by the villagers, the solutions are not taken up and slipping back to previous sanitation and hygiene behaviours and practices is a real danger and is expected to occur. Partnership and capacity building at community level is critical in this respect.
- We (outsiders and communities) do not always work on the same issues and field support, including technical support, is not always sufficient.

Re knowledge management:

- The quality of monitoring data is not always reliable and we do not publish enough.

Re quality of facilities:

- The quality of the sanitation facilities (toilets) put in place is not always a good enough standard because of insufficient technical support. Capacity building initiatives are not sufficient.
- Although we worked on the principle of the sanitation ladder, behaviour change was prioritised and as a consequence less attention was given to the quality of facilities.
- Access to technology for all the 5 STBM pillars is limited and we do not have adequate skills and competences to advice the villagers.

Re subsidies:

- There are still many programmes that use subsidies. Although it may be good that financial support is being provided for the construction of sanitation facilities, this can intervene with initiatives to change sanitation and hygiene behaviours.
- Communities are accustomed to subsidies and want or expect the same from each project or programme. As a consequence there is a danger that these expectations will slow down the progress in non-subsidy programmes such as SHAW.
- Village authorities want to achieve STBM status in the shortest possible time. Competition with neighbouring villages can create pressure to move faster. Village funds (ADD) are sometimes used to speed up the process by providing financial support to households who require more time to construct a toilet within their own financial means. Usually facilities are provided instead of building the capacity and resilience of the communities. Is the use of village funds to provide support to needy (poor) households against the CLTS philosophy and principles? In some cases loans are provided by establishing revolving funds in the villages.
- In the case of Biak Numfor and Supiori budgets for extra support to autonomy regions are available. The PNPM Respek programme provides 100 million rupiah to all villages. In Supiori an additional 1 billion rupiah per village is provided for the construction of houses and toilets. Food subsidies are also provided to Biak (30 kg per family per month) and Supiori (50 kg). Some argued that government support weakens community self-reliance and their willingness to contribute to their own development. Before there was a tradition that people helped as instructed by their chiefs, for example for the construction of schools. But now because there is a lot of money, people automatically assume that this is the responsibility of the government including the building of schools and toilets.

Re commitment and capacity of Kabupaten stakeholders:

- In most Kabupaten, sector leadership and commitment is weak compounded by a weak Pokja AMPL. This often results in non-existent inter-sectoral partnership (cooperation and collaboration) in most Kabupaten. The commitment of the Bupati is crucial for the success of any programme. The Kabupaten development programmes (RPJMD 5-year plans) reflect the vision and priorities of the Bupati. A programme runs well as long as it is included in the district development programmes and until the end of the term of the Bupati.
- Frequent staff mutations or staff rotations of key Kabupaten stakeholders are another big problem. Support stops when people are moved around. However, this is a fact of life which we cannot change but we need to find a way to cope with it.
- Commitment from all the key stakeholders at the highest levels is important. STBM is often not embedded in local laws.

Re budget allocations:

- Village budget: commitment is there but many villages have not yet allocated budget to support STBM initiatives and activities.
- Kecamatan budget: Puskesmas also often does not have enough funds for all their activities. Budget allocations for STBM are often not sufficient and the actual amount allocated depends on the head of the Puskesmas.
- Kabupaten budget: the biggest problem is the lack of adequate budgets for the Pokja AMPL. Commitment at Kabupaten level is poor which is expressed in low budget allocations. Where there is a budget it is only enough to cover travel expenses. Budget allocations depend on the commitment of the Pokja AMPL and the Bupati. The Pokja AMPL is usually late in proposing projects to higher authorities and as a consequence no budget is allocated for STBM initiatives. STBM is not included in local policies and laws. Even in districts where there is a functioning Pokja AMPL this has not always translated in adequate budget allocations.

Erick wrapped up the presentations by saying that the situation in Biak Numfor and Supiori is very specific – basically there is too much money available – and not relevant for the other SHAW partners. However, it shows that it is very difficult to export one standard approach to all the different regions in Indonesia and that is important to adjust and adapt our approaches to specific local contexts. As it is difficult to change the world around us it might be easier to adapt ourselves and our work to accommodate the specific conditions we find on the ground.

World Café sessions



Source: http://www.lopn.net/WorldCafe_Guidelines.html

Erick started by introducing the World Café concept. He explained that it is a widely used method. The World Café is a conversational process based on small group conversations that can be adapted to discuss a wide variety of issues or topics. The purpose of the World Café is to provide a safe place for people to discuss diverse topics, share ideas, discuss diverse perspectives and experiences, connect with peers and 'experts', dream of solutions, and share the outcome with others. Erick thereafter explained the rules of the game (see the box below).

Purpose of the World Café

The purpose of the World Café is to provide a safe place for people to discuss diverse topics (issues, problems, etc.), share ideas, discuss diverse perspectives and experiences, connect with peers and 'experts', dream of solutions, and share the outcome with others.

'Rules of the game'

- ▶ Two rounds of 45 minutes each
- ▶ One table host (table owner) per issue
- ▶ Other participants 'experts or consultants' choose a table on the basis of their expertise and/or interest
- ▶ Process for first round:
 - Table host gives a short introduction of the issue / constraint / challenge
 - This is followed by a table discussion; and
 - The main results or outcomes of the discussion are captured on paper by a note keeper.
- ▶ After the first round of discussions, the experts or consultants move around and pick another issue that they are interested in
- ▶ Process for second round:
 - Table host starts with a short introduction of the issues and a quick recap of what came out of the first round of discussions
 - This is followed by a table discussion; and
 - The discussion is wrapped up by capturing the main results or outcomes.
- ▶ In a plenary session the table hosts give a brief recap of what was discussed and an overview of the main results of the table discussions.

During the consultations it was decided to cluster the issue on stakeholders' commitment and capacity together with the issue on budget allocations as there is a strong linkage between the two. For the World Café sessions the names of the partners were put with one of the issues they had discussed in the afternoon of the first day. Then table hosts were selected for each issue. The issues and table hosts are presented in the table below.

Table 11: Issues and table hosts for the World Café sessions

Issues	Table host	# of participants	
		1 st round	2 nd round
		11.30-12.00	12.00-12.30
1) Stakeholders commitment and capacity combined with availability of budget to support STBM	Plan: Simon Heintje	4	8
2) Slippage	YMP: Ellena	9	7
3) The appropriateness of subsidies at village level	YDD & CDB: Christine & Dewi	11	10
4) Working within government subsidised programme environment	Rumsram: Ishak	7	5
		31	30

It so turned out that the quality of facilities issue was left out and therefore parked to be picked up during the 3-day SHAW Programme Coordinators meeting.



The World Café discussions focused on identifying solutions for the four issues listed in the above table. For the first round the participants were assigned to specific tables on the basis of where they work and/or their experience and expertise. After the first round all the participants, except for the table hosts, were free to move around and join any table with an issue of their liking.



Presentation of World Café outcomes

Following lunch the four groups were invited to present the outcomes of the World Café discussions.

Stakeholders' commitment, capacity and STBM budget allocations

A rather complicated picture was presented and explained by Simon Heintje Tulado on behalf of the Plan Indonesia-led group.

The main problem is weak leadership of Pokja AMPL. Kepala Bappeda is the head of the Pokja AMPL. There is a need to strengthen the Kabid Sosbud (Social-cultural Department of Bappeda). The Sosbud (in charge of the direct support to the Kecamatan and villages) can be supported based on the requests from the Kecamatan and villages. The (claim-making) capacity of Kecamatan and villages also needs to be strengthened so that they can raise their issues directly with the Bappeda and Pokja. It is expected that this will speed up STBM verifications and declarations and with the allocation of BOK funds. Considering the role of the Bupati it is important to advocate to and interact with the Bupati so that he can encourage his staff to take a leading role on STBM.

At present regular coordination meetings at Kabupaten level to enhance cooperation and collaboration are lacking. Relationship with and coordination among the individual SKPDs (the different sectors) that are member of the Pokja AMPL needs to be improved by the SHAW partners. Pokja AMPL develops 5-year strategic plans (Renstra) and budgets (RAD), it is therefore crucial to influence the discussions and thereby the outcome of the plans so that STBM is put on the agenda. The Pokja AMPL is also responsible for developing district sanitation strategies (SSK) but to date these have not been developed in all districts. The role of the Pokja AMPL on STBM should be based on the Bupati decree (SK). However, the SK is often not in place, or is only valid during the period of the incumbent Bupati, and therefore hampering the effective functioning of the Pokja AMPL. It is necessary to advocate for specific legislation at Kabupaten level in the form of a Perda for example by referring to the ministerial decree and other relevant policy documents⁷ on STBM.

Committee 'D' (development) of the District Parliament looks at health programmes and therefore it is important to advocate and lobby with them on STBM. Projects like PPSP, BPSPAM, PAMSIMAS, and BUMDES also need to be involved as all are involved in STBM as this will enhance coordination, cooperation and collaboration and thus minimise problems in the field. A budget for STBM is present in the Health Office but it is often not used. It needs to be checked whether other departments also have specific budgets (or budget lines) for STBM activities.

Plenary discussion:

- Are the roles and responsibilities of the different offices sufficiently clear in writing on their contributions to implement STBM? The role the different head of offices are expected to play in the Pokja AMPL is included in the Bupati decree and job descriptions of individuals. Kabupaten level Perda is needed on STBM.
- People change all the time and therefore it would make more sense to work on improving systems!
- Are these solutions significantly different from the discussions we had during the review meeting in June 2011? Some argued that it is different as it answers the problems raised in 2011. Furthermore much has happened since then (e.g. relevant laws) and this has resulted in a stronger legal base which helps the SHAW partners to advocate more strongly for STBM.
- The existence of a Perda does not guarantee that the Pokja AMPL will be more effective. However, it could help. Instead of a Perda you could first of all advocate for a Bupati decree and for the inclusion of STBM in all development plans at all levels.

⁷ For example: 1) Surat Edaran Kemenkes (Circular Letter), Decree by Ministry of Health; 2) RKP 2013 including BPSPAM (Perubahan Perilaku); 3) Decree by Governor (Pergub AMPL).

The conclusion drawn was that the context has changed but that the same issues remain a challenge. And whether it becomes a problem or not depends on individuals, the outcome of local elections, the moving around of government staff, etc. Therefore the feeling among the participants was that it might be more effective to work on systems instead of on individuals. It was also recognised that this issue is not easily resolved and that therefore discussions would have to continue at a later stage.

Slippage

A rather straightforward presentation was given by Ibu Ellena and Ibu Nur on behalf of the YMP-led group with the help of a flipchart. The flipchart provided an overview of the following nine activities identified to avoid slippage of sanitation and hygiene behaviours and practices.

- 1) Make sure that verification is carried out in proper way by ensuring that 100% coverage is reached. Verification should make sure that everyone in the villages uses a toilet.
- 2) Carrying out continuous support after triggering and declaration
- 3) There should be an effective Perdes to support STBM
- 4) Monitoring should continue after declaration to check whether there is any slippage on behaviours
- 5) To support the enabling environment there should be capacity development (knowledge and skills) on STBM of the STBM actors at all levels
- 6) We need to utilise the existence of local organisations (e.g. water board) to maintain the community facilities and to help poor people to get access to and use toilets. Seek for synergy at local level.
- 7) Introduce / encourage individual households or groups to gain access to finance institutions (e.g. micro-finance institutions) to invest in sanitation and hygiene facilities
- 8) Propose to Kabupaten to organise a recurring annual STBM day.
- 9) Cadres are responsible for a limited number of households, and they will be expected to continue their work.

Plenary discussions:

- The Ministry of Health applies a rule whereby only 80% of the households require a sanitation facility assuming that the remaining households use toilets owned by others (sharing). How does this work for STBM pillars 3, 4 and 5? Apparently the 80% rule only applies to pillar 1 to establish whether ODF status has been reached.

Erick reminded the participants that although only YMP had brought up the issue of slippage, the issue relates to all of us. We therefore need to recognise that this is a major concern in all sanitation and hygiene programmes and we need to deal with it. To support this argument, Erick conducted a simple slippage test with the smokers among the participants.

Use of ADD budget to support STBM (subsidy at community level)

The outcomes of the World Café discussions which were led by YDD and CD Bethesda were presented by Ibu Dewi.

Facts:

- ADD permits the use of funds to support the construction of physical facilities.
- There are a lot of village initiatives to organise and carry out the procurement for non-local materials to support the installation of STBM facilities for needy people.
- Perception of community: in Flores a healthy toilet means a pour-flush toilet. In Sumba that is not an issue as other types of toilets are also perceived to be acceptable.

Solutions:

- 1) Develop a rule to use ADD budget allocation to provide loans to groups using a revolving fund approach.
- 2) Allocate ADD budget for monitoring and technical assistance and capacity building of cadres and village government staff for promotion and education on STBM sustainability.
- 3) Use smart subsidies for poorer segments of the population that already changed their behaviour and that want to improve the quality of their sanitation facility. Use ADD budget to provide subsidies or loans.
- 4) If other programmes have allocated programme funds to provide subsidies, then that should be used for putting in place communal facilities and systems (e.g. water systems, monitoring by Kecamatan and Kabupaten) that benefit the entire community.

The plenary discussion focused primarily on the issue whether the provision of subsidies interfered with the ultimate aim of behaviour change.

- Pour-flush toilets are seen as a more permanent toilet and therefore there is a drive in certain areas to get pour-flush toilets installed. No subsidy could mean that total coverage might not be possible in those villages that opt for pour-flush toilets as the costs might be beyond the reach of poor households.
- Smart subsidies might overcome the problem of intervening with behaviour change interventions as households are responsible for putting some kind of simple toilet in place. The key is that subsidies should not be used to get households on the sanitation ladder but to help poor people move up the sanitation ladder. We should advise communities how to utilise their budget in the smartest way. Remember it is not our money so the only thing we can do is to give advice.
- Anyone who is committed and convinced is able to build a simple toilet, without funds. But you want people to move up the sanitation ladder to improve quality and durability and to minimise slippage and environmental problems. Households that have money may start higher on the sanitation ladder. Poorer households might not have the money to jump fast or to jump high. So is there a problem if individuals or the communities decide to support poor households. In the end it is the community as a whole which decides whether it wants to live in healthy conditions and what it wants to do to achieve that goal.

Implementing SHAW in a subsidised environment

Pak Ishak presented the outcome on behalf of the Rumsram-led group. He started by providing a sketch of the situation in Papua. Thereafter he presented the following possible solutions.

- 1) Continue advocacy and lobby work towards the PNPM Respek programme. We need to be involved in the discussion on how the Respek programme operates. Respek focuses mainly on pillar 1 but quality is still bad. We should collaborate more closely to improve the quality of the facilities and to increase their use so that people do not slip back to previous practices.
- 2) Maximise the role and effectiveness of the Pokja AMPL as it needs to be more involved. Advocate at Kabupaten, Pokja and Pemda so that SKPDs collaborate more closely on STBM with each other and with Respek. Supiori needs to be encouraged to establish a Pokja AMPL.
- 3) Advocate for allocation of village funds for STBM activities. At present ADD funds are only used to pay for salaries of village staff. ADD funds should also be allocated to support STBM cadres for carrying out their regular duties (e.g. hygiene promotion and monitoring).
- 4) Strengthen sanitation marketing initiatives so that there is more choice. Local government authorities have shown interest and are seeking support for training.

- 5) Encourage Bappeda to advocate with the provincial level government so that they can access PNPM Respek program funds for STBM activities.

Erick made an attempt to capture the main points raised by Pak Ishak and while doing so he questioned the chosen strategy to attempt influencing and changing the strategy and working modalities of the government and in particular the PNPM Respek programme. You can try to change Respek but sometimes it is easier to change direction; to change ourselves rather than changing the world around us. Although we need to continue our lobby and advocacy work to influence others, we should at the same time adopt our working approaches to better fit the local context.

Evaluation

An end-of-workshop evaluation was carried out with the use of a simple evaluation questionnaire. The results of the evaluation are presented in the following table.

Table 12: Results of the review workshop evaluation

				Totals	Scores in %
A. What is the overall impression of the meeting?	18	7	0	25	86%
B. Did the meeting fulfil your expectations?	12	12	1	25	72%
C. Did the meeting provide you with new valuable insights?	12	12	1	25	72%
D. How would you rate the organisation and facilitation of the meeting?	11	12	2	25	68%
Totals	53	43	4	100	75%
Scores in %	53%	43%	4%	100%	

Closure

Martin Keijzer closed the review workshop with some final thoughts. Martin started by saying that after two days of long discussions we have been able to make another step forward although we are not there yet. We have discussed a number of programme challenges. How to resolve them and how to take the next steps will require follow up in the coming days and weeks. Hence the discussions will continue among the SHAW partners.

The first two review objectives have given us some headaches as we are not yet there with identifying all the solutions. But we have done very well with regards to the third objective. Especially with the participation of our government partners during the review and here during the review meeting there has been an abundance of cross exchange of information and mutual learning among the SHAW partners and our stakeholders.

Martin said that we will continue the discussions on the basis of all the inputs provided by the stakeholders. But he also expressed the hope that the representatives of the Kabupaten will take home the outcomes of the discussions and the insights gained here during the meeting.

Martin ended by expressing his thanks to all the participants and by wishing all a safe journey home.





POSTSCRIPT

Immediately following the two-day review workshop a regularly recurring meeting was organised for SHAW Programme Coordinators from Wednesday 19 to Friday 21 June 2013. During the three-day meeting some time was devoted to follow up on the issues discussed during the review workshop. The following is an overview of relevant meeting outcomes.

Smart use of village ADD budgets to promote and sustain STBM

The review meeting came up with the following four recommendations (solutions):

- 1) Develop a rule to use ADD budget allocation to provide loans to groups using a revolving fund approach.
- 2) Allocate ADD budget for monitoring and technical assistance and capacity building of cadres and village government staff for promotion and education on STBM sustainability.
- 3) Use smart subsidies for poorer segments of the population that already changed their behaviour and that want to improve the quality of their sanitation facility. Use ADD budget to provide subsidies or loans.
- 4) If other programmes have allocated programme funds for subsidies, then that should be used for putting in place communal facilities and systems (e.g. water systems, monitoring by Kecamatan and Kabupaten) that benefit the entire community.

During the SHAW PC meeting the possible solutions were discussed in further detail. The four solutions were then ranked considering their potential impact and the effort it would take to implement the solution. Solutions with potentially the highest impact and that can be achieved with the least effort scored the highest. The impact was assessed for programme achievements up to 31 December 2014 as well as for the long-term potential for sustained behavioural change following the termination of the SHAW programme on 31 December 2014.

The final priority ranking of the proposed solutions is given below.

Table 13: Prioritised solutions in relation to utilisation of village level ADD budgets

Priority	Solutions for smart use of village funds
1	Allocate ADD budget for monitoring and technical assistance and capacity building of cadres and village government staff for promotion and education on STBM sustainability.
2	Develop a rule to use ADD budget allocation to provide loans to groups using a revolving fund approach.
3	Use smart subsidies for poorer segments of the population that already changed their behaviour and that want to improve the quality of their sanitation facility. Use ADD budget to provide subsidies or loans.

Slippage

The review meeting came up with the following nine recommendations (solutions):

- 1) Make sure that verification is carried out in proper way by ensuring that 100% coverage is reached. Verification should make sure that everyone in the villages uses a toilet.
- 2) Carrying out continuous support after triggering and declaration
- 3) There should be an effective Perdes to support STBM
- 4) Monitoring should continue after declaration to check whether there is any slippage on behaviours
- 5) To support the enabling environment there should be capacity development (knowledge and skills) on STBM of the STBM actors at all levels
- 6) We need to utilise the existence of local organisations (e.g. water board) to maintain the community facilities and to help poor people to get access to and use toilets. Seek for synergy at local level.
- 7) Introduce / encourage individual households or groups to gain access to finance institutions (e.g. micro-finance institutions) to invest in sanitation and hygiene facilities
- 8) Propose to Kabupaten to organise a STBM day.
- 9) Cadres are responsible for a limited number of households, and they will be expected to continue their work.

During the SHAW PC meeting the possible solutions were ranked considering their potential impact and the effort it would take to implement the solution. Solutions with potentially the highest impact and that can be achieved with the least effort scored the highest. For this issue the impacts and efforts were assessed in relation to sustainability of changes in behaviours and practices, and sustainability of sanitation and hygiene facilities.

During the subsequent discussion it was noted that some solutions with high impact potential such as solution 3 (there should be an effective Perdes to support STBM) scored rather low as a consequence of the high effort expected to implement this solution. However, considering the importance of an effective Perdes it was decided to put this issue higher on the priority list.

The following list shows the final priorities. Some of the narratives have been altered to make them into activities that can be carried out by the partner NGOs.

Table 14: Prioritised solutions in relation to avoiding or minimising future slippage

Priority	Solution to avoid or minimise slippage
1	Make sure that verification is carried out in a proper way by ensuring that 100% coverage is reached. Verification should make sure that everyone in the villages uses a toilet.
2	Carry out continuous support after triggering and declaration
3	Ensure that effective Perdes – to support STBM initiatives – are put in place
4	Propagate that cadres are made responsible for a doable limited number of households so that they will be expected to continue their work
5	Build the monitoring capacity of the communities so that monitoring can continue after STBM declaration to check whether there is any slippage in behaviours and practices
6	Continue to develop the capacity (knowledge, understanding, skills and competences) of all actors at all levels on STBM
7	Encourage individual households or groups to gain access to finance (e.g. micro-finance institutions) to invest in sanitation and hygiene facilities

Priority	Solution to avoid or minimise slippage
8	Seek for synergy among actors in the communities by encouraging the involvement of local organisations (e.g. water board) to maintain community facilities and to help poor people get access to and use toilets
9	Lobby for the organisation of annually recurring STBM days with the Kabupaten STBM stakeholders

Stakeholders' commitment, capacity and STBM budget allocations

During the SHAW PC meeting no sufficient time was available to further discuss and resolve this complex challenge. It was therefore decided to continue the discussions in the next SHAW PC meeting planned for the end of October 2013.

Implementing SHAW in a subsidised environment

As the conditions found in Papua are not found in other SHAW areas, it was decided that this challenge should be taken up individually with Yayasan Rumsram.

Evaluation of SHAW joint review workshop

As most participants of the SHAW Programme Coordinators meeting felt that the review workshop had not fully lived up to its expectations some time was taken on Wednesday 19 June to further evaluate the workshop. The following table provides an overview of the outcomes of the evaluation.

Table 15: Outcome of SHAW review meeting workshop evaluation

	Evaluation outcomes	# of cards
1	Quality of presentations: <input checked="" type="checkbox"/> The presentations were not always well structured and often did not include many review findings. Most were not interesting enough.	4 cards
	<input checked="" type="checkbox"/> Some got the impression that the presentations were done only for Simavi and not for the whole group.	1 card
2	Time management: <input checked="" type="checkbox"/> Not enough time for discussions as a consequence of the time wasted on translations. No in depth analysis of the review findings. Time for presentation should be better timed (equal time slots) and more time should have been given for Q&A.	4 cards
	<input checked="" type="checkbox"/> Translations took too much time. Simultaneous translation could have helped!	3 cards
3	Workshop arrangements: <input checked="" type="checkbox"/> Information on workshop related changes should be better communicated. Arrangements should be better planned and organised. Logistical arrangements and specific rules must be explained better. There needs to be more information on travel and accommodation arrangements.	4 cards
4	Other: <input checked="" type="checkbox"/> Participants from national level appeared to be not interested in the programme. Group work and World Café were good methods to interact.	1 card
	<input checked="" type="checkbox"/> Situation of workshop was too tense and there was not enough humour.	1 card



ANNEXES

Annex 1: Workshop participants

	Name	Organisation	Email	Hand phone	Position	Attendance	
						17 June	18 June
1	Henny Pesik	CD Bethesda	henny_pesik@yahoo.co.id	08-1393163111	Area Manager Sumba Barat Daya	✓	✓
2	Dewi Utari	CD Bethesda	dewisoemarsono12@gmail.com	08-11267605	Program Manager	✓	✓
3	Gono Bulu			08-1339774863	Kepala Bidang Perencanaan Bappeda Sumba Barat Daya	✓	✓
4	Petrus Paulus			08-1353439201	Kabid Promkes Dinkes Sumba Tengah	✓	✓
5	Endro Saptono	CDB	Endro_saptono@yahoo.com	08-1317723099	Staff in Sumba Tengah	✓	✓
6	Eka Setiawan	Plan Indonesia	eka.setiawan@plan-international.org	08-1210507344	WASH Program Manager	✓	✓
7	Simon Heintje	Plan Indonesia	Simon.HeintjeTulado@plan-international.org	08-5253037534	Monev Supervisor di Sumba	✓	✓
8	Thimatus Benu				Kepala Seksi Penyehatan Lingkungan Dinas Kesehatan Timor Tengah Selatan	✓	✓
9	Drs. Alfonsus Tuames			08-1229188236	Camat Insana Barat, Timor Tengah Utara		✓
10	Ishak Mattarihi	Rumsram	kasumasa_biak@yahoo.com	08-1344013634	Project Manager	✓	✓
11	Yoel O. Maryen			08-5254166428	Kabid. Sossub Bappeda Kabupaten Biak Numfor	✓	✓
12	Anthon Wanwa		van_heuven75@yahoo.com	08-1344841897	Kasie AMPL - Dinkes Kab. Supiori	✓	✓
13	Yustin Pabisa		justinpabisa@yahoo.com	08-1344631097	Koordinator Motoring dan Data	✓	✓
14	Susana Helena	YMP	e_peduli@yahoo.com	08-1237213030	Project Coordinator	✓	✓
15	Noer Sakinah	YMP	noer_sakinah@yahoo.co.id	08-1237119844	Project Manager	✓	✓
16	H. Pathurachman		rpathur@yahoo.co.id	08-1997982999	Kabid P2PL DinKes - Lombok Timur	✓	✓
17	Andi Kurniawan	YMP	e_andikurniawan@yahoo.com		Coordinator of STBM	✓	✓
18	Christina Aristanti	YDD	christina@arecop.org	08-122704055	Deputy Director Of YDD	✓	✓

	Name	Organisation	Email	Hand phone	Position	Attendance	
						17 June	18 June
19	Melchior Kosat	YDD	melky_ntt@yahoo.com	08-2144032401	Staff STBM Sikka	✓	✓
20	Hendro Payong	YDD	hendro_payong@ymail.com	08-5338969897	Staff STBM Flores Timur	✓	✓
21	Oktovianus Pulo Hurint	Flores Timur	Oktoberman2003@yahoo.com	08-2135230977	Staf Sosbud Bappeda Flotim	✓	✓
22	Yoce Alexander Deo	Sikka, Flores	yocealex@yahoo.com		Kabid Sosbud Bappeda Sikka	✓	✓
23	Elbrich Spijksma	Simavi	Elbrich.Spijksma@Simavi.nl	08-2262575732	Program Officer	✓	✓
24	Martin Keijzer	Simavi	martin.keijzer@simavi.nl	08-112507140	Program Coordinator - SHAW	✓	✓
25	Pam Minnigh	Simavi	minnigh@cbn.net.id	08-11381287	Consultant-Knowledge Management	✓	✓
26	Yusmaidy	Simavi	yusmaidy@ampl.or.id	08-124639219	Assistant to SHAW and Pokja AMPL	✓	✓
27	Abang Rahino	Simavi	abangrahino.simavi@gmail.com	08-2168532441	Translator	✓	✓
28	Erick Baetings	IRC	baetings@irc.nl	08-1239904198	Senior Sanitation Specialist	✓	✓
29	Yuli Arisanti	Simavi	yuli.arisanti@gmail.com	08-1215755757	Assistant to Program Coordinator	✓	✓
30	Christien Hukom	Embassy of the Kingdom of the Netherlands	Christien.hukom@minbuza.nl		Programme Office Water (Management)	✓	
31	Olivia Ahn	USAID	Hahn@usaid.gov		Environment Office	✓	
32	Antoinette Kome	SNV	akome@snvworld.org		SNV Global WASH Coordinator	✓	
33	Huseiyn Pasaribu	Waspola	huseiynp@yahoo.com			✓	
34	Nugroho Tomo	Waspola	ntomo@waspola.org			✓	
35	Melinda Hutapea	AusAID	Melinda.hutapea@ausaid.gov.au	08-121010490	Program Officer	✓	
36	Nono Sumarsono	Plan Indonesia	Nono.Sumarsono@plan-international.org	08-119624142	OIC Country Director	✓	
37	Asep Mulyana	High Five					
38	Ewinur C. Machdar	High Five	e.chairati@ccp-indonesia.org	08-1284060818	Watsan specialist		✓
39	Syarif Pluradimada	USDP	suanf.puradimada@usdp.or.id	08-1318329090	Co Team Manager	✓	

	Name	Organisation	Email	Hand phone	Position	Attendance	
						17 June	18 June
40	Riarigustin Mozar	USDP	riarigustin.mozar@usdp.or.id	08-129338123	Community Development & Gender Specialist	✓	✓
41	Nur Apriatman	WASPOLA	Ranura58@yahoo.com		LCCB Specialist	✓	✓
42	Indriany	AMPL/STBM Secretariat	indri@anpl.or.id	08-7852078086	STBM KM	✓	✓
43	Anneke Ooms	Simavi		08-122994486		✓	✓
44	Herni Suwarbhi	USDP	Herni.suwarbhi@usdp.or.id	08-5356966573	BCC Specialist	✓	
45	Nuri Hidayati	AMPL/STBM Secretariat	Nurihidayati87@gmail.com	08-5789025104	Staff program	✓	✓
46	Dea Widyastuty	Pamsimas	dwydyastuty@worldbank.org	08-1322313549	Operation Analyst	✓	✓
47	Indira Sari	Pamsimas	Indira.sari76@gmail.com	08-121078423	Local Government Capacity Building Specialist		✓
Total # of participants						43	37

Annex 2: Original Joint Review Workshop Programme Outline

	Monday 17 June 2013		Tuesday 18 June 2013	
Morning	09.00-09.20	Opening and welcome	09.00-09.30	Recap and programme of day two
	09.20-09.40	Intro of participants	09.30-11.30	World Café sessions to explore 3 or 4 key programme and/or sector challenges related to sustainability of programme achievements
	09.40-10.00	Workshop objectives & programme		
	10.00-10.30	Intro about SHAW		
	11.00-11.30	Intro to programme review		
	11.30-12.30	Presentation and Q&A of review outcomes	11.30-12.30	Presentation of results of World Café sessions
Lunch				
Afternoon	13.30-14.30	Presentation and Q&A of review outcomes	13.30-15.00	How to move forward focusing on sustainability and replication of the approach
	14.30-16.00	Group work/discussions focusing on potential of replicating the SHAW approach in other areas		
	16.00-17.00	Plenary presentation and discussion of group work	15.30-16.00	Evaluation
			16.00-16.30	Closure

Annex 3: Outline of the SHAW Joint Review Missions

Introduction

The SHAW review is scheduled to have visits in each of the Kabupaten where SHAW is active. The ToR mentions which visits, but for the sake of good discussions with the stakeholders involved as well as to give time to have a visit to several houses, there is a change in the ToR by a reduction in the visits. Below, first the objectives of the review are treated in order to clarify the requested meetings and visits.

Objectives of the SHAW Review 2013

The SHAW review is aiming at the two objectives of the SHAW Review 2013:

- What is the current situation in the SHAW activities and achievements regarding the phase after SHAW (results so far and planning)?
- Where are the activities by the SHAW-partner a success, based on its approach and not on incidental circumstances? What and why?

Please note that the review is not particularly looking to the achievements, like the number of STBM desa. That is already in the reports, and also that are topics for the official Mid-Term and Final Evaluations.

Background 1st objective: The SHAW Programme will end on 31 December 2014 and the SHAW partners will stop their activities at all levels (house, RT, dusun, desa, Kecamatan and Kabupaten). The SHAW Programme supports the Indonesian Government in implementing STBM and in obtaining the sustainability of STBM achievements. The SHAW Programme aimed from its start to the situation that the achieved change in behaviour as well as the constructed sanitation and hygiene facilities sustains in the long period after SHAW.

Background 2nd objective: Each SHAW partner has achieved successes. Some of these successes are based on particular circumstances, like a strong and very active kepala desa. But these circumstances are not present everywhere and thus are not replicable. However, there should also be successes, which do not depend on incidental circumstances but which are based on the general approach by SHAW or on the specific details in the approach as implemented by the SHAW partner. These cases are looked for as a way of working with and engaging the community and other stakeholders, for replication elsewhere.

Schedule for the SHAW Review

Considering the objectives, the Review Team will visit the Kabupaten level, the Kecamatan level and two villages, and conclude the mission per Kabupaten by meeting the SHAW partner. The intended schedule is:

Description	Participants	Timing	Sequence
<i>Arrival review team</i>			
Visit to 2 desa	Meeting with desa stakeholders: kepala desa, STBM Team desa, others	2 * 0.5 day	Before visit to Kecamatan level
Visit Kecamatan level	Meeting with Camat, STBM team Kecamatan (especially the sanitarian and promkes), and kepala desa of the desa in the Kecamatan	0.5 day	After the visit to 2 desa
Visit Kabupaten level	Meeting with Bupati, Pokja AMPL, others	0.5 day	No specific moment, when possible
Visit to SHAW partner	Meeting with SHAW staff (including field staff) of the Kabupaten	0.5 day	At the end of the visit to the Kabupaten (in the evening)
<i>Transport to other Kabupaten</i>	<i>All except for Lombok</i>		
Visit to 2 desa	Meeting with desa stakeholders: kepala desa, STBM Team desa, others	2 * 0.5 day	Before visit to Kecamatan level

Description	Participants	Timing	Sequence
Visit Kecamatan level	Meeting with Camat, STBM team Kecamatan (especially the sanitarian and promkes), and kepala desa of the desa in the Kecamatan	0.5 day	After the visit to 2 desa
Visit Kabupaten level	Meeting with Bupati, Pokja AMPL, others	0.5 day	No specific moment, when possible
Visit to SHAW partner	Meeting with SHAW staff (including field staff) of the Kabupaten	0.5 day	At the end of the visit to the Kabupaten (in the evening)
<i>Departure review team</i>			

During the meeting at desa level, an overview will be given of the support by the SHAW NGO and by the Government to the desa, from the first contacts on STBM to the present situation. In one desa, field staff of the SHAW NGO will present the overview, in the other desa the sanitarian.

Annex 4: Timing and composition of SHAW Review Teams

Location	Timing	Team members	Organisation
Kabupaten Biak-Numfor and Supiori	20–24 May 2013	Mrs Pam Minnigh Mrs Susy Soenarjo Mrs Nur Sakinah Mrs Theresia Nona Cance Mr Fransiskus P. Lejap	Simavi / SHAW SNV YMP YDD Sikka YDD Flores Timur
Kabupaten Timor Tengah Utara and Timor Tengah Selatan	27–31 May 2013	Mr Martin Keijzer Mr Marten Umbu Wokura Mr Gono Bulu Mr Petrus Paulus Bupu Mr Pathur Rachman Mr Abang Rahino	Simavi / SHAW Kabupaten Sumba Barat Daya Kabupaten Sumba Barat Daya Kabupaten Sumba Tengah Kabupaten Lombok Timur Simavi / SHAW (translator)
Kabupaten Sikka and Flores Timur	27–31 May 2013	Mr Yusmaidy Mr Yoel O. Marien Mr Anthon Wanma Mr Nugroho Tomo Mr Mexy Nenobais Mrs Jermina Kalengit	Simavi / SHAW Kabupaten Biak Numfor Kabupaten Supiori WASPOLA Plan Indonesia Rumsram
Kabupaten Lombok Timur	27–29 May 2013	Mrs Pam Minnigh Mr Huseyn Pasaribu Mr Sabarudin Mrs Henny Pesik Mr Endro Saptono	Simavi / SHAW WASPOLA Plan Indonesia CD-Bethesda CD-Bethesda
Kabupaten Sumba Tengah and Sumba Barat Daya	10–14 June 2013	Mr Yusmaidy Mr Thimatius Bennu Mr Alfonsus Tuames Mr Oktovianus Pulo Hurint Mrs Melinda Hutapea	Simavi / SHAW Kabupaten TTS Camat, Kabupaten TTU Kabupaten Flores Timur AusAID

Annex 5: Combined opinion of the five Review Teams

The following is an overview presented by Martin Keijzer, Simavi SHAW Programme Coordinator, on Monday 17 June 2013.

Re Involvement of Stakeholders:

- The majority of the population, village government, as well as most Camat and kecamatan services are actively involved in STBM implementation and follow-up.
- Most kabupaten staff is supportive to STBM but limited (pro-)active in enabling the actual STBM implementation in the desa. The spirit found at kecamatan and desa level has not yet reached the kabupaten level in seven of the nine kabupaten, although all Bupati have expressed their support.
- Private sector: no major entrepreneurs and no financial institutes are active in rural sanitation, only small-scale artisans and shops are actively involved.

Re Stakeholder Capacity:

- In general, the understanding of STBM by the active population is fair to good but needs a continued attention to guide the growing understanding of the reason (what, why) of each STBM pillar and the related quality criteria. The understanding by the passive population (especially Biak area) is low.
- Capacity and knowledge on the five pillar STBM at several kabupaten and some kecamatan are below the desired level, and fair to good at others. Attention is needed to increase the understanding of STBM itself by showing the potential impacts, firstly on health and secondly on the economic development of the area (small-scale private sector, tourism but also more economic activities by the families through improved health).
- The capacity and quality of the small-scale artisans involved in sanitation marketing (squatting place, toilets) is reasonable to good.

Re Sustainability:

- In general, the first steps are taken towards a sustained change in sanitation and hygiene behaviour. Facilities are installed and are used, and monitoring is in place to check regularly the continued use. In the desa and kecamatan, the spirit and enabling environment are present and give hope for continued attention to the behaviour change. Village and kecamatan regulations on STBM are starting as well as funds allocations from regular budgets BOK and ADD.
- The STBM ball has started to roll in the desa and kecamatan, and this movement has potential to grow further when well catered.
- In Flotim, Sumba Tengah, TTU and TTS, the perspectives for continuation of the support by the enabling environment to the change in STBM behaviour are fair to good. The stakeholders at all levels (Flotim) and kecamatan and desa levels (TTS and TTU) are actively involved and motivated. The situation in Sumba Barat Daya seems fairly good but continuation is not clear, due to Bupati elections in August 2013.
- In Sikka, Biak-Numfor and Supiori, the perspectives for continuation of the support by the enabling environment to the change in STBM behaviour are estimated as low. The support by the kabupaten (Sikka) and by the stakeholders at all levels (Biak and Supiori) needs continued attention in order to get motivation and involvement.

- Effective continuation of the support by the kabupaten level, and also the kecamatan level, depends heavily on the Bupati election and staff rotations. New persons on key-positions demand new efforts on lobby and advocacy to obtain motivation and effective involvement.
- The Pokja AMPL that are active, are in general a platform for information exchange on WASH activities but do not coordinate and actively support the WASH activities, thus do not operate as an enabling environment. This is also valid for STBM activities. There is one exception, the Pokja AMPL Flotim is active in coordination, planning and evaluation.
- In Lombok, Flores and Timor, there are production sites for squatting place and/or small-scale enterprises for toilet construction, which are generating income. However, they will not survive when the demand decreases upon complete coverage unless they succeed in growing beyond their actual geographical area, or start a business in related activities, like desludging the septic tanks.
- YMP (STBM just started), CD-Bethesda (difficulties in the SHAW approach) and Rumsram (Biak area) still have a large role in the STBM implementation and follow-up activities. The role should reduce gradually to give the responsibility to the stakeholders of the enabling environment. Plan Indonesia and YDD have already involved the group of stakeholders more.

Re Replication:

- The review has demonstrated several positive issues in the SHAW approach, which can be replicated in other areas in Indonesia after appropriate adaptations to allow for culturally differences in the new areas.
- The review also demonstrated that several issues influence the progress made by SHAW. Although many issues are outside the sphere of influence by the SHAW partners (e.g. government staff rotation, no interest by private sector, lack of water), much can be learned from these issues before replicating the SHAW approach .
- Four kabupaten governments (Lombok Timur, Sumba Tengah, Biak-Numfor and Sumba Barat Daya) use(d) the SHAW approach for replication to areas outside the SHAW area. However, support from the SHAW partners is expected. One observation is that government services interact differently with the communities, for example on Biak they do not work with STBM desa volunteers and the activities were limited to socialisation only.

Re Preparedness for after SHAW:

- A change in behaviour needs time to become effective. The actual enabling environment at desa and kecamatan level looks favourable to continue the support (monitoring and follow-up) to the population on its path towards an improved sanitation and hygiene behaviour for some period. However, there is concern about the enabling environment at kabupaten level. The present situation in most kabupaten gives low to moderate expectations for sustained support to STBM.
- The situation in Sumba is reverse, the kabupaten is active but the kecamatan and desa need intensive further support.
- To ensure a sustained interest by the individual, community, kecamatan and kabupaten level, attractive indicators are needed: indicators that are understandable and convincing to all, in particular to the population. When these indicators can demonstrate the positive impact by STBM behaviour, they should ensure continued interest in STBM behaviour by the population and a sustained support by the enabling environment.
- The quality of each pillar needs further refinement, to ensure the optimum solution (quality of facility, range of options).

Annex 6: Article written by Martin Keijzer on the Review Workshop

The following is an article written by Martin Keijzer, Simavi SHAW Programme Coordinator, for a special edition of the July 2013 E-newsletter published by the Secretariat of the Pokja AMPL Nasional (www.ampl.or.id).

1. Introduction

The Sanitation, Hygiene and Water Programme (SHAW) runs from mid-2010 to end-2014. The main goal of the SHAW Programme is poverty alleviation by an improvement in the health situation through long-lasting sanitation and hygiene behaviour according to the five pillars of STBM (Regulation No 852/Menkes/SK/IX/2008).

Five Indonesian NGOs and one Dutch NGO execute the SHAW Programme in partnership. The Indonesian NGOs implement the STBM strategy in 9 kabupaten on 5 islands in East-Indonesia: Rumsram on Biak, Yayasan Dian Desa on Flores, Yayasan Masyarakat Peduli on Lombok, CD-Bethesda on Sumba and Plan Indonesia on Timor. The Dutch NGO Simavi coordinates the SHAW Programme and supports the central Indonesian Government agencies like Bappenas, Pokja AMPL Nasional and the STBM Secretariat. Support is provided for the implementation of the national STBM policy as well as for the scale-up of STBM throughout Indonesia.

The SHAW approach aims for a change in sanitation and hygiene behaviour, which in turn will create a demand for STBM facilities. To change behaviour demands a long-term effort of the population itself supported by the enabling environment, which comprises stakeholders from the community, different government levels and the private sector.

The SHAW partners initiate STBM activities in their area, inform and train the stakeholders of the enabling environment, and then facilitate and support them during the STBM implementation. That way, the stakeholders are motivated and experienced to conduct their role in STBM and can continue after the SHAW programme ends.

A change in behaviour takes time to become a habit. The current review is undertaken to analyse:

- Whether the stakeholders in and outside the village are ready to continue supporting the population and jointly sustain the achieved change in behaviour
- What are successful achievements by the SHAW approach and are these replicable in other areas in Indonesia.

Note: in 2010, Bappenas requested SHAW to advice on replication because SHAW is the first STBM programme working on all 5 pillars in Indonesia at kecamatan and kabupaten scale.

2. Set-up of the Review

The Review missions took place 20 May – 14 June 2013, followed by a Review Workshop. For the Review missions, five teams were formed with 5 – 6 members each: staffs from kabupaten government of other islands, national level organisations, SHAW NGO partners and Simavi-SHAW team. The 2.5-day review visit per kabupaten included meetings with kabupaten and kecamatan government (especially Pokja AMPL respectively Camat and Puskesmas), desa (leaders, STBM team, schools and villagers) and private entrepreneurs. The review team also visited several houses per desa, to observe the STBM facilities and meet the families.

3. Findings

The findings were presented and discussed during the Review Workshop in Jakarta 17 – 18 June, which was attended by 47 participants from central level, donors, I-NGOs, kabupaten and SHAW partners. As part of the proceedings, the following present the general findings:

- All Bupati's are supportive to STBM implementation
- Some Pokja's are actively supporting/coordinating, but most Pokja are less active
- Most Camat's actively support STBM
- Sanitarians and Promkes are the key persons in STBM promotion, but not all are active and knowledgeable
- Most villagers are actively engaged in the installation of the STBM facilities, but the change of behaviour is not yet completed
- Projects with subsidised toilets are a challenge for the STBM strategy, as subsidies for private facilities do not motivate behavioural change and self-reliance but make the population wait for others to install STBM facilities
- The quality of STBM facilities is in general adequate, but insufficient quality is observed in several cases, often due to ignorance about the functioning of the facilities
- The private sector is involved, but only small-scale entrepreneurs. Income generation is observed
- The SHAW approach is ready for replication elsewhere. Currently, 3 kabupaten implement STBM in non-SHAW kecamatan, though still with support from SHAW partners.

The participants of the workshop concentrated the discussions on four main challenges:

1) Commitment at kabupaten level, including capacity and budget allocations

Observations:

- There is a lack of information on the national level decisions/regulations
- The frequent mutation of staff necessitates to start again informing and training the new staff on STBM
- The leadership in WASH activities by Pokja AMPL kabupaten is weak
- A Perda is needed to institutionalise STBM activities and manage the related budgets for sustainability

Conclusion: intensive and focused advocacy on STBM is needed, as well as support from national level by disseminating information on national policies

2) How to avoid persons returning to old habits ("slippage")

Observations:

- Continuous support needed to maintain/improve the STBM facilities and encourage people to go up the "sanitation ladder"
- Make sure that the outcome monitoring on all 5 pillars as developed by SHAW, continues after declaration, since monitoring also reminds people about the STBM behaviour
- A Perdes on STBM is needed to regulate sanitation/hygiene issues, including the allocation from village budget
- Find support from other influential desa organisations, like water committee and where possible combine community management efforts

Conclusion: The SHAW approach covers the issues but to avoid slippage, institutionalisation of support is needed

3) How to cope with large scale programmes that subsidise facilities

Observations:

- The challenge is everywhere but greatest in the Biak area
- SHAW is small compared to the large subsidising projects
- Continuous publicity on non-subsidy STBM successes made small steps possible
- Subsidy does not enhance the quality nor the use of the provided facilities

Conclusion: Continue lobby/advocacy on non-subsidy STBM and its successes to gain attention

4) Are desa ADD allocations for STBM facilities acceptable or an undesirable subsidy

Observations:

- Perception: that only the pour-flush (leher angsa) toilet is a healthy and permanent toilet
- Smart subsidies can assist those who have demonstrated motivation by making simple toilets, in moving up the sanitation ladder
- ADD can be used for monitoring, technical assistance and capacity building in STBM

Conclusion: ADD can very well be used for regular monitoring, support to STBM promotion and technical aspects as well as for smart subsidies.

4. Conclusions

In short, the participants concluded that the SHAW Programme is well on its way to firmly establish STBM behaviour in the desas as well as creating an enabling environment to support the population in sustaining the improved sanitation and hygiene behaviour. A positive spirit towards STBM behaviour can be found in most desa and kecamatan. The SHAW Programme should continue the support to the desa and kecamatan during the remaining period of 1.5 years. A sustained change in behaviour needs time to settle, supported by well-motivated and capable persons as part of the enabling environment. In-depth attention is needed for upcoming sanitation issues, such as pit emptying, broader choice in types of facilities, solid waste disposal, proper drainage and a STBM-curriculum in schools.

The SHAW Programme needs to find ways to raise the awareness and motivation about STBM at kabupaten level and national level, to ensure an active and enabling environment.