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USAID INDONESIA URBAN WATER, SANITATION AND HYGIENE
PENYEHATAN LINGKUNGAN UNTUK SEMUA (IUWASH PLUS)

PROJECT YEAR 4 WORK PLAN

CONTRACT NO. AID-497-TO-16-00003



OCTOBER 2019

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Cover Page Photo: USAID's Deputy Environment Director, Jason Seuc, symbolically putting on the safety vest to the regular desludging operator as part of the LLTT launching ceremony, witnessed by Tangerang Regent, Ahmed Zaki Iskandar, and USAID IUWASH PLUS COP, William Parente, during LLTT launching in Tangerang district on October 10, 2019. The LLTT launching is an evidence of Tangerang district government's commitment to achieving safely managed sanitation.

Photo by Doddy Suparta/USAID IUWASH PLUS

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ACRONYMS

ADB	Asian Development Bank
ALD	<i>Air limbah domestik/Domestic wastewater</i>
Akatirta/ATW	Akademi Tirta Wiyata/Tirta Wiyata Environmental Engineering Academy
AKKOPSI	Aliansi Kabupaten Kota Peduli Sanitasi/Alliance of Cities and Districts Concerned about Sanitation
AMEP	Activity Monitoring and Evaluation Plan
APBD	<i>Anggaran Pendapatan dan Belanja Daerah/Local Government Budget</i>
APBN	<i>Anggaran Pendapatan dan Belanja Negara/State Government Budget</i>
APIK	<i>Adaptasi dan Perubahan Iklim/Climate Change Adaptation and Resilience</i>
ARG	<i>Anggaran Responsif Gender/Gender Responsive Budget</i>
B2B	Business-to-Business
B40	Bottom 40% of the population in terms of wealth
BAST	Berita Acara Serah Terima/Official Report of Handover
BAIK	<i>Baitul ihtiar Cooperative</i>
Bappeda	<i>Badan Perencanaan Pembangunan Daerah/Regional Development Planning Agency</i>
Bappenas	<i>Badan Perencanaan Pembangunan Nasional/National Development Planning Agency</i>
BC	Behavior Change
BCM	Behavior Change/Marketing
BDS	Business Development Services
BPPSPAM	<i>Badan Peningkatan Penyelenggaraan Sistem Penyediaan Air Minum/Agency for Improving the Implementation of Water Supply System</i>
BUMD	<i>Badan Usaha Milik Daerah/Regional-owned Enterprises</i>
BPR	<i>Bank Perkreditan Rakyat/Rural Bank</i>
BPS	<i>Badan Pusat Statistik/Statistics Indonesia</i>
BTAM	<i>Balai Teknik Air Minum/Water Supply Technical Unit</i>
CapEx	Capital Expenditure
Catex	Categorical Exclusion
CBO	Community Based Organization
CBTS	Community Based Total Sanitation
CCPHI	Company Community Partnership for Health in Indonesia
CEM	Citizen Engagement Mechanism
CDCS	Country Development Cooperation Strategy
CFCD	Corporate Forum for Community Development
CJ/CJRO	Central Java/Central Java Regional Office
CoE	<i>Pusat Keunggulan/Center of Excellence</i>
COP	Chief of Party
CPMU	Central Project Management Unit

CSR	Corporate Social Responsibility
CU	Credit Union
CUBS	Credit Union Bina Seroja
CWIS	City-Wide Inclusive Sanitation
DAI	Development Alternatives Incorporated Global, LLC
DAK	<i>Dana Alokasi Khusus</i> /Special Allocation Budget
DED	Detailed Engineering Design
DFAT	Australian Department of Foreign Affairs and Trade
DHS	Demographic and Health Survey
Dit. SMI	<i>Direktorat Sistem Manajemen Investasi</i> /Directorate of Investment Management System
DITPAM	<i>Direktorat Pengembangan Air Minum</i> /Directorate of Water Supply Development
DITPPLP	<i>Direktorat Pengembangan Penyehatan Lingkungan Permukiman</i> /Directorate of Environmental Sanitation Development
DITSPAM	<i>Direktorat Sistem Penyediaan Air Minum</i> /Directorate of Water Supply System
DKI	<i>Daerah Khusus Ibu Kota</i> /Special Area
DO2	Development Objective 2
DPRD	<i>Dewan Perwakilan Rakyat Daerah</i> /Regional Parliament
DQA	Data Quality Assessment
EE	Energy Efficiency
EI	Eastern Indonesia
EJ/EJRO	East Java/East Java Regional Office
EMMP	Environmental Mitigation and Monitoring Plan
ERF	Environmental Review Form
ERR	Environmental Review Report
FCR	Full Cost Recovery
FGD	Focus Group Discussion
Forkalim	<i>Forum Komunikasi Air Limbah</i> /Communication Forum for Wastewater
FSM	Fecal Sludge Management
GAP	Gender Analysis Pathway
GBS	Gender Budget Statement
GBV	Gender-Based Violence
GIS	Geographic Information System
GNA	Gender Needs Assessment
GOI	Government of Indonesia
GS	Governance Specialist
GWG	Gender Working Group
HIK Group	Harta Insan Karimah (the name of a microfinance institution)
HR1/2	High Level Results
HH	Household

IBL	Indonesia Business Link
IEC	Information, Education, Communication
IEE	Initial Environmental Examination
IPAL	<i>Instalasi Pengolahan Air Limbah/Wastewater Treatment Plant (WWTP)</i>
IPLT	<i>Instalasi Pengolahan Lumpur Tinja/Septage Treatment Plant (STP)</i>
IR	Intermediate Results
IUWASH PLUS	Indonesia Urban Water, Sanitation and Hygiene <i>Penyehatan Lingkungan untuk Semua</i>
JICA	Japan International Cooperation Agency
KIAT	<i>Kemitraan Indonesia Australia untuk Infrastruktur/Indonesia Australia Partnership for Infrastructure</i>
KKMA	<i>Kajian Kerentanan Mata Air/Spring Vulnerability Assessment and Action Plan</i>
KOTAKU	<i>Kota Tanpa Kumuh/City without Slums Program</i>
KPP	<i>Kelompok Pengguna dan Pemanfaat/User Group</i>
KSM	<i>Kelompok Swadaya Masyarakat/Non-Government Group</i>
LG	Local Government
LPS	Liter per Second
LSIC	Local Sustainability and Innovation Component
L2T2/LLTT	<i>Layanan Lumpur Tinja Terjadwal/Scheduled Desludging Service</i>
LLTTT	<i>Layanan Lumpur Tinja Tidak Terjadwal/Unscheduled Desludging Service</i>
MBK	<i>Mitra Bisnis Keluarga/Family Business Partners</i>
MBR	<i>Masyarakat Berpenghasilan Rendah/Low Income Community</i>
M&E	Monitoring and Evaluation
MFI	Microfinance Institutions
MIS	Management Information System
MOF	Ministry of Finance
MOH	Ministry of Health
MOHA	Ministry of Home Affairs
MPWH	Ministry of Public Works and Housing (PUPR)
MSC	Most Significant Change
Musrenbang	<i>Musyawarah Perencanaan Pembangunan/Deliberation of Development Planning</i>
NDWC	Negative Determination with Conditions
NGO	Non-Governmental Agency
NRW	Non-Revenue Water
NS/NSRO	North Sumatra/North Sumatra Regional Office
NUWAS	National Urban Water Supply
NUWSP	National Urban Water Supply Project
O&M	Operation and Maintenance
ODF	Open Defecation Free
OJK	<i>Otoritas Jasa Keuangan/Financial Services Authority</i>

OJT	On-the-Job Training
OPD	<i>Organisasi Perangkat Daerah</i> /Organization of Local Government
OSH	Open Source Hardware
Pamsimas	<i>Penyediaan Air Minum dan Sanitasi Berbasis Masyarakat</i> /Community Based Drinking Water Supply and Sanitation
PBG	Performance Based Grants
PD	<i>Perusahaan Daerah</i> /Municipal Company
PD PAL	<i>Perusahaan Daerah Pengelolaan Air Limbah</i> /Municipal Wastewater Management Company
PDAB	<i>Perusahaan Daerah Air Bersih</i> /Municipal Clean Water Company
PDAM	<i>Perusahaan Daerah Air Minum</i> /Municipal Drinking Water Company
Perbup	<i>Peraturan Bupati</i> /Regent Regulation
Perda	<i>Peraturan Daerah</i> /Regional Regulation
Perkada	<i>Peraturan Kepala Daerah</i> /Head of Regional Regulation
Perkim	<i>Perumahan dan Permukiman</i> /Housing and Settlement
Permen	<i>Peraturan Menteri</i> /Ministerial Regulation
Perpamsi	<i>Persatuan Perusahaan Air Minum Seluruh Indonesia</i> /Association of Indonesian Water Supply Companies
Perpres	<i>Peraturan Presiden</i> /Presidential Regulation
Perwali	<i>Peraturan Walikota</i> /Mayor Regulation
Pemda	<i>Pemerintah Daerah</i> /Local Government
Perpres	<i>Peraturan Presiden</i> /Presidential Regulation
PIAP	Performance Improvement Action Plans
PKAM	<i>Pengawasan Kualitas Air Minum</i> /Water quality Monitoring
PKK	<i>Pembinaan Kesejahteraan Keluarga</i> /Family Welfare Movement
PLP	<i>Penyehatan Lingkungan Permukiman</i> /Environmental Sanitation
PMP	<i>Penyertaan Modal Pemerintah</i> /Capital Participation
Pokja AMPL	<i>Kelompok Kerja Air Minum dan Penyehatan Lingkungan</i> /Working Group for Water Supply and Sanitation
Pokja PPAS	<i>Kelompok Kerja Perumahan, Permukiman, Air Minum, dan Sanitasi</i> /Working Group for Housing, Settlement, Water, and Sanitation
PPN	<i>Pajak Pertambahan Nilai</i> /Value Added Tax
PPP	Public-Private Partnership
PPRG	<i>Perencanaan dan Penganggaran Responsif Gender</i> /Gender-Responsive Planning and Budgeting
Pre-FS	Pre-Feasibility Study
PT SMI	PT Sarana Multi Infrastruktur/National Infrastructure Financing Agency
PUG	<i>Pengarusutamaan Gender</i> /Gender Mainstreaming
PUPR	<i>Pekerjaan Umum dan Perumahan Rakyat</i> /Public Works and Housing
Puskesmas	<i>Pusat Kesehatan Masyarakat</i> /Community Health Center

PUSKOPDIT	<i>Pusat Koperasi Kredit /Center for Credit Cooperative</i>
PY1/2/3/4	<i>Project Year 1/2/3/4</i>
RENSTRA	<i>Rencana Strategis/Strategic Plan</i>
RF	<i>Results Framework</i>
RISPAM	<i>Rencana Induk Sistem Penyediaan Air Minum/Water Supply System Master Plan</i>
RKA	<i>Rencana Kerja dan Anggaran/Budget and Work Plan</i>
RKAP	<i>Rencana Kerja dan Anggaran Perusahaan/Company's Budget and Work Plan</i>
RKM	<i>Rencana Kerja Masyarakat/Community Action Plan</i>
RPAM	<i>Rencana Pengamanan Air Minum/Water Safety Plan</i>
RPJMD	<i>Rencana Pembangunan Jangka Menengah Daerah/Regional Medium Term Development Plan</i>
RPJMN	<i>Rencana Pembangunan Jangka Menengah Nasional/National Medium Term Development Plan</i>
Rusunami	<i>Rumah Susun Sederhana Milik/Low-Cost Apartment for Ownership</i>
Rusunawa	<i>Rumah Susun Sederhana Sewa/Low-Cost Apartment for Rent</i>
Sanimas	<i>Sanitasi Berbasis Masyarakat/Community Based Sanitation</i>
Satker	<i>Satuan Kerja/Working Group</i>
SDGs	<i>Sustainable Development Goals</i>
SECO	<i>Swiss Secretariat for Economic Affairs</i>
SNV	<i>Stichting Nederlandse Vrijwilligers, Dutch non-profit international development organization working in agriculture, energy, water, sanitation, and hygiene</i>
SIMAVI	<i>Steun in Medische Aangelegenheden Voor Inheemsen, A Dutch non-profit organization working to improve the health of disadvantaged people</i>
SOP	<i>Standard Operating Procedure</i>
SPAM	<i>Sistem Penyediaan Air Minum/Water Supply System</i>
SPALDS	<i>Sistem Pengelolaan Air Limbah Setempat/Onsite Domestic Wastewater Management System</i>
SPALDT	<i>Sistem Pengelolaan Air Limbah Terpusat/Offsite Domestic Wastewater Management System</i>
SPM	<i>Standar Pelayanan Minimal/Minimum Service Standards</i>
SSEI	<i>South Sulawesi and Eastern Indonesia</i>
STBM	<i>Sanitasi Total Berbasis Masyarakat/Community-Based Total Sanitation program</i>
SUSENAS	<i>Survei Sosial Ekonomi Nasional/National Socioeconomic Survey</i>
TA	<i>Technical Assistance</i>
TAMIS	<i>Technical and Administrative Management Information System</i>
TCA	<i>Technical Counterpart Agency</i>
TOCOR	<i>Task Order Contracting Officer's Representative</i>
TOT/ToT	<i>Training of Trainers</i>
TA	<i>Technical Assistance</i>
UNICEF	<i>United Nations International Children's Emergency Fund</i>

UPTD	<i>Unit Pelaksana Teknis Daerah/Regional Technical Implementing Unit</i>
UPTD PAL/PALD	<i>Unit Pelaksana Teknis Daerah Pengelolaan Air Limbah/Regional Technical Implementing Unit of Wastewater Management</i>
USAID	United States Agency for International Development
USDP	Urban Sanitation Development Program
U.S.	United States
USG	United States Government
UWS	Urban Water Specialist
VAT	Value Added Tax
WASH	Water, Sanitation and Hygiene
WE	WASH Entrepreneurs
WF	WASH Facilitator
WFS	WASH Finance Specialist
WHO	World Health Organization
WJDT	West Java, DKI Jakarta and Tangerang
Wosusoka	Regional raw water supply program comprising Wonogiri, Sukoharjo, Surakarta and Karanganyar
WQQ	Water Quality and Quantity
WSP	Water Safety Plan (RPAM)
WTP	Water Treatment Plant
WW	Wastewater

I INTRODUCTION

I.1 OVERVIEW OF USAID IUWASH PLUS

This is the fourth annual work plan of the USAID Indonesia Urban Water, Sanitation and Hygiene Penyehatan Lingkungan Untuk Semua (IUWASH PLUS) and covers the period of October 01, 2019 through September 30, 2020. The USAID Indonesia Urban Water, Sanitation and Hygiene 'Penyehatan Lingkungan Untuk Semua' (USAID IUWASH PLUS) program is a five-and-a-half-year initiative designed to assist the Government of Indonesia (GOI) in increasing access to water supply and sanitation services as well as improving key hygiene behaviors among urban poor and vulnerable populations. Implemented by DAI Global LLC, USAID IUWASH PLUS works with governmental agencies, the private sector, NGOs, communities and others to achieve the following "high level" results:

- An increase of 1,100,000 people in urban areas with access to improved water supply service quality of which at least 500,000 are from the poorest 40% of the population; and
- An increase of 500,000 people in urban areas with access to safely managed sanitation.

To ensure that improvements in access to WASH services are sustained, USAID IUWASH PLUS is guided by a development hypothesis that focuses on strengthening service delivery systems, so they can more effectively reach the poorest and most vulnerable segments of the population. In order to achieve this at scale, the program undertakes activities through a set of interrelated activities, including:

- Four technical components which focus on:
 1. Improving household WASH services;
 2. Strengthening city WASH institutional performance;
 3. Strengthening the WASH financing environment; and
 4. Advancing national WASH advocacy, coordination and communication.
- The USAID-SECO Partnership Program which provides concentrated technical assistance to a select set of PDAMs in the areas of non-revenue water (NRW) and energy efficiency (EE).
- A Local Sustainability and Innovation Component (LSIC) that aims to stimulate innovations that strengthen community, private sector and government WASH service provision.
- Gender programming which supports the sustainability of the above through equitable treatment and resource allocation among women and men.

USAID IUWASH PLUS undertakes the above in close coordination with national GOI agencies such as Bappenas, MPWH and MOH, its funding partner, SECO, as well as 35 local governments (LGs) shown in the following table.

Exhibit I: List of Partner Local Governments (LGs)

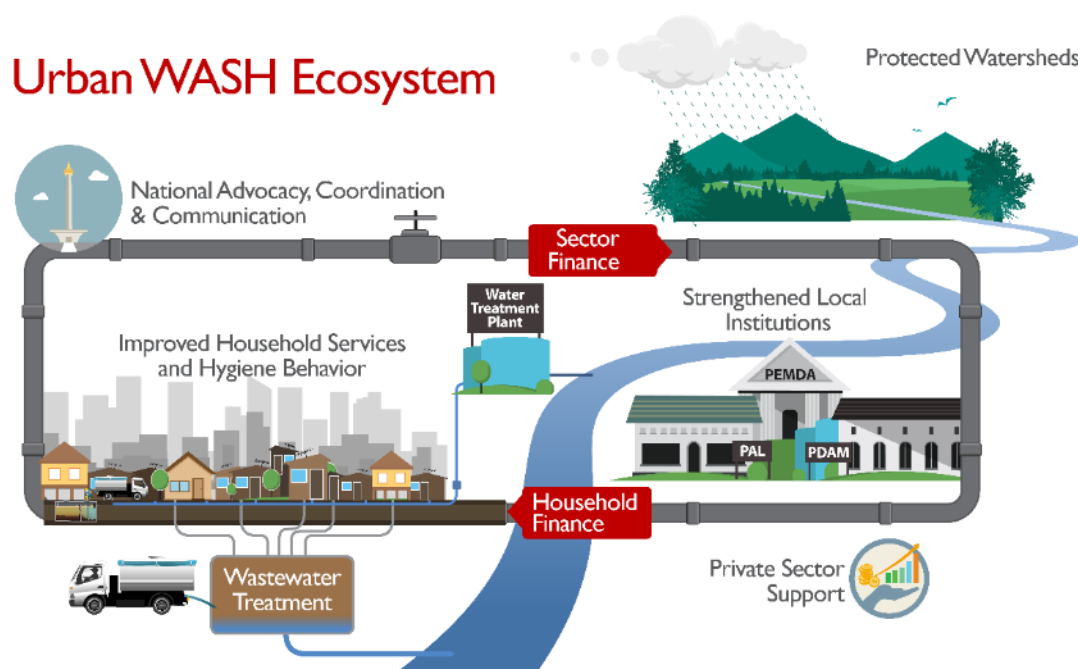
North Sumatra	WJDT	Central Java	East Java	SSEI
Kota Medan	DKI Jakarta	Kota Surakarta	Kota Surabaya	Kota Makassar
Kota Tebing Tinggi	Kab. Tangerang	Kab. Sukoharjo	Kab. Gresik	Kab. Barru
Kota Sibolga	Kota Bekasi	Kota Salatiga	Kab. Sidoarjo	Kab. Bantaeng
Kota Pem. Siantar	Kota Depok	Kab. Magelang	Kota Malang	Kab. Bulukumba
Kab. Deli Serdang	Kota Bogor	Kota Magelang	Kota Probolinggo	Kab. Maluku Tengah
	Kab. Karawang	Kab. Sragen	Kab. Probolinggo	Kota Ternate
	Kab. Bogor	Kab. Wonosobo	Kab. Lumajang	Kota Jayapura
			Kab. Malang	Kab. Jayapura

Note: Kota refers to a city; Kabupaten refers to a district; and * denotes a location included under the USAID-SECO Partnership Program.

1.2 IMPLEMENTATION STRATEGY

The vision of USAID IUWASH PLUS is that, upon completion, local governments (LGs) and WASH service providers in selected geographic areas will have identified, addressed, and overcome barriers in reaching the poor with improved WASH services—yielding life-saving gains in WASH access that diminish the threat of water-borne diseases to society’s most vulnerable. This expansion in access will be enabled and sustained by developing and reinforcing systems that underpin and deliver vital WASH services, from affordable on-site sanitation facilities to solvent water utilities to supportive government policies and budgets. The reach of USAID IUWASH PLUS will move well beyond the prioritized cities and districts, however, as successful models and approaches are brought to scale through collaboration and communication with WASH policy makers and thought-leaders at the provincial and national levels.

Exhibit 2: The Urban WASH Ecosystem



In support of this vision, the USAID IUWASH PLUS implementation strategy focuses on strengthening the urban WASH ecosystem of inclusive, self-reliant service provision. As shown in Exhibit 2, the WASH ecosystem is made up of an integrated network of WASH stakeholders that are linked through institutional and operational interdependencies. By working at all levels of the urban WASH ecosystem—acknowledging and reinforcing the roles and linkages of key WASH stakeholders—the USAID IUWASH PLUS program will improve access to both water and sanitation services. Only by working at the ecosystem level with an integrated network of WASH stakeholders—from the PDAM to the *Puskesmas* to private sector septage haulers—can access be sustainably expanded and the burden of water-borne diseases effectively mitigated. This strategy stands in sharp contrast to more traditional, compartmentalized methodologies to serve the poor, which prioritize the immediate construction of new household facilities while ignoring the systemic weaknesses that undermine sustainability and self-reliance.

1.3 PROJECT YEAR 4 WORK PLAN

During the third year of implementation, USAID IUWASH PLUS worked under the theme “Impact through Innovation” which aimed to expand the reach of field activities among low-income households, strengthen local capacity, and communicate project methods and impact through broad dissemination efforts. In PY4, and building off of the past year’s work, USAID IUWASH PLUS will operate under the theme of “**Building Self-Reliance through Innovation, Integration, and Motivation**”. This theme recognizes that, in the limited time remaining under the program, the program’s vision of improving the ability of the WASH Ecosystem to ensure inclusive, self-reliant service provision will require focused attention on:

- **Renewed emphasis on increasing access specifically of the B40** to improved water services and basic/shared sanitation facilities, ensuring that the Project identifies and takes advantages of all related opportunities, including throughout the programming of LG partners, among key WASH services providers (PDAMs, wastewater operators, and private sector participants), as well as with institutions that provide critical support in the broader enabling environment (such as national GOI partners, MFIs, Business Development Service or BDS providers, etc.);
- **Continued innovation and dissemination** of innovative, non-traditional approaches to WASH service provision that help meet the needs of the urban poor (such as specialized targeting of poor and vulnerable groups, heightened private sector involvement and marketing efforts, and many others within the program’s suite of “signature” initiatives);
- **Improved integration** of efforts among the diverse and sometimes divergent set of actors that are key to the WASH sector—and not only among the program’s many local and national partners, but within its own operations. Critically, this also entails re-energizing the project’s work in private sector engagement, especially as it relates to sanitation marketing (also see discussion in Section 3).
- **Increased motivation** of partners to extend services to the poor and which is now possible given the successful experiential base from which they, themselves, can build.

Further sections of the PY4 Work Plan for USAID IUWASH PLUS consist of the following:

Section 2: Overview of Project Results. Section 2 reviews the USAID IUWASH PLUS approach to achieving high-level and outcomes results in PY4 and over the life-of-project.

Section 3: Approach to USAID IUWASH PLUS technical components. This section reviews major planned activities under the project's four (4) technical components and their sub-components.

Section 4: Approach to USAID-SECO Partnership Program. This section details the planned activities associated with the USAID-SECO Partnership Program (also referred to as the "SECO Partnership").

Section 5: Local Sustainability and Innovation Component (LSIC). This section summarizes work to be undertaken under the LSIC.

Section 6: Gender Mainstreaming. This section addresses how the project will approach gender mainstreaming and related issues in PY4.

Section 7: Regional Level Technical Activities. This section provides a review of main activities in each region and with each partner LG.

Section 8: Project Management The final work plan section plan details USAID IUWASH PLUS's general management strategy and key activities during PY4.

In addition to these above sections of the narrative, the PY4 Work plan also includes the following additional information:

Annex 1: Detailed PY4 Targets and Life of Project Targets by Region. This provides targets over the life of project, to-date achievements, PY4 targets divided by each region and estimated achievements at the end of PY4. Critically, to date achievements do not reflect anticipated adjustments in the number of B40 served and that may be made due to changes in data collection methodologies (which are briefly discussed in the following section).

Annex 2: Regional Targets Toward AMEP Results. This provides PY4 target of each partner city and district in each region.

Annex 3 & 4: Organizational Structure and Matrix Management Chart. This includes the organizational charts at the national and regional levels and the management framework (or "matrix") that links staff together for the development and implementation of the programs many activities and across its multiple work areas.

Annex 5-6: USAID-SECO Partnership Workplan and Logical Framework. This provides an overview of key activities, performance indicators and means of verification for activities under the USAID-SECO partnership.

Attachment I (separate document): Environmental Monitoring and Mitigation Plan. This updated EMMP is submitted in accordance with Section F of the USAID IUWASH PLUS contract which requires the preparation of an EMMP in association with the first annual work plan.

2 OVERVIEW OF PROJECT RESULTS

2.1 INTRODUCTION

Monitoring and evaluation (M&E) represents a critical function of program management that not only clearly establishes whether or not the Project is meeting its targeted results and outcomes, but is also used to inform program development and adjust approaches as indicated. This function is described in a comprehensive fashion in the Project's Activity Monitoring and Evaluation Plan (AMEP) that includes information on: the project's results framework (RF) and summary of interventions; performance indicators and indicator reference sheets; baseline and target values for each year of project implementation; data collection and analysis methods; data management and reporting protocols; and other areas. The M&E system is further supported by the project's web-enabled Technical and Administrative Monitoring Information System (TAMIS) and others resources described in the box below.

Important Resources Used in Support of the USAID IUWASH PLUS M&E System

- **Technical and Administrative Management Information System (TAMIS):** This is a this is a customized and customizable, web-enabled database system developed by DAI that integrates information related to activity work planning, administration and realization into a cost-effective platform for collecting critical M&E data on a real-time basis from multiple locations. As opposed to a system for which operation rests in the hands of a few staff, the responsibility for TAMIS use and maintenance is a shared responsibility that not only aids staff in their reporting and communication duties, but also serves as a key point of reference in their planning and development of programming activities to ensure that such activities are of maximum benefit in the program's quest for outcomes, results and impact. The framework of the TAMIS database is based on the program's approved work plan, and it is maintained and adjusted with the support of specialists from Home Office.
- **Demographic and Health Survey (DHS):** The DHS is USAID-funded program that serves as a major international resource for the collection and dissemination of accurate and nationally relevant data on a wide range of demographic and public health topics, including those related to water and sanitation borne disease and their contributing factors. USAID IUWASH PLUS not only uses DHS survey results as a point of reference in its own programming, but very importantly, also applies DHS approaches to the identification and tracking of B40 populations through use of the DHS wealth indexing methodology.
- **mWater:** This is a free data management platform that is supported, among others, by USAID. USAID IUWASH PLUS uses mWater prominently in the collection of data related to B40 populations, but several other areas as well. The program uses mWater to: design surveys for deployment to enumerators in the field; monitor survey results in real time; view data as dynamic visualizations; create reports, dashboards, and consoles for custom data visualization; and export data for sharing and collaboration. In addition to its own operations, the program has actively promoted its use by national and local partners to improve their own capabilities in data collection and management.

During PY3, the AMEP continued to guide the project in the implementation of a wide range of M&E activities—from the verification of B40 beneficiaries to tracking the institutional performance of local WASH service providers. Importantly, a Data Quality Assurance (DQA) activity was also conducted

with USAID to ensure that the overall M&E system remained sound and that any issues related to what or how results are measured were promptly corrected. Critically, the project also issued a new version of the AMEP (referred to as “AMEP Third Revision”) to integrate new M&E requirements emanating from a contract modification which formally added the new USAID-SECO Partnership Program, increased targets under four Result Indicators and added four new outcomes. This revision is also accommodating the modification of USAID Standard Indicators that will be contributed by USAID IUWASH PLUS outcomes.

During PY4, USAID IUWASH PLUS will again revisit the AMEP to better align it with updated USAID standard (F) indicators for WASH. The relevant new “F” indicators are as follows:

- Standard Indicator HL8.3-3 (USAID IUWASH PLUS Component Level Result 2d): Number of local governments with improved WASH service delivery performance;
- Standard Indicator HL.8.2-7 (USAID IUWASH PLUS Component Level Result 2f): Number of people receiving improved sanitation service quality from an existing “limited” or “basic” service.
- Standard Indicator HL.8.4-1 (USAID IUWASH PLUS Component Level Result 3f): Amount of funding leveraged through WASH financing support

2.2 HIERARCHY OF PROJECT RESULTS

To fully understand the role of USAID IUWASH PLUS in the broader development context, as well as its related M&E system, the program directly supports USAID Indonesia’s Second Development Objective (DO2) of its 2014 - 2020 Country Development Cooperation Strategy (CDCS): “Essential human services to targeted populations improved and sustained”. Under this DO are several Intermediate Results (or “IRs”) of which IR 2.2 refers to “Access to safe water and sanitation expanded”. The project’s scope of work then sets forth the project’s objective and targeted results which serve as the basis for activity planning under each technical component. To fully account for the above, the USAID IUWASH PLUS M&E has a hierarchy of results tracking that is divided into the following three levels:

Project Objective. The implementation of USAID IUWASH PLUS programs contributes to the overall objective of the project which then contributes directly to USAID’s Intermediate Result framework under DO 2, as stated above.

High-Level Results. In support of the Project objective, USAID IUWASH PLUS has two (2) High Level Results (increased water service quality and increased access to safely managed sanitation services) that are achieved through the collective implementation of activities under the project’s technical components and subcomponents.

Component-Level Results. In support of the High-Level Results, USAID IUWASH PLUS further defines Component-Level training participant results which represent the aggregated impact of the Project’s technical components.

2.3 SUMMARY OF RESULT INDICATORS

Result indicators for USAID IUWASH PLUS are divided into those for the project’s original scope and those established under the USAID-SECO Partnership Program, each of which is described in further detail below. It should be noted that these include both standard (or “F”) indicators¹ to which are used across USAID programming globally, as well as custom indicators which are selected at the Mission level and generally in consultation with project management.

2.3.1 Result Indicators for the original scope of USAID IUWASH PLUS

The USAID IUWASH PLUS team uses a total of 29 indicators to monitor the progress of each targeted result and manage performance, four (4) of which were added in PY3 under Contract Modification No. 6. These include eight (8) “F” indicators which facilitate USAID/Indonesia’s reporting to USAID Washington, as well as 21 “customized” indicators which meet more specialized project monitoring and management requirements. Exhibit 3 below provides a summary of the USAID IUWASH PLUS higher-level, component-level result indicators and training participant indicators. The Exhibit also indicates the type of indicator, the target for PY4, and the life-of-project target. Detailed PY4 targets and the Life of Project targets by region are available in Annex I.

Exhibit 3: Indicators and Targets of USAID IUWASH PLUS Achievements

Result No.	Indicator	Type	PY4 Target	Life of Project Target
High Level Results				
HR1a	<u>Total Connection:</u> Number of overall people receiving improved water services quality as a result of U.S. Government assistance	Standard HL.8.1-3	350,000	1,100,000
HR1b	<u>B40 Connection</u> Number of people from the B40 and EI receiving improved water services quality as a result of U.S. Government assistance	Standard HL.8.1-3	211,180	500,000
HR2	Number of people gaining access to safely managed sanitation services as a result of U.S. Government assistance	Standard HL.8.2-3	269,250	500,000
Participant Training Results: General and Gender Training				
T1	Number of people participating in USAID IUWASH PLUS training related activities	Custom	20,000	100,000
T2	Number of people trained to advance outcomes consistent with gender equality or female empowerment through their roles in public or private sector institutions or organizations	Standard GNDR-8	1,500	5,000
Component I Results: Improving Household WASH Services				
CIa	Number of people from the bottom 40% by wealth gaining access to basic or shared sanitation services as a result of USG assistance	Standard HL.8.2-2	137,315 (all from B40/EI)	250,000 (all from B40/EI)

¹ Standard indicators are a group of indicators that are set and managed by the Office of U.S. Foreign Assistance Resources (F). Standard indicators are aligned to the Standardized Program Structure and Definitions and they measure key foreign assistance performance objectives. Indicator reference sheets for standard indicators can be found in the “F” Indicator Reference Handbook.

Result No.	Indicator	Type	PY4 Target	Life of Project Target
C1b	Percentage of households with soap and water at a handwashing station commonly used by family members	Standard HL.8.2-5	5%	20%
C1c	Number of WASH business development services firms accessible to targeted areas	Custom	9	10
C1d	Number of commercial enterprises with improved WASH product or service offerings as a result of U.S. Government assistance	Custom	48	100
C1e	Number of new/improved mechanisms for civil society organizations and/or non-governmental organizations to advocate for the supply of better WASH services	Custom	17	35
C1f	Number of WASH community plans adopted by stakeholders	Custom	40	100
C1g	Number of toilets and septic tank systems sold	Custom	2,700	5,000
Component 2 Results: Strengthening City and District WASH Institutional Performance				
C2a	Number of water utilities (PDAMs) with improved service delivery performance	Custom	33 (cumulative)	35
C2b	Number of locations that have completed water safety plans and are taking actions and making investments to improve the quality, reliability, and safety of water delivered to urban households, particularly in the face of climate change vulnerabilities	Custom	6	13
Component 2 Results: Strengthening City and District WASH Institutional Performance				
C2c	Number of local sanitation management units with improved service delivery performance	Custom	30 (cumulative)	30
C2d	Number of local governments with improved WASH service delivery performance	Standard HL.8.3-3	30 (cumulative)	30
C2e	Number of new and/or revised laws, policies, regulations, or agreements in place that promote access to improved WASH services	Custom	12	35
C2f	Number of people receiving improved sanitation service quality from an existing "limited" or "basic" service	Standard HL.8.2-7	2,000	10,000
Component 3 Results: Strengthening the WASH Financing Environment				
C3a	Number of local government institutions, utilities, and/or enterprises securing finance for service delivery improvements	Custom	8	50
C3b	Number of public-private partnerships established with IUWASH PLUS support	Custom	13	40
C3c	Number of policy and regulatory reforms for commercial finance enabled for WASH service providers	Custom	1	3
C3d	Number of Government of Indonesia institutions with increased capacity in commercial finance	Custom	3	5
C3e	Percentage change in budget appropriations for WASH by targeted local governments	Custom	51% (cumulative)	20%

Result No.	Indicator	Type	PY4 Target	Life of Project Target
C3f	Amount of funding leveraged through WASH financing support	Standard HL.8.4-1	\$20 million	\$50 million
Component 4 Results: Advancing National WASH Advocacy, Coordination and Communication				
C4a	Number of WASH inter-agency coordinating entities at national level strengthened	Custom	1	2
C4b	Number of knowledge products developed	Custom	15	20
C4c	Number of knowledge events or workshops held	Custom	20	60
C4d	Number of people with increased knowledge/skills/awareness as a result of events/workshops	Custom	250	1,200
C4e	Number of national level WASH policies, regulations, guidelines or frameworks developed, strengthened, or adopted	Custom	3	5
C4f	Number of Signature Program developed	Custom	3	5

2.3.2 Indicators of the USAID-SECO Partnership Program

In addition to the indicators set forth above for original scope of USAID IUWASH PLUS, the commencement of the USAID-SECO Partnership Program in March 2019 prompted the addition of a new set of performance indicators (based on the Logical Framework included in the original Concept Note for the Partnership). Exhibit 4 below summarizes the impact, output, and outcome indicators for the Partnership.

Exhibit 4: USAID–SECO Partnership Program Impact, Output, and Outcome Indicators

Result No.	Indicator	Type	PY4 Target	Life of Project Target
Impact Indicators				
SI1	Number of persons with access to better (basic) services;	Standard	30,000	60,000 *)
SI2	No. of new connection per utility	Custom	N/A	**)
SI3	Service Coverage (%) per utility	Custom	N/A	**)
SI4	Rating in the GOI Utility Performance Index	Custom	N/A	**)
Outcome Indicators				
SC1	Improved Revenue by USD	Custom	\$100,000	\$600,000
SC2	Operating Ratio (%)	Custom	N/A	**)
SC3	Billing Collection Rate (%)	Custom	N/A	**)
SC4	Deferred investment costs through better efficiency	Custom	\$250,000	\$1,5 Million
SC5	Water Quality Compliance	Custom	N/A	**)

Result No.	Indicator	Type	PY4 Target	Life of Project Target
SC6	Operation Hour	Custom	N/A	**)
SC7	Number of Centers of Excellency providing NRW and EE trainings	Custom	0	7
Output Indicators				
SP1	Percentage change of non-revenue water (over baseline) in 6 PDAMs.	Custom	2% reduction	5% to 7.5% Reduction
SP2	Percentage change in energy consumption (over baseline) in four PDAMs.	Custom	3% reduction	15% Reduction
SP3	Energy cost to operational cost Ratio (%) per supported utility	Custom	N/A	**)
SP4	Number of PDAM staff trained in NRW planning, operation and monitoring.	Custom	120 people	120 people
SP5	Number of PDAM staff trained in EE planning, operation and monitoring.	Custom	80 people	80 people
SP6	Number of PDAM staff trained in other technical and non-technical topics.	Custom	240 people	400 people
SP7	Number of standard operating procedures are developed, approved, and implemented across 7 PDAMs.	Custom	21 SOP	35 SOPs
SP8	Number of performance improvement action plans (PIAP) developed, approved, and implemented across 7 PDAMs.	Custom	14 PIAP	28 PIAPs
SP9	Amount of investment leveraged to improve NRW and EE in water service provision for 7 PDAMs	Custom	500,000	\$2.5 million

Note:

*) This number will contribute to the achievement of USAID IUWASH PLUS HR 1a Outcome

***) There is no specific target set for these indicators, but USAID IUWASH PLUS Team will regularly report against these indicators in accordance with the SECO Partnership Log Frame.

2.4 MONITORING AND EVALUATION PLAN

USAID IUWASH PLUS M&E Team continued to conduct wealth survey in PY3. The tools used in this survey remind same as used in previous year which using the DHS 2012 questionnaire. USAID IUWASH PLUS team worked closely with the mWater team to create automation formula so the wealth quintile determination can be seen directly in the mWater dashboard. In the last quarter of PY3, the DHS 2017 report has been released and publish. USAID IUWASH PLUS team took initial review to the data of DHS 2017. There are several modifications made in the questionnaire especially in the questions related to household assets. The results of initial review indicate that there is a higher percentage of the B40 household compare to the DHS 2012. USAID IUWASH PLUS team need to conduct deeper analysis to compare the percentage of B40 household based on DHS 2012 and DHS 2017 for possible adjustment of the results for PY2 and PY3. In the PY4, USAID IUWASH PLUS team will use the questionnaire of DHS 2017 for the wealth survey.

According to the recent AMEP document, the wealth survey conducted in PY4 will be aimed to refresh the survey for indirect beneficiaries of water supply access (PDAM new customers), direct beneficiaries of water supply access and beneficiaries of basic and shared sanitation access. USAID IUWASH PLUS continues actively to use M&E data as both a management and advocacy tool. The project team, for example, reviewed the survey dashboards during PY3 work planning sessions to better understand the geographic distribution of poor households and prioritize activities for the upcoming year. This analysis will then help each regional team to maximize the impact of their resources.

In PY4, the USAID IUWASH PLUS M&E team will continue to support the Component I team in implementing participatory M&E activities at hotspots location. The support will focus on managing data of the WASH access of targeted communities in hotspot location including of expansion area of hotspot locations. This data will be used to update the maps of hotspot locations. This tool will be a powerful advocacy tool for USAID IUWASH PLUS partners. This M&E data is expected to provide better understanding of the partners to influence their decision making process to support the improvement of WASH sector in USAID IUWASH PLUS assisted cities and districts.

2.5 PY4 MONITORING AND EVALUATION ACTIVITY

In previous program years, M&E activities have centered on developing the AMEP; establishing the methodologies, systems and tools required for data collection; training project staff in the use of such systems and tools; and of course, undertaking a wide arrange of data collection and verification work. Prominent among these efforts has been the development of a system for targeting and tracking urban B40 populations, as well as a system for tracking access to improved sanitation based on three stages required comply with safely managed sanitation criteria (and which include proper containment, transportation and treatment).

As concerns tracking of B40 beneficiaries under the program, and as mentioned above, the Project relies heavily on the DHS wealth indexing methodology. As this wealth indexing methodology has been updated from a previous version developed in 2012 to a new version (rolled out in 2017). As mentioned earlier, the project will both begin using the 2017 version going forward and, importantly, review whether or not corrections to data collected earlier require any adjustments.

Detailed activities planned for PY4 are described in the Exhibit 5 below.

Exhibit 5: Monitoring & Evaluation (M&E) Focal Activities for PY4

Activity	Location	Output	Timeline
Develop M&E and PY4 Work plan Sections in the USAID IUWASH PLUS TAMIS	National	M&E and PY4 Work plan section developed and ready to use	Oct. – Nov. 2019
Completion of the AMEP Module under USAID IUWASH PLUS TAMIS	National	AMEP Module developed and ready to use	Nov. – Dec. 2019
Refresher training for internal USAID IUWASH PLUS Teams on AMEP Reporting (embedded in Regional Monthly Meeting)	National & Regional	USAID IUWASH PLUS Team increased their capacity on AMEP Reporting, including B40 verification process	Oct. 2019 – Sep. 2020

Activity	Location	Output	Timeline
Sharing Workshop with USAID IUWASH PLUS Partners on M&E tools related to B40 focus	National	National learning workshop conducted	May. 2020
Facilitate Regular M&E Visit by TCA and technical team, including provincial government in USAID IUWASH PLUS sites	National & Regional	M&E visit by TCA and Technical Team that included Provincial Governments	Nov. 2019, Apr. and Aug. 2020
Conduct data collection and submit the progress of achievement of USAID IUWASH PLUS results in USAID IUWASH PLUS regular reporting (including SECO Partnership)	National & Regional	USAID IUWASH PLUS results reported in regular reporting	Dec. 2019, Mar., June, and Sep. 2020
Review the DHS 2017 questionnaire and develop revised questionnaire in mWater Application for wealth survey of PY4	National	DHS 2017 questionnaire has been developed in mWater and ready to use	Oct. – Dec. 2019
Conduct B40 verification for HR1a (Indirect), HR1b (direct) and C1a	National & Regional	HR1a, HR1b and C1a beneficiaries have been verified for the wealth status	Dec. 2019 – Sep 2020
Conduct the Most Significant Change (MSC) to present success stories and lessons learned supporting quantitative achievement of the project	National & Regional	MSC stories developed twice a year	Dec 2019 and Jun. 2020
Conduct analysis of the Most Significant Change (MSC) conducted in PY3	National	Report of the MSC implementation in PY3 developed and discussed with the technical team for some improvement	Jan – Mar 2020
Support external capacity building of USAID IUWASH PLUS partners (national & regional) on M&E Program Activities (based on request from USAID IUWASH PLUS Partners)	National & Regional	External capacity building for USAID IUWASH PLUS partners (national & regional) on M&E Program Activities conducted	Dec. 2019, Mar., June, and Sep. 2020
Support Component I on implementation of participatory monitoring	National	Updated data of hotspot sites (including expansion areas) as results of Participatory Monitoring and Evaluation uploaded in hotspot maps	Jan. and July 2020

3 APPROACH TO USAID IUWASH PLUS TASKS

3.1 INTRODUCTION

The following addresses USAID IUWASH PLUS's approach to the implementation of each of the Project's four (4) technical components. Subsequent subsections provide an introduction of each component and to the Project's understanding of key issues; a description of each subcomponent and the Project's approach to the implementation of subcomponent activities; and tables for each subcomponent detailing priority programs that will be pursued during PY4.

The PY4 approach to implementation—both project-wide and within the respective technical components—reflects the experiences, challenges, and lessons learned during previous program years. Traditionally, this has involved reviewing the program's work both from the bottom-up (e.g. through households and communities) as well as the top-down (e.g. through institutional service providers, including local governments and water utilities). However, continuing with earlier efforts, preparation of the PY4 work plan has also involved much greater analysis and attention to how the program works horizontally across components and, more specifically, how it can as a project better reflect the integrated nature of a successful and performant WASH Ecosystem. Aside from specific planned activities listed under each component, this will involve:

- **Re-forming and re-energizing efforts to engage the private sector through:**
 - Reconfiguring how Component I activities are organized, especially at the regional level, to reflect staff roles vis-à-vis specific stakeholder groups, as opposed to broader conceptual frameworks or processes which have sometimes led to confusion or gaps in implementation. This will not detract from the Project's multi-disciplinary approach to Component I implementation, but rather improve implementation by clarifying how the broad array of involved staff individually contribute to activity realization. This reconfiguration is reflected in the Component I work plan (see below) which has been re-organized by key stakeholder group and which include: communities and households; the private sector; and government.
 - Reviewing and integrating where appropriate forthcoming USAID Global sanitation marketing guidance;
 - Continuing efforts to engage MFIs across the Project landscape, while likewise undertaking a major push for GOI issuance of a national WASH microfinance policy.
- **Supporting uptake of approaches to meet the needs of the urban poor through:**
 - Continued dissemination of innovative programming methods (such as “signature” initiatives); and
 - Wherever possible and appropriate, formally acknowledging LG accomplishments in meeting the needs of the urban poor—not only to highlight progress, but more importantly, to boost their commitment to project goals.
- **Improving inter-component collaboration**, such as through the reorganization of Component I activities discussed above and the identification of opportunities for

eliminating siloed approaches across the Project landscape. The inter-component, collaboration-based approach that USAID IUWASH PLUS seeks throughout its programming is broadly set forth in the following matrix.

Exhibit 6: Inter-Component, Collaboration-Based Implementation.

Component / Sub-Component	Contribution of Components to Sub-Component Implementation				
	Comp 1	Comp 2	Comp 3	Comp 4	LSIC
1: IMPROVING HOUSEHOLD WASH SERVICES					
1.1: Community and household level stakeholders for Improving WASH Household Services.	Lead / Manage	Technical Support	Technical Support	Lesson Capt. / Dissem.	Possible Support
1.2: Private sector stakeholders for Improving WASH Household Services	Lead / Manage	Technical Exchange	Technical Support	Technical Support	Possible Support
1.3: Government stakeholders for Improving WASH Household Services.	Lead / Manage	Technical Support	Technical Support	Lesson Capt. / Dissem.	Possible Support
2: STRENGTHENING CITY AND DISTRICT WASH INSTITUTIONAL PERFORMANCE					
2.1: Improve PDAM performance	Technical Exchange	Lead / Manage	Technical Support	Lesson Capt. / Dissem.	Possible Support
2.2: Develop and improve local sanitation unit performance	Technical Exchange	Lead / Manage	Technical Support	Lesson Capt. / Dissem.	Probable Support
2.3: Strengthen WASH enabling environment within LGs	Technical Support	Lead / Manage	Technical Support	Technical Support	Possible Support
2.4: Assist LGs / instit. to improve protection, manage., alloc. of raw water resources	Technical Support	Lead / Manage	Technical Support	Technical Support	Probable Support
3: STRENGTHENING THE WASH FINANCING ENVIRONMENT					
3.1: Facilitate a supportive enabling environment for WASH financing	Technical Support	Technical Support	Lead / Manage	Technical Support	Possible Support
3.2: Facilitate increased access to finance for WASH	Technical Support	Technical Support	Lead / Manage	Lesson Capt. / Dissem.	Possible Support
3.3: Provide technical assistance to key financing facilities	Technical Exchange	Technical Support	Lead / Manage	Lesson Capt. / Dissem.	Possible Support
3.4: Increase household access to finance for WASH services.	Technical Support	Technical Exchange	Lead / Manage	Lesson Capt. / Dissem.	Probable Support
4: ADVANCING NATIONAL WASH ADVOCACY, COORDINATION, AND COMMUNICATION					
4.1: Build capacity of national WASH coordination agencies	Technical Support	Technical Support	Technical Support	Lead / Manage	Probable Support

Component / Sub-Component	Contribution of Components to Sub-Component Implementation				
	Comp 1	Comp 2	Comp 3	Comp 4	LSIC
4.2: Strengthen national-level WASH policy and regulatory environment	Technical Support	Technical Support	Technical Support	Lead / Manage	Possible Support
4.3: Share/mainstream lessons learned, BPs via toolkits, manuals, events, online dissem.	Technical Support	Technical Support	Technical Support	Lead / Manage	Probable Support
LOCAL SUSTAINABILITY AND INNOVATION COMPONENT (LSIC)					
LSIC Activity Implementation (through grants/subcontracts, award programs, co-design, etc.)	Technical Support	Technical Support	Technical Support	Lead / Manage	Not Applicable

NOTE:

1. The columns show each targeted outcome and the general contribution that each Component is expected to make in its implementation. Cells are shaded purple, with darker shades indicating a greater degree of effort and leadership.
2. This is illustrative only as there may be important variations in the role of the various Components as concerns specific activities under each Sub-Component (and which are described later in this Section of the Work Plan).
3. Contribution of Components to Sub-Component implementation include:
4. **Lead/Manage** indicates overall responsibility for Sub-Component planning, coordination, implementation, and monitoring.
5. **Technical Support** refers to providing direct technical support that is key to Sub-Component success, such as work on water system expansion under Component 2 that would directly benefit the ability of Component 1 to meet its targets.
6. **Technical Exchange** denotes regular sharing of information that informs programming across inter-related areas.
7. **Lesson Capture/Dissemination** refers to the process of distilling information on key processes, lessons learned and best practices and further channeling that information in the most effective way to targeted audiences.
8. **Possible Support** or **Probable Support** indicates areas where the Project expects efforts under the LSIC to be applied in PY4.

3.2 COMPONENT 1: IMPROVING HOUSEHOLD WASH SERVICES

The role and impact of the urban WASH ecosystem is most clearly visible in the daily lives of people at the household level. When government institutions support and enable service providers and private sector actors, households can access the reliable services they deserve. Households themselves, however, also play a critical role in the vitality of the ecosystem - households that actively adopt critical practices and behaviors will amplify the health benefits of improved services. As such, the USAID IUWASH PLUS approach is twofold: increase household demand while strengthening the capacity of private and public sector suppliers. This poor-inclusive approach will not just strengthen community capacity to participate in the demand creation process, but also amplifies the engagement between relevant decision makers to deliver better outcomes for the poor.

Within this optic, Component 1 is not a “stand alone” activity, but rather the *front line* of the overall project, ensuring that improvements promoted under other project components reach those in greatest need, while also informing those other components of specific needs and challenges encountered and of adjustments required to their own approaches along the way.

As a focus for the fourth year of project implementation, Component I will continue to address the barriers that impede increased B40 household access to and usage of WASH products and services as well as increasing the capacity of community and local stakeholders in creating demand and supply of WASH services. However, in an important departure from earlier Work Plans, Component I has restructured the organization of its Work Plan activities, not by Sub-Component as previously done, but according to the different groups of stakeholders it targets, namely: communities and households, the private sector; and government partners. As developed above, this is not to detract from the inter-disciplinary (and cross-component) approach it takes throughout implementation, nor is it to compartmentalize stakeholders that could discourage their interaction. Rather, it is to clarify how activities are managed and implemented, while likewise maintaining an overarching view of how individual stakeholders and groups of stakeholders must interact to register sustainable gains in WASH service provision and behaviors.

Key features of the Component I strategy in PY4 include:

- **Scale-up Sanitation Marketing** including activities related to WASH promotion, product and service development, financing (for both households and sanitation businesses), business development services, etc. Notably, this extends beyond work targeting the development of improved sanitation systems at the household level, but also includes local wastewater operators (such as UPTDs) that require marketing support in their operations as well.
- **Continue support on water for the poor** that is part of the support to leverage support from GOI Grant Program for water and promoting microfinance for water including to increase safe water supply access to the households at hotspot and non-hotspot locations. This access mainly through the PDAM connection and community-based water supply system.
- **Continue support of the Ministry of Health (MOH)** to better integrate urban considerations into its STBM approach through close involvement in project activities, institutional learning, policy development, capacity building and dissemination of STBM and “safely managed sanitation” policies.
- **Disseminate the results of field work and special studies** to the GOI, LG partners and other relevant stakeholders, including strategy documents and other items, especially those related to serving B40 populations.
- **Strengthen community involvement** in the process of improving WASH services and behaviors through participatory approaches related to assessing conditions, designing interventions, developing relevant action plans, implementing activities, monitoring progress and, critically, advocating government and other relevant stakeholders to support in these activities.
- **Better inform LG budgeting processes** through, as mentioned above, community advocacy, the promotion of **Smart Subsidies** that call for improved targeting of government-grant and subsidy programs, as well as promotion of **CSR** that can be used to fill gaps in LG resources.
- **Expand the development of Citizen Engagement Mechanisms (CEM)** to improve the exchange of information and ideas between the LGs and their constituencies.

3.2.1 Key Component Partnerships

Exhibit 7 identifies key institutional partnerships necessary to the implementation of activities under Component I in PY4.

Exhibit 7: Key Component I Partnerships in PY4

Partner	Summary of PY4 Engagement
BAPPENAS	Develop guidelines for sanitation market map development, Smart Subsidy programming and WASH citizen engagement mechanism (CEM)
Ministry of Health	Support MOH efforts to improve policies, standards, guidance and procedures related to the application of STBM in urban areas; assist in behavior change strategy development; and provide promotional materials for Behavior Change and Marketing activities for possible adoption/adaptation at the national level.
Other National Support Programs	Continue identifying and conducting a review of other national-level support programs to assess their interest, availability and capacity to support Component I activities as well as possible modes of collaboration.
Other development programs	Engage with other development programs to review their interest in technical exchange related to WASH improvements for the urban poor and vulnerable, and develop a format for on-going collaboration and/or exchange (preferably under the umbrella of the MoH). Such programs may include those of Plan International, Wahana Visi Indonesia, SNV, SIMAVI, DFAT, UNICEF, etc. Continue collaboration with UNICEF to develop nation-wide campaign on hygiene behavior toward safely-managed sanitation.
Private Sector	Engage with private sector partners to improve their WASH knowledge and increase their participation in WASH programming. Private sector partners and areas of Project support include: Sanitation product and service businesses, providing them with technical assistance in product development (i.e. septic tank construction), business management, and promotion and marketing (at household, community as well as LG levels). Finance providers, including MFIs, in the development of financial products for household-level WASH infrastructure and the private businesses that provide related products and services. Marketing and media/advertising companies, advocating for their support in marketing and promotion.

3.2.2 Community and household level stakeholders for Improving WASH Household Services

While important work is undertaken throughout USAID IUWASH PLUS, it is ultimately at the level of communities and households, in particular, where WASH service improvements and changes in WASH behaviors will have genuine impact. This involves creating community and household demand for such improvements and changes, but also leading private sector and government other stakeholders to better meet needs at the community and household level, especially for the B40. In brief, and based on lessons learned from various programs implemented by the GOI and donors over the years, improvements in other areas are likely to have little impact or the prospect for sustainability without parallel engagement and support from communities and households. Key areas of focus among communities and households in PY4 include the following:

- **Greatly expand the number of “Hotspots” targeted by LG partners**, employing lessons learned from earlier years and, importantly, benefitting from the base of experience that has been developed among LG and private sector stakeholders.
- **Ensure dissemination of WASH promotion and marketing support materials** (videos and visual arts) of the seven (7) priority behaviors identified in the Projects BC Strategy and that address: open defecation free (ODF) targets, fecal sludge management, clean water access, and hygiene promotion.
- **Continue to oversee social behavior change activities** implemented by local community leaders and other promotion and marketing channels.
- **Continue to facilitate Participatory M&E** activities at the community-level that serve in advocacy with LGs and other potential partners.
- **Continue to provide capacity building and mentoring** that respond to needs within WASH promotional and communication channels at the local level (such as health center staff, sanitarians, community health volunteers, PKK members, etc.).
- **Support communities in influencing LG budgeting processes** through improved community-based M&E, planning and advocacy.
- **Ensure on-going communication and collaboration with other stakeholders**, both internal and external, to ensure that efforts of all parties benefit from the work and insight gained by others.

Exhibit 8 below summarizes the PY4 activities that target community and household-level stakeholders.

Exhibit 8: Focal activities targeting community and household level stakeholders in PY4

Activity	Location	Output	Timeline
Oversee the implementation of Urban STBM activities (local partnering, capacity building, participatory assessment and triggering at new locations to include participatory monitoring and evaluation, promotion and marketing.	Regional	Community action plans	Oct 19 – Sept 20
Expand the number of “Hotspots” targeted by LG partners	Regional	New "Hotspots" receiving assistance	Oct 19 – Sept 20
Ensure dissemination of WASH promotion and marketing support materials re: priority behaviors identified in the Project's BC Strategy	Regional	Materials available across targeted locations	Oct 19 – Sept 20
Oversee the implementation of Urban STBM activities (local partnering, capacity building, participatory assessment and triggering at new locations to include participatory monitoring and evaluation, promotion and marketing.	Regional	Community action plans	Oct 19 – Sept 20
Support communities in influencing LG budgeting processes through improved community-based M&E, planning and advocacy.	Regional	Increased LG support	Oct 19 – Sept 20

Activity	Location	Output	Timeline
Ensure on-going communication and collaboration with other stakeholders	Regional	Improved involvement by private sector and LG stakeholders	Oct 19 – Sept 20
Oversee capacity building programs (training, etc.) for health center staff, community health volunteers, PKK members etc.	Regional	WASH promoters and communication channels	Oct 19 – Sept 20

3.2.3 Private sector stakeholders for Improving WASH Household Services

While community, household and government support is key to establishing the overall enabling environment for improved availability of WASH products and services, enhanced market-based approaches through private sector actors is vital to long-term sector sustainability and growth. In many cases, adequate product supply (accompanied by the cost of those supplies) has been an insurmountable obstacle for those seeking to make positive changes, even more so for the urban poor. Moreover, there are actors in the sanitation business chain that could play an important role in improving the availability of appropriate products and services. However, such businesses will require significant assistance in both learning of the growing market for WASH products and services and improving their business acumen to effectively respond to this market. To strengthen the WASH business chain and to ensure establishment of WASH business actors, key focus areas for PY4 are:

- **Implementation of Sanitation Marketing Strategy** to scale up market-based approaches to WASH service provision, the implementation of which includes: market mapping; stakeholder engagement (with private sector, government and civil society actors); strategic planning focused on the development of marketing sales plans; and targeted technical assistance to stakeholders.
- **Development of Market Segmentation** for water and sanitation products to support market-based programming and ensure that approaches are likewise poor-inclusive.
- **Facilitate and support the development of WASH product marketing tools** that are based on the strategic planning above, which will be available for use by WASH businesses actors, including local WASH entrepreneurs and promoters, MFIs, and others involved in WASH product marketing.
- **Provide capacity building to WASH business actors**, including that related to basic marketing, construction, data base management, financial management, etc.) in close collaboration with other components.
- **Development of Business Development Services (BDS)** that will serve as facilitators in the WASH value chain and strategic mentors for WASH business players, including local WASH entrepreneurs.
- **Ensure on-going communication and collaboration with other stakeholders**, both internal and external, to ensure that efforts of all parties benefit from the work and insight gained by others.

- **Continue to identify possible use of the LSIC in support of the above** for new product creation and/or the development of market-based models for WASH entrepreneurs.

Exhibit 9 below summarizes the PY4 activities targeting private sector stakeholders.

Exhibit 9: Focal activities targeting private sector stakeholders in PY4

Activity	Location	Output	Timeline
Implementation of Sanitation Marketing Strategy	Regional	Sanitation business inventory, market segmentation, marketing sales plan	Oct 18 – July 19
Development of WASH market segmentation in collaboration and coordination with LGs and private sector	Regional	Market segmentation for WASH product	Oct 19 – Sept 20
Develop guidance for promotion and businesses management for WASH Enterprises including WASH product marketing tools / toolkits for use by WASH entrepreneurs and promoters, MFIs, and others.	National	WASH product marketing tool kit and tools	Oct 19 – Dec 19
Monitor WASH business profile and sales tracking	Regional	WASH business profile and product sales	Oct 19 – Sept 20
Strengthening linkage between WASH business actors and related stakeholders.	Regional	Collaboration plan, collaborative work plan among stakeholder, business agreement, etc.	Oct 19 – Sept 20
Establishing WASH BDS delivery to strengthen the WASH ecosystem and WASH business chain; consists of development of road map, business plan, technical assistant, implementation (services) and monitoring	Regional	WASH BDS to strengthen WASH business chain	Oct 19 – Sept 20
Conduct National Meeting for BDS	National	Advocacy to national BDS association to support WASH sector	Aug 20
Identify possible use of the LSIC in support of the above for new product creation and / or the development of market-based business models for WASH product and service provision.	National	Review of implementation and recommendations for future application	Oct 18 – Sept 19

3.2.4 Government stakeholders for Improving WASH Household Services

Despite the critical roles that communities, households and the private sector play in service provision, WASH represents a set of services to which all people are entitled, and for which government is ultimately responsible either directly or through creating the enabling environment by which others can operate and succeed. This is especially critical in urban areas and most certainly among poor and vulnerable segments of the population which do not possess to affect WASH conditions on their own. The role of government is well-recognized within the design of USAID IUWASH PLUS which places a premium on its involvement at all levels. In the case of Component I, this extends from national level policy development to WASH promotion at the community and household level. To support and strengthen national and local governmental partners, key focus areas USAID IUWASH PLUS for PY4 are:

- **Continue to support the MOH in the adoption and later dissemination of the Urban STBM guidelines** to the urban environment in general, and urban poor and vulnerable populations, in particular. This will be undertaken in close concert with Component 2 and Component 4 to target improvements in policy, guidance and institutional learning within the MOH, and promote the key role of the Ministry and its flagship STBM approach in the urban WASH ecosystem.
- **Continue to support LGs in the implementation of the Urban STBM approach** through a series of activities from community entry to participatory assessment and triggering activities, mainly in replication areas/outside hotspots.
- **Assist LGs in integrating community action plans into local budgeting processes** both as concerns APBD funding, as well as those related to Musrenbang processes.
- **Support National and LG partners in strengthening the involvement of the private sector** such as through the development of conducive policies (such as that related to microfinance), linking WASH businesses actors to concrete businesses opportunities such as at the community and household levels, and informing private sector actors of market potential such as through their involvement in Stakeholder Forums and other platforms for information exchange.
- **Support dialogue and advocacy efforts through the development of a new Citizen Engagement Mechanisms (CEM)** in the WASH sector, in close coordination with Project Governance Specialists and through partnership with local print and electronic media, civic forums, and other platforms that promote two-way communications between LGs and the citizens they serve. Such mechanisms give voice to the aspirations of the public, while at the same time better informing LGs of the problems faced by their citizens, thus prompting them to become more responsive to their needs and concerns.

Exhibit 10 below summarizes the PY4 activities targeting private sector stakeholders.

Exhibit 10: Focal activities targeting governmental stakeholders in PY4

Activity	Location	Output	Timeline
Engage with the MOH and BAPPENAS to improve the adaptation of Urban STBM.	National	Clear Urban STBM implementation guidelines	Oct 19 – March 20
With the MOH, disseminate BC Strategy and Urban WASH promotion and marketing materials, including via a national campaign	National	Updated promotion and marketing materials and National campaign to increase WASH awareness	Oct 19 – March 20
Establishing WASH citizen engagement mechanisms (CEM) through civic forums, media and other platforms to give voice to the aspirations of the public	Regional	CEM formally adopted and supported by LGs.	Oct 19 – Sept 20
National review of WASH information and public relations mechanisms (CEM) used at the LG level	National	SOP to develop WASH information center and public relation service	Aug 20 – Sept 20

3.3 COMPONENT 2: STRENGTHENING CITY AND DISTRICT WASH INSTITUTIONAL PERFORMANCE

WASH institutions at city and district levels are where policies, budgets, and national standards of the urban WASH ecosystem are translated into sustainable access to WASH services, be it piped water by PDAM, improved septic tanks, or septage collected and treated in fully functioning treatment plants by UPTD. In short, the LG level is where inclusive service delivery *happens*.

The USAID IUWASH PLUS Component 2 team applies a demand-driven approach that establishes clear performance indices (for Water Supply, Sanitation and Governance) to not only provide project baselines, but also identify critical areas of performance improvement for PDAM, Waste Water Operators and Local Governments. This leads to a portfolio of targeted, mutually agreed-upon capacity-building measures built into service provider plans and budgets. During PY4, the results of the three performance indices (PDAM, Sanitation and Governance), which were developed in PY1 and used in PY3 and PY4, are one of the basics for prioritizing key activities to further improve PDAM, sanitation operator, and local government performance. The second priority in PY4 is to increase access to safe water and sanitation, measured by the high-level results (HR1 and HR2), including encouraging PDAM and LGs to increase WASH service to low income communities (B40). This is done through continuing promotion of the master meter program with the private sector (CSR), strengthening the role of PDAM in selecting suitable locations for Communal Water supply systems (SPAM Komunal), and using GIS, customer data and surveys to channel funding from Local and National programs (Hibah, DAK, KOTAKU, etc.) to poor neighborhoods. To anticipate degradation of spring capacity, the water team is also promoting spring vulnerability assessment and begin to initiate implementation of infiltration pond construction in locations that already completed the assessment.

In the urban sanitation field, the focus in PY4 will remain on assisting LG in establishing strong local waste water operators, provide trainings and template SOP to manage (regular) septage collection (LLTT), improved operation of Sludge Treatment Plants (IPLT), as well as encouraging local governments in launching desludging services either non regular (LLTTT) or regular (LLTT). To accelerate this, the National and regional sanitation teams will facilitate formal engagement with private operators already involved in desludging septic tanks. Regarding good governance, the aim in PY4 is to increase local government priority and budget in accommodating water and sanitation program, such as budget for PMP of PDAM, budget allocation for vacuum trucks, DED IPLT, land for IPLT, and budget allocation for community work plan (RKM). The GIS team will provide direct support both to PDAM through the GIS mapping of their customers and network as well as the Sanitation sector through upscaling of septic tank surveys and establishing a MIS system for Waste Water operators. Where relevant, all of this support will be captured through local, provincial national level communications events and campaigns (under Component 4).

The USAID IUWASH PLUS Component 2 consists of four (4) subcomponents and four (4) teams, which together are responsible for the successful implementation of all programs under Component 2 (as can be seen below in Exhibit 11) and also provide all technical and institutional support to the other USAID IUWASH PLUS Components 1, 3 and 4.

Exhibit 11: Composition of Component 2 teams with subcomponents

4 Teams	4 Sub Components (2.1 – 2.4)
Water Supply	2.1 Improve PDAM Performance 2.4 Improve management of raw water resources / Water Safety Plans
Sanitation	2.2 Develop and improve Local Sanitation Unit (UPTD) performance
Governance	2.3 Strengthen WASH enabling environment
GIS / Spatial mapping	Supports all subcomponents and components 1, 3 and 4

3.3.1 Key Component Partnerships

Exhibit 12 identifies key institutional partnerships necessary for implementing priority programs in PY4 under Component 2.

Exhibit 12: Key Component 2 Partnerships for PY4

Partner	Summary of PY3 Engagement
USAID programs	APIK: joint analysis and support of Water Safety Planning for Kota Malang
BAPPENAS	Support implementation of National WASH planning and policies, especially related to Universal Access (100 – 0 – 100) and SDG target of Water Supply and Sanitation, Water Safety planning and Safely Managed Sanitation services / FSM framework
MPWH/ Cipta Karya (National and Provincial)	Collaboration on Water Supply activities in IUWASH target areas, including capacity building (CoE), financing (APBN Hibah, PerPres, APBN), project preparation (with Provincial SATKER) and regionalization water supply
MPWH / PLP (National and Provincial / SATKER)	Collaboration on promotion and implementation of improved Septage Management, Sanitation Hibah, APBN allocations for sanitation infrastructure,

Partner	Summary of PY3 Engagement
	detail engineering design of IPLT, promotion of regular desludging, standardizing Waste Water tariffs, and templates for Waste Water Operator staffing
MOHA	Collaboration on promotion and implementation of Minimum Service Standards (MPS) as a basis for Universal Access, establishing waste water operator (UPTD)
BPPSPAM	Collaboration on monitoring and mentoring of performance improvement of water services, including institutional development, NRW and EE Program
PERPAMSI and AKATIRTA (Akademi Tirta Wiyata)	Collaboration on capacity building to improve performance of PDAMs Collaboration on Water Safety planning through water quality and quantity measurement training for selected local governments
PDAMs, PD PAL and Sanitation Units (UPTD)	Support improvement and expansion of clean Water supply and Sanitation service at local level, especially to the poorest 40% by wealth.
World Bank, DFAT / KIAT, JICA, USDP, ADB, UNICEF and other donors	Close collaboration on coordination and development of Urban WASH programs Performance Based Grant on NRW reduction/EE with World Bank, KIAT Promotion of improved Septage Management (FSM) with USDP, ADB, etc. Supporting City-wide Sanitation with JICA, World Bank, ADB and others
SECO (Swiss Secretariat for Economic Affairs)	Joint collaboration in NRW and EE program in Central and West Java (for details, see in separate section of this work plan

3.3.2 Subcomponent 2.1: Improve PDAM performance

One of the primary objectives of USAID IUWASH PLUS is to increase access to improved water supply for 1.1 million people (220,000 households), of which 50% are from the bottom 40% of the population. The main programs to achieve this is through providing extensive technical support to local water utilities (PDAMs), focusing not only on improving the internal operational performance (technical, financial and institutional), but also on stimulating external factors like good governance; safeguarding raw water supply (through water safety planning and regionalization of raw water sources) and mobilizing additional financing for sustainable expansion of services (including PPP).

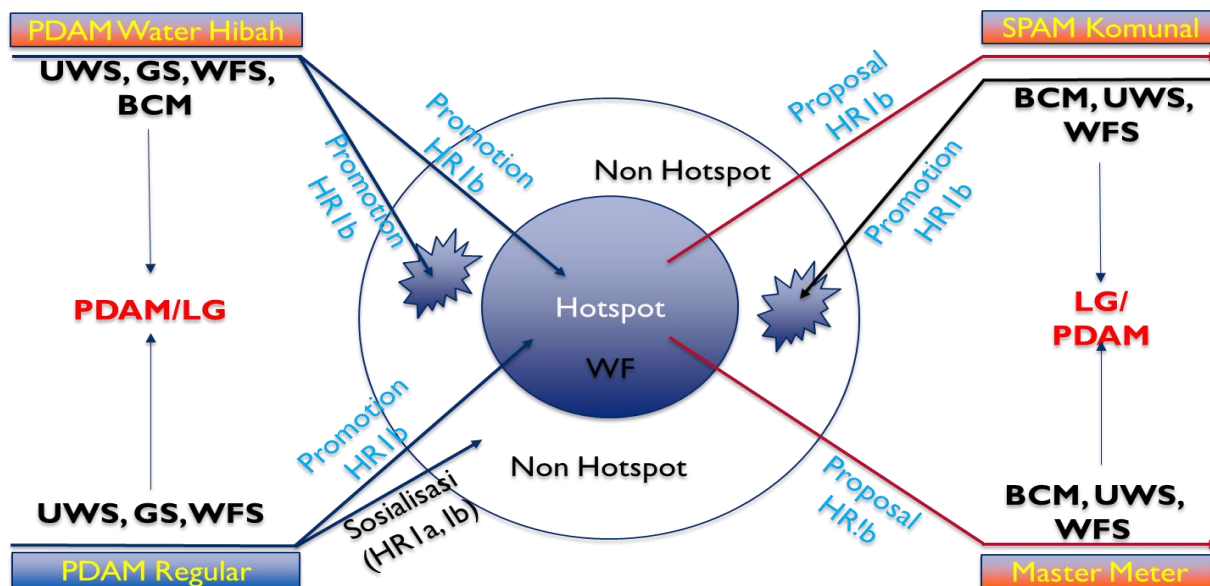
In addition to these programs which are divided over Component 2 (2.1 on PDAM Performance, 2.3 on Good Governance and 2.4 on Water Safety Plans) and Component 3 (WASH financing), the program especially promotes increased access of clean water to poor households through Master Meters, community systems, Microfinance Output Based Aid, CSR, etc.) in close collaboration with Component 1 and Component 4.

The priority in PY4 is to increase access of water supply for B40 to achieve HRI.b target as well as increasing PDAM Index in all locations, which means that the activities of water team focus on higher score of index combined with increased accessing by B40 community (both in hotspot or non-hotspot). All of these efforts are done in collaborative effort with other USAID IUWASH PLUS components as well as other parties to attract additional budget allocation from various sources, including local and National Government, PDAM, communities and CSR. The Water team finally also support GOI in acceleration of safely managed water supply in sustainable manner to achieve SDG target and RPJMN 2020-2024

Four potential mechanism were identified which can increase water supply access of B40: (1) water hibah APBN and DAK, (2) PDAM regular connection through micro credit and discount program, (3) SPAM Komunal through DAK, APBD, and KOTAKU, (4) Master Meter through DAK, APBD,

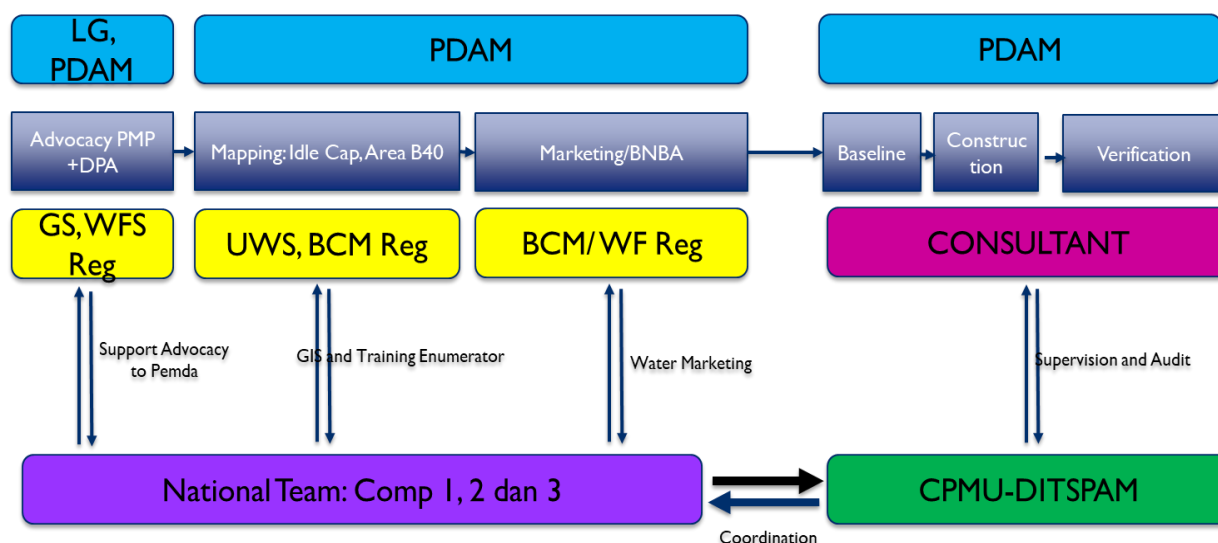
CSR. These four have different mechanism and focus, but can be combined in specific locations (hotspot or non-hotspot). Strategy to increase water access for B40 is shown in the Exhibit 13 below.

Exhibit 13: Strategy to Increase Water Access for B40



As can be seen in Figure above, one of the critical success factors for achieving the ambitious B40 water access target is close collaboration and synergy between all component of USAID IUWASH PLUS. In addition to this bundling of effort across all components, the results in PY4 shown, that the most promising outcome for increasing B40 water access is the *Water Hibah* program, which therefore becomes the main focus of the PY4 program. USAID IUWASH PLUS will support PDAM in mapping the target of Water Hibah by overlaying network map of PDAM and potential B40 location, both in hotspot and non-hotspot area. To speed up process of baseline survey by CPMU Water Hibah, USAID IUWASH PLUS will support PDAM team in pre-baseline survey to identify potential recipients of Water Hibah that fulfill the criteria of MBR. During PY3, USAID IUWASH PLUS encouraged PDAM to apply for Water Hibah in 2020, supported them with preparation of readiness criteria, and actively communicated as well as facilitated CPMU in the Water Hibah socialization. Fifteen PDAMs have been listed for Water Hibah with the total of about 30.000 house connections. The implementation of Water Hibah program will be the responsibility of the regional team, especially the governance specialist in assuring that PMP is available, the urban water specialist in assuring availability of idle capacity and service area coverage, and the BCM and WF in identifying the B40 households and marketing the house connections. Responsibilities of all components are shown in Exhibit 14 below.

Exhibit I4: Responsibilities of All Components



The following list summarizes the main programs, which for the most part were started under PY 3 and will be continued in PY4 under Subcomponent 2.1:

- **Support PDAM Performance Index.** Support Regional teams in updating and analyzing of PDAM Index (for PY4) and sharing results with local and national partners (Bappenas, PUPR).
- **Support PDAM Capacity building.** Support COE events by PUPR (GIS mapping, NRW reduction, Energy Efficiency, Water treatment plant design, operation & maintenance, financial accounting systems, etc.).
- **Continue to support NUWAS program.** USAID IUWASH PLUS, MPWH, the World Bank and, if possible, other donor agencies (KIAT, SECO, etc.) will continue to work together to introduce the NUWAS program to selected PDAMs, resulting in multi-year plans with focus on providing Performance Based Grants for PDAMS ready and committed in reduction of NRW and increasing Energy Efficiency.
- **Continue to promote use of GIS, web-based customer mapping and other “open source” technology.** GIS mapping will be introduced, promoted and used to new PDAM Kabupaten Malang and Wonosobo) as the basis of a good water supply network (both the piping network and the customer database). Progress monitoring of GIS will continue in other facilitated PDAM. USAID IUWASH PLUS will also support PDAM in developing web-based customer mapping for PDAM that already have completed their GIS. Under the LSIC, USAID IUWASH PLUS will continue supporting the innovative real-time pressure monitoring and management, which in PY4 will enter into Phase 3, utilizing lessons learned from Phase 1 and 2 (regarding sizing and reliable power source) and introducing the technology to at least 3 new PDAMs and adding additional six pressure gauge in PDAM Depok.
- **Support poor-inclusive programs for clean water.** In PY4, the effort to connect more low income communities will be increased, including advocacy for CSR to support construction of master meters, including PDAM in the decision making and oversight on communal water systems programs (KOTAKU) and, with Component 1, promote LG and PDAM to increase access to piped connections to poor households (Hibah, Kotuku, APBD).

- **Supporting Regionalization and PPP programs.** The Component 2 Water Team continues providing technical support for the Component 3 team on preparing PDAMs for regionalization of raw water sources (Wosusoka, Tebing Tinggi, etc.) or Public Private Partnership programs (Medan, Bogor, Gresik, Sidoarjo, etc.).

Exhibit 15 below summarizes the PY 4 activities under Subcomponent 2.1.

Exhibit 15: Subcomponent 2.1 Priority Programs for PY4

Activity	Location	Output	Timeline
Implement PDAM Performance Index (baseline, collection, verification, reporting) and share results with National partners	Regional & National	PY 3 data (Dec 19) collected and verified ; Results shared with PDAM, LG and GOI	Feb – June 20 July – Sep 19
Capacity Building to Akatirta in NRW and Energy Efficiency & Developing Manual Guidelines of using the NRW & EE equipment (Akatirta)	National Regional	Training NRW and EE for Akatirta, Manual and Simple Video for equipment using of NRW and EE	Oct – Nov 19
Collaboration with MPWH, Akatirta Wiyata and the World Bank to support PDAM Performance Based Grant programs on NRW reduction (5 PDAM) and Energy efficiency (4 PDAM)	National Regional	Indicators for NRW Reduction and EE developed and adopted. Programs started in selected PDAMs	Oct 19 – Jan 21
Finding an Effective Approach and Incentive to Increase Water Access for B40	National Regional	Detailed study (under LSIC) on main reasons for reluctance to increase B40 water access by PDAM / LG, including FGD, workshops, recommendations for follow-on work	Oct 19-Feb 19
Implement LSIC on Open source Hardware for pressure sensor with new maker	National Regional	Final report Phase II completed	Oct 19-Sep 20
Develop web mapping customer relationship application	National Regional	Web Mapping System, through monitoring and training	Oct 19-Dec 19
Workshop/ training on the utilizing of web mapping customer relationship application for selected PDAM	National Regional	Capacity Building to PDAM for Operational Web Mapping	Feb 20-May 20
Promotion of increasing access for piped water for B40 by PDAM connections	Regional	TA to support expansion of PDAM connection in identified B40 areas and is ongoing	Oct 19 – Sept 20
Technical support to regional programs on Master Meter and non-PDAM piped water access (Surakarta), SPAM Komunal (Bantar Gebang Bekasi, Deli Serdang, Sibolga)	Regional	TA to support expansion of non-PDAM systems identified and is ongoing	Oct 19 – Sept 20

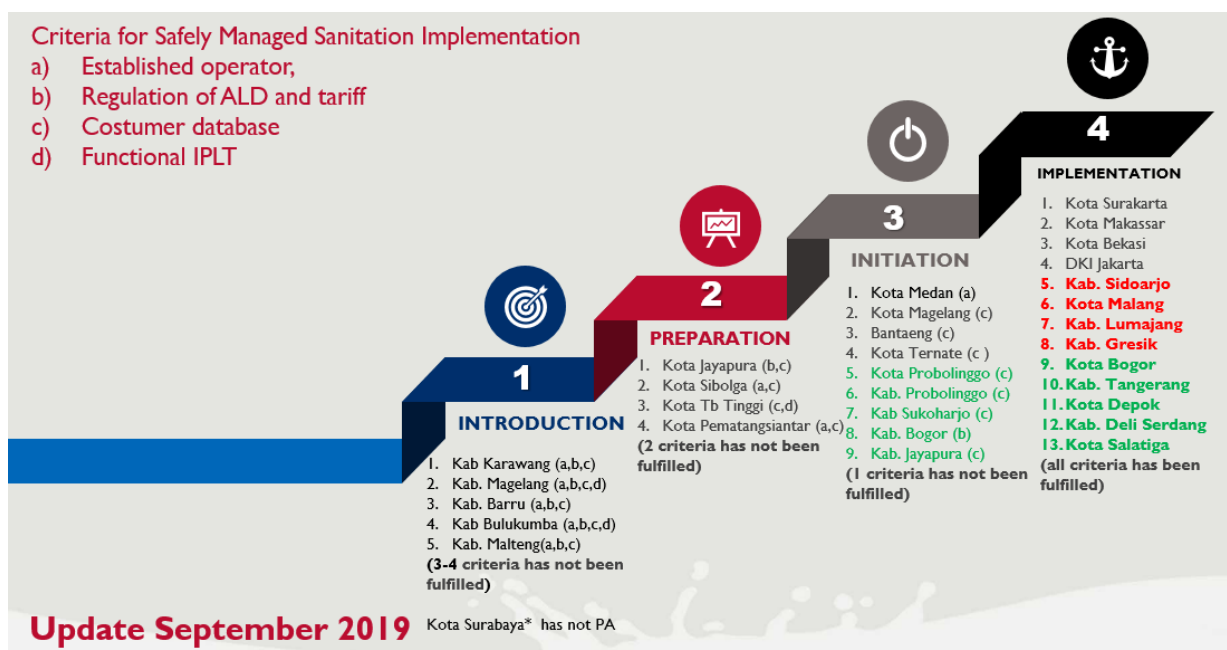
Activity	Location	Output	Timeline
Support, Monitoring, Supervision Business Plan PDAB Central Java collaboration with MWPH	Regional Central Java	TA to support PDAB to conduct Business Plan	Oct 19 – Feb 20
Pre-FS NRW PDAM Surabaya	Regional	Water Balance, NRW priority Program, and Cost-Benefit Analysis	Jan 20-Apr 20

3.3.3 Subcomponent 2.2: Develop and improve local sanitation unit performance

Achieving Safely managed sanitation for all is one of the biggest challenges for Indonesia, with data from Bappenas showing that in 2018, 74.58% households have improved access, but only 7.4% safely managed, 16% unimproved, and 9.4% still practice open defecation. In line with GOI concern, USAID IUWASH PLUS in PY4 continues to promote safely managed sanitation access through various activities such as: establishment of sanitation management units (mostly UPTDs) combined with introducing improved FSM (Fecal Sludge Management); priorities on improved FSM cover the expansion of scheduled desludging (*Layanan Lumpur Tinja Terjadwal* or *LLTT*) and technical training on improved O&M as well as designs of Septage Treatment Plants (*Instalasi Pengolahan Lumpur Tinja* or *IPLT*). All these programs continue in PY4, especially the further expansion and mainstreaming of *LLTT*, formalizing the current un-scheduled desludging, strengthening the regulatory framework for Waste Water Management, building formal relations between waste water operators and the private sector (for desludging septic tanks) and further improving designs and operation of *IPLT*. In addition to these largely institutional programs, the Component 2 Sanitation team continues to support testing of upgrading septic tank, sludge dewatering technology, and assessment of desludging services synergy among local government and private sector within USAID IUWASH PLUS target areas (through LSIC).

The sanitation team has mapped out all partner LGs based on their readiness in implementing safely managed sanitation, following four key criteria to be fulfilled: (a) established operator; (b) regulation of domestic waste water and desludging service tariff; (c) customer data base, and (4) functional septage treatment plant (*IPLT*). As shown in Exhibit 16 (below), there are 13 LGs on step 4 of the sanitation ladder, meaning they are ready for *LLTT* implementation, while 9 LGs are on step 3, meaning still in process of fulfilling the requirements, but could start also with services. The sanitation team will focus to support those LGS in steps 3 and 4 of this ladder to implement desludging services with providing capacity building to the operator in septic tank survey, promotion, SOP training, as well as GIS and MIS training.

Exhibit 16: Local Government Mapping of FSM Implementation Readiness



The following list summarizes the main programs which will be implemented in PY4, which are for the main part continuation of programs started earlier, aiming to increase access to safely managed sanitation as required under the high-level result (HR 2), as well as mobilizing increased financial resources, increase operator capacities as well as adoption of Waste Water regulations.

- **Support Sanitation Index.** Support Regional teams in updating and analyzing the Sanitation Index (for PY4) and sharing results with local and national partners (Bappenas, PUPR, etc.).
- **Collaboration with MPWH, Bappenas, MOHA, donors,** and others on improved urban sanitation programs including establishment of WW operators and regulatory framework; assessment of PDAM as WW operator; support UPTD national workshop, IPLT design review, and training of IPLT design
- **Further support specific LG to develop sanitation roadmaps** that lay out targets, responsibilities of Waste Water operator, budgets and staffing needs, necessary policies (e.g. tariff policies) as well as using MIS / GIS systems for desludging services, and where possible, introduce the concept of City-Wide Inclusive Sanitation (CWIS).
- **Further support strengthening of FORKALIM** as National Waste Water Association. This includes, under the LSIC fund, implement a National FSM twinning program and general advocacy for the crucial role of FORKALIM in Waste Water in Indonesia.
- **Support expansion of septage collection,** through formal collaboration of UPTD with the private sector in four USAID IUWASH PLUS locations, under the LSIC program.
- **Development of (template) SOPs,** addressing a variety of Technical and Administration topics to further strengthen management capacity of Waste Water Operators (UPTD and PD).

- **Support UPTD on updating MIS and GIS** for desludging services, including introduction, application, and monitoring Android-based application for septic tank survey.

Exhibit 17 below summarizes the PY4 activities under Subcomponent 2.2.

Exhibit 17: Subcomponent 2.2 Main Programs for PY4

Activity	Location	Output	Timeline
Implement Sanitation Performance Index (collection, verification, reporting) and share results with National partners	Regional	PY 3 data (Dec 19) collected and verified	Feb – June 20
	National	Results shared with GOI	July – Sep 19
Collaboration with MPWH, Bappenas, donors, etc. on coordinating improved urban sanitation	National	Regular meetings joined activities with clear action plans	Oct 19 – Sep 20
Support MPWH with technical and institutional trainings on improved septage management, especially LLTT and IPLT designs	National Regional	Training programs prepared and conducted with MPWH and others	Oct 19 – Sep 20
Support all Regions with implementation of sanitation improvement programs (including establish UPTD, SOP, roadmap, IPLT review, LLTT, MIS)	Regional	Implementation of agreed work plans	Oct 19 – Sep 20
Support Capacity Building for FORKALIM as National Waste Water Association, including implementation National Twinning program	National	website operational, twinning program ongoing	Oct 19 - Sep 20
Support LSIC programs in Sanitation (upgrade septic tanks, private engagement in desludging services, sludge dewatering technology, inter regional desludging services synergy)	All regions	Technical Assistance provided for regional LSIC programs	Oct 19 - Sep 20

3.3.4 Subcomponent 2.3: Strengthen WASH enabling environment within LGs

In decentralized Indonesia, LGs bear the principal responsibility for WASH service delivery. The quality of these services is directly linked to the active engagement of local decision makers and politicians from the outset of the program, with the aim to obtain more support for increased WASH service, especially for the poorer population. After mapping the local enabling environment in each USAID IUWASH PLUS location during PY1 combined with an inventory of the gap in WASH regulations for each city, during PY3 and PY4 a total of 61 new or revised priority WASH regulations (PERDA, PERKADA) or formal contracts between Waste Water Operators and private sector (on septage collection) were already completed.

This work will continue and be expanded in PY4 to support additional regulations with:

- Water team for PMP PDAM, KKMA, Business Plan, Tariff Adjustment,
- Sanitation team for management of Domestic Waste Water (ALD), formation of waste
- Water operator, private partnership, and L2T2,

- d) Component I team on STBM, community engagement and pro-poor service provision
- e) National gender team on gender mainstreaming, including PPRG.

The following list summarizes the main governance programs to be implemented in PY4:

- **Support Governance Index.** Support Regional teams in updating and analyzing the Governance Index (for PY4) and sharing results with local and national partners (Bappenas, PUPR).
- **Support lessons learned on WASH regulation** (especially related to Waste Water management) and the direct link to increase access of water and sanitation
- **Advocate for increased WASH resources,** through identification of both the WASH budget requirement and the opportunities to mobilize funding from local (APBD) or National (APBN) budgets, and link with specific technical support.
- **Facilitate critical new and/or revised WASH policies** by assisting local stakeholders in drafting or revising at least 25 WASH policies, such as local regulation on Waste Water Management, establishing Waste Water Operator, tariff setting for waste water services, Water Safety Planning, mandatory (regular) desludging, collaboration with the private sector, gender-based planning and budgeting (PPRG), adoption of STBM, and pro-poor service provision (Kotaku).

Exhibit 18 summarizes the principle activities envisioned for Subcomponent 2.3 during PY4:

Exhibit 18: Subcomponent 2.3 Main Governance Programs for PY4

Activity	Location	Output	Timeline
Updating and Monitoring Governance Index (Go-dex), including 3 new locations (collection, verification, reporting).	Regional	PY4 data (Sept 19) collected and verified	Dec 19 - July 20
Serial events with Ministries PUPR, Finance and Home Affairs on national policy for WASH	National Regional	Joint activities with clear roles & responsibilities for each party; regular coordination meetings and regulation / policy of Tariff Retribution	Feb. – July 20
Analyses of regulation on WASH sector	National	Document and Lesson Learned	Oct 19 – Sep 20
Developing and Complete WASH regulations,	Regional	Regulation of Waste Water Management, Equity Participation, Water tariff, WW retribution, SOP CEM, BUMD Business Plan and KKMA; Template of regulation	Oct 19 – Sep 20
Acceleration of outcome achievement on Planning and Budgeting Documents (RPJMD/RKP/RAD/Roadmap)	Regional	Setting SPM targets, Synchronizing planning and budgeting documents on WASH sector.	Nov 19 – Sep 20

Activity	Location	Output	Timeline
Support Regional teams in Advocacy on increasing APBD for WASH through Pokja AMPL	Regional	WASH Budget Commitment in APBD	Nov 19 – Sep 20

3.3.5 Sub-Component 2.4: Assist LGs and institutions to improve the protection, management, and allocation of raw water resources

In most of Indonesia, the availability of raw water for domestic use is already at crisis level, due to a combination of land-use change, urbanization, and extreme weather conditions, making it critical for USAID IUWASH PLUS to support the GOI with their Water Safety Plans (*Rencana Pengamanan Air Minum* or RPAM) as it especially threatens WASH services to the poor and vulnerable. USAID IUWASH PLUS supported reviewing their RPAM program in PY3 and PY4, and will continue this in PY4, including initiating several demonstration activities with selected PDAM. Three PDAMs have been selected as trial sites for new RPAM in PY4; namely PDAM Makassar, Sidoarjo, and Salatiga. Facilitation of the trial will involve PDAM Kota Malang and Medan as trainers, since they already implemented the RPAM and also actively participated in RPAM training conducted by WHO and GOI.

Continuing PY4 achievement that included completed KKMA-RA in Kota Ternate and in Kota Batu (close collaboration with USAID APIK), USAID IUWASH PLUS will facilitate 11 local governments to complete KKMA-RA in PY4. Additional LG which will also receive support in PY4 are Kabupaten Wonosobo, Malang, and Kota Bogor, so in total 16 local governments will be facilitated in KKMA-RA by end of PY4.

Seven of KKMA-RA preparation will be facilitated by Akatirta to prepare spring water quality and quantity baselines, including Kota Siantar and Kota Medan (NRSO Region), Kota Malang, Kab Lumajang and Kab Probolinggo (EJRO Region), Kab Bulukumba and Kab Bantaeng (SSEI Region).

USAID IUWASH PLUS will encourage participating LG to finalize the KKMA-RA documents and start implementing the agreed activities through promulgation of regulation regarding water source protection, adoption of KKMA-RA in their mid-term planning, budget allocation, and concrete action in the field such as construction of infiltration ponds for designated springs.

Parallel with these activities at local level, USAID IUWASH PLUS will also facilitate key national stakeholders to learn about KKMA-RA contribution to water source protection, aiming at improvement of PDAM services and access to safely drinking water, especially for B40 as target of SDG.

The following list summarizes the focal programs implemented in PY-4 of USAID IUWASH PLUS:

- Upon completion of national framework of RPAM, USAID IUWASH PLUS will develop pilot of RPAM in Kota Makassar (SSEI), Kota Sibolga (NSRO) and Kab. Sidoarjo (EJRO).
- Monitoring of KKMA-RA implementation in Kota Ternate and Batu
- Continue to complete KKMA-RA in 3 locations (Kota Salatiga, Kab Magelang and Kab Bogor), and start to facilitate development of KKMA-RA in 10 other locations.

- Improvement of knowledge and skill of local technical team in construction and maintenance of infiltration ponds, as well as identification of funding for construction from APBD, CSR, or others.
- Dissemination of KKMA-RA at national level to gain support from policy makers in mainstreaming water source protection through KKMA-RA methodology.

Exhibit 19 below describes the principle activities envisioned for Subcomponent 2.4 during PY4: PY-4

Exhibit 19: Subcomponent 2.4 Main Programs for PY4

Activity	Location	Output	Timeline
Collaboration with National Stakeholders on improving coordination and implementation of Water Safety Planning in Indonesia on implementing the RPAM pilot project implementation in 3 site location: Kota Makassar, Kota Sibolga and Kab. Sidoarjo	National	Documents piloting the RPAM implementation	Oct 19 – Sep 20
Continue and deepen close collaboration with USAID financed APIK Program on implementing the KKMA-RA recommendation, especially on infiltration pond construction	National East Java	Addition infiltration ponds constructed and budget allocation on APBD and PDAM business plan	Oct 19 – Sept 2020
WQQ baseline development in 7 KKMA-RA site location by Akatirta team (12 months)	National Regional	The WQQ data series for 7 KKMA-RA sites	Oct 19 – Sept 2019
Developing and implementing the KKMA-RA documents in 14 location	National Regional	KKMA-RA Documents and implementation	Oct 19 – Sept 2019
Capacity building of KKMA technical team on knowledge and skill of construction and OM of infiltration pond	Regional	Training module of infiltration pond, and constructed pilot by any source of funds	Jan-Sept 2020
Conducting series of discussion and workshop in National Level and regional (province/city/district) and site visit to the KKMA-RA pilot program	National Regional	Improved and transferred knowledge on KKMA-RA program and implementation into national level	Oct 19 – Sept 20
Comparison study of KKMA-RA for Kota Bogor to the pilot KKMA-RA site location	Regional	Improved KKMA-RA team of Kota Bogor team on the KKMA-RA process	Oct -F Dec 19

3.4 COMPONENT 3: STRENGTHENING THE WASH FINANCING ENVIRONMENT

The Government of Indonesia’s (GOI’s) national medium-term development plan (Rencana Pembangunan Jangka Menengah Nasional, or RPJMN) ambitiously sets forth a policy objective of “Universal Access” to improved water supply and sanitation services by 2024. Including, the safely managed water supply target of 15% and safely managed sanitation target of 20% by 2024. While

laudable, it is widely acknowledged that the national budget can cover less than even a third of the requisite resources. The limitation of public funds means that the GOI and local government-owned service providers must seek alternative sources of financing to complement and leverage their own investments, tapping the private sector and households themselves to help finance the expansion of WASH services. At the same time, the GOI must also work closely with local governments to ensure that the impact of all funds, public and private, is maximized in the form of sustainable water and sanitation services.

USAID IUWASH PLUS supports the GOI in the above efforts through targeted assistance at the national and local levels that aims to: improve WASH financing policies and regulations; maximize the use and effectiveness of national and local government budgets; increase private sector investment in WASH services; improve the financial management capacity and performance of local WASH institutions; and improve the ability of B40 households to access WASH improvements such as through microfinance.

During Program Year 4, USAID IUWASH PLUS will continue to support the GOI in the above areas with a particular focus on the following:

- **Support PDAMs and local governments to engage with potential investment sources**, to include public and private sources of capital to finance the WASH infrastructure projects. This will involve supporting local government offices in accessing central government funds (such as the DAK and grant (or “hibah”) sources, as well as assisting PDAMs in engaging the private sector to develop new water treatment plants such as in Ciawi (Kabupaten Bogor, West Java), Mustika Jaya (Kota Bekasi, West Java), and Brayan (Kota Medan, North Sumatera). In the sanitation sector, it will further involve supporting local wastewater operators (e.g. UPTDs) in accessing private sector participation in septage collection and transport such as in Kabupaten Sidoarjo, Kabupaten Gresik and Kota Makassar.
- **Facilitate the GOI in improving financial regulations** such as those related to: the development of guidance for PPP/B2B funding schemes (with the MPWH Directorate of Water Supply, or “DITPAM”); the development of tariff-setting guidance for multi-jurisdiction, regional water supply systems (also with DITPAM); as well as the development of guidance for the establishment of wastewater service tariffs (with the MPWH’s Directorate of Wastewater Services, or DITPPLP).
- **Assist the national wastewater service provider association, FORKALIM**, in undertaking a study of wastewater services and tariffs which may be used to seek and exemption of such services from the application of Value Added Taxes (VAT or “PPN”).
- **Increase the GOI capacity in WASH financing**, and which is planned to involve the development and administration of a broad training program in WASH finance that will target a range of relevant GOI ministries and agencies.
- **Support the development of a national financing facility for water utilities**. This will involve working with the Ministry of Finance (MOF), Directorate of Sistem Manajemen Investasi (Dit. SMI) and the state-owned infrastructure investment company (PT Sarana Multi Infrastruktur or PT SMI) in developing a financing facility that specifically targets PDAMs and their requirements for more substantial infrastructure improvements.

- **Assist the Financial Service Authority (Otoritas Jasa Keuangan or OJK) and related partners** in developing policies and regulations as concerns the use microfinance for household-level WASH services.
- **Support local Microfinance Institutes (MFIs) in the development of specific WASH-related programs and products**, thereby assisting B40 household in overcoming critically important issues of affordability.

3.4.1 Key Component Partnerships

Exhibit 20 below presents key national and local level partnerships that will be supported by Component 3 in the coming project year, as well as some detail regarding the specific areas of collaboration. Prominent among these include: BAPPENAS, Ministry of Public Works and Housing and financial service of OJK, FORKALIM, PT SMI, and multiple PDAMs and UPTDs.

Exhibit 20: Key Partnership for Water and Sanitation Financing Program in PY4

Partners	Summary of PY4 Engagement
BAPPENAS	Develop WASH microfinance regulations and products to support improved B40 access for water supply and sanitation services. Facilitate WASH financing training to increase the capacity of BAPPENAS staff.
Financial Service Authority – OJK	Issue a regulation pertaining to WASH microfinance products, which will serve as a national reference for microfinance institutions and the banking sector.
Ministry of Public Works	Support the development of B2B technical guidance as well as that regarding regional water supply systems and related tariff requirements; Support the development of wastewater tariff setting guidance. Facilitate WASH finance training to increase the capacity of MPWH staff.
BPPSPAM	Facilitate WASH finance training to increase the capacity of BPPSPAM staff.
Ministry of Finance, Directorate of SMI	Support the development of a financing facility that PDAMs can access (and which is anticipated to involve lower interest rates and longer repayment period); Facilitate WASH finance training to increase the capacity of DIT SMI.
PT SMI	Support the development of a financing facility that PDAMs can access (and which is anticipated to involve lower interest rates and longer repayment period); Facilitate WASH finance training to increase the capacity of PT SMI.
FORKALIM	Assist in the development of a study on wastewater tariff with a view towards their exemption from VAT. The study is anticipated to become a main reference in the development of a related national policy.
PDAM	Support private sector involvement in the development of new water treatment plants, including in Ciawi (150 lps) of PDAM Kabupaten Bogor; Brayon (550 lps) of PDAM Tirtanadi North Sumatera; and Mustika Jaya (300 lps) of PDAM Kota Bekasi;
Local Government	Support local government institutions (in particular, UPTDs) in their engagement with the private sector as concerns the provision of septage collection and transport in Kabupaten Sidoarjo, Gresik, Makassar, and others as possible.

3.4.2 Subcomponent 3.1: Facilitate a supportive enabling environment for WASH financing

When seeking to boost funding to the water and sanitation sector, it is important to look beyond the realization of individual investment transactions to the strengthening of the broader urban WASH ecosystem. Towards this end, USAID IUWASH PLUS grounds technical assistance to individual investments in transformative change to the WASH financing enabling environment by: (1) building institutional awareness amongst WASH actors; (2) supporting clear policies and regulations that help make financing available at the right place and time; and (3) monitoring financial flows to bolster transparency and accountability in the WASH sector. In program year 4, USAID IUWASH PLUS highlights specific activities of this enabling environment which include:

In PY4, USAID IUWASH PLUS will build off efforts of previous years, concluding work for the development of a national WASH microfinance policy with Bappenas and OJK (including the implementation of pilot projects), facilitate the development of technical guidance for the promotion of B2B schemes, develop guidance for the establishment of regional water supply systems and required tariffs, support a study of wastewater services aimed at seeking their exemption from VAT, and work with all associated local governments in updating and analyzing their WASH sector budget allocations. These activities are further set forth in the following Exhibit.

Exhibit 21: PY4 Activities to Strengthen the Enabling Environment for WASH Financing

Activity	Location	Output	Timeline
Pilot the toolkit for WASH microfinance and conduct wrap-up workshop with participating MFIs, OJK and Bappenas (note Activity repetition under Comp. 3.4)	National	Microfinance toolkit piloted with OJK support	Oct 2019 – Feb 2020
Support to OJK and Bappenas to develop a WASH Microfinance Policy and related regulations (note Activity repetition under Comp. 3.4)	National	WASH microfinance policy / regulation issued	Feb 2020 – Jun 2020
Facilitate developing B2B technical guidance for PDAM	National	Technical guidance of B2B for PDAM is completed	Oct 2019 – Sep 2020
Facilitate developing guidance/ framework for tariff-setting for regional water supply systems.	National	Technical guidance on tariff-setting for regional water supply systems adopted by MPWH	Oct 2019 – Sep 2020
Update APBD WASH Tracking data for 2020 local budgets.	Regional	Analysis of annual local budget (APBD) allocations for WASH to inform advocacy	Feb 2020 - Jun 2020
Facilitate the development of a study to seek an exemption of wastewater services from VAT	National	Study of VAT exemption for waste water tariff and service is completed.	Oct 2019 to Dec 2019

3.4.3 Sub-Component 3.2: Facilitate increased access to capital expenditure finance for WASH

The second subcomponent centers on the interaction between USAID IUWASH PLUS-supported local governments offices, water utilities, and regional bulk water systems to facilitate access to capital expenditure (CapEx) financing through a multitude of channels, including central government and local government funds, private partnerships (PPPs), business to business models (B2B), and the like. In support of this objective, the Project will support local government offices (Dinas) in fulfilling the readiness criteria of particular WASH improvement projects being funded through local and central government grant (or “hibah”) schemes. Additionally, USAID IUWASH PLUS will continue serving local government and utilities as a liaison among actors in the urban WASH ecosystem, linking concrete financing needs at the local level with potential sources of capital at the local, provincial, and national levels. Importantly, capital expenditure financing is often about blended financing, or identifying and combining different streams of financing in support of a single project based on a suite of considerations, including expenditure timing, risk level, and the types of services and materials required.

Exhibit 22 below describes the activities/projects planned for PY4 under the capital expenditure financing subcomponent. Specific areas of focus include the following:

- Continue supporting local government offices (Dinas) in accessing financial support from the central government’s special allocation fund (“DAK”) as well as its regular budget (“APBD”);
- Facilitating PDAM Tirtanadi to undertake a feasibility study for a new Water Treatment Plant (WTP) in Brayan with a capacity of 550 lps which is anticipated to be funded by private sector sources;
- Facilitating PDAM Kabupaten Bogor to build a 150 lps WTP being funded under a B2B scheme;
- Continue supporting PDAM Kota Bekasi in promoting private sector support of a 300 lps WTP located in the Mustika Jaya area;
- Continue supporting PDAM Kota Makassar in the development of a 100 lps WTP in Barongbong and which is being financed by APBD;
- Facilitating local government of Kabupaten Sidoarjo, Kabupaten Gresik, Kota Makassar and others to facilitate private sector involvement in sludge collection and transportation; and
- Supporting the local governments of Kabupaten Sidoarjo and Gresik in undertaking studies for the development of new septage treatment plants (IPLT) and which may involve private sector actors in funding or eventual operation.

Exhibit 22: PY4 Activities to Increase Access to Capital Expenditure Financing for WASH

Activity	Location	Output	Timeline
Assist PDAM Kota Bekasi in developing a B2B scheme for a 300 lps WTP in Mustika Jaya.	West Java	Financial close by signed cooperation agreement	Oct. 2019 – Aug. 2020.
Support PDAM Kabupaten Bogor in developing new 150 lps WTP being funded by B2B scheme	West Java	Financial close by signed cooperation agreement	Oct. 2019 – Apr. 2020.

Activity	Location	Output	Timeline
Develop feasibility study for Kab. Sidoarjo and Gresik re: new septage treatment plants (IPLT)	East Java	Full feasibility study completed and approved by local government	Oct. 2019 – Mar 2020
Continue facilitating PDAM Kota Makassar, 100 lps WTP in Barongbong being financed by APBD	South Sulawesi	Financial close by APBD approval in 2020.	Oct. 2019 – Dec 2019
Support LGs of Kabupaten Sidoarjo and Gresik in developing private septage collection/transportation services	East Java	Financial close of Cooperation Agreement	Oct 2018 – Feb 2020
Assist UPTD PAL in Kota Magelang and Kabupaten Sragen in developing private septage collection / transp. services	Central Java	Financial close of Cooperation Agreement	Jan 2020 – Sep 2020

3.4.4 Sub-Component 3.3: Provide technical assistance to key financing facilities

Building from efforts to strengthen the enabling environment, the third subcomponent supports the readiness of Government of Indonesia financing facilities and related financial intermediaries to evaluate, structure and issue debt financing in the WASH sector. In program year 4, USAID IUWASH PLUS will support the Ministry of Finance (MOF) through the Directorate of Sistem Manajemen Investasi (Dit. SMI) and the state-owned infrastructure finance company, PT SMI, in the development of new financial products for PDAMs and their private sector partners. The product is anticipated to meet PDAM requirements for lower interest rates and longer repayment periods as compared to commercial lending. USAID IUWASH PLUS will provide complete information of the water sector to the institutions' staff in the form of on the job (OTJ) training where instruction is given in the process of evaluating potential projects.

Additionally, USAID IUWASH PLUS in program year 4 will provide the WASH finance training for GOI staff from Bappenas, BPPSPAM and MPWH and which is designed to improve their understanding of requirements and issues from all parties.

Exhibit 23: PY4 Technical Assistance to Key Financing Facilities

Activity	Location	Output	Timeline
Develop training material regarding WASH financing to increase GOI capacity	National	Draft of training material for WASH financing completed	Oct 2019 – Nov 2019
Implement tailored capacity building with respective GOI offices and agencies	National	Increase capacity of GOI in WASH financial	Feb 2020 – Apr 2020
Provide OTJ training for Dit. SMI and PT SMI as they work to evaluate and potentially fund water sector initiatives.	National	Increased capacity of Dit. SMI and PT SMI to process water sector development proposals for debt financing	Jan – Sep 2020

3.4.5 Subcomponent 3.4: Increase household access to finance for WASH services

Affordability is perhaps the most important constraint to the ability of B40 households to access improved WASH services, and financing options such as microfinance play a critical role in helping those with limited purchasing bridge this gap. An important aspect of the IUWASH PLUS Project's strategy to reach low income households, therefore, is to unlock both existing and new financing and credit sources for poor households, empowering them to directly invest in the health of their family in the form of improved WASH facilities.

During PY4, USAID IUWASH PLUS maintained and expanded partnerships with Micro Finance Institutions (MFIs) across the regions. Large MFIs groups were engaged at the national-level to improve advocacy and awareness of the importance of microfinance to the WASH sector, as well as at the local-level to improve coverage and the base of experience among MFI in developing and delivering WASH microfinance products (which also involved the substantial completion and initial roll-out of microfinance toolkit). The program also continued to promote among local government agencies (e.g. Dinas Kesehatan and PDAMs) the importance of integrating microfinance in their own promotional efforts.

Building on these achievements, in PY4 the Project will focus on the following specific areas:

- In coordination with Bappenas and OJK, conduct pilot projects to introduce and test the Microfinance Toolkit.
- Using the above as a base, support OJK in the issuance of specific regulations for WASH microfinance as well as in follow-up promotion to relevant agencies and MFIs.
- Further support OJK and national agencies in the development of funding and guarantee schemes for WASH microfinance fund program.
- Make any remaining adjustments required in the Microfinance Toolkit and widely promote, disseminate and provide related training to MFIs in within program regions (in particular, CJ, WJDT, NS).
- Identify and support opportunities for national dissemination of the WASH Microfinance Toolkit as an important means for achieving SDG WASH targets.

Exhibit 24 summarizes the above activities for improving household access to WASH finance in PY4.

Exhibit 24: Activity Plan for Microfinance Program Year 4

Activity	Location	Output	Timeline
Pilot the toolkit for WASH microfinance and conduct wrap-up workshop with participating MFIs, OJK and Bappenas	National	Microfinance toolkit piloted with OJK support	Oct 2019 – Feb 2020
Support to OJK and Bappenas for a WASH Microfinance Policy and related regulations	National	WASH Microfinance Toolkit accepted and adopted; policy / regulation issued	Feb 2020 – Jun 2020

Activity	Location	Output	Timeline
WASH Microfinance Awareness Building / Regional Level	All Regions	Regional seminars on WASH Microfinance and increased buy-in from regional partners (to include roll-out of the WASH Microfinance Toolkit with OJK consent)	Mar – Jun 2020
Continue assisting MFIs in the development of WASH financial products, including use of the Microfinance Tool Kit.	All Regions	WASH financing loan products developed and available in all regions	Oct 2019 – Sep 2020
WASH Microfinance Awareness Building / National Level	All Regions	National seminar on WASH Microfinance resulting in increased buy-in from national and regional partners, including roll-out of the WASH Microfinance Toolkit	Jul 2020

As concerns more specific targeting of USAID IUWASH PLUS microfinance work, Exhibit 25 below provides a list of microfinance institutions that USAID IUWASH PLUS has engaged through PY3, along with WASH microfinance work planned for PY4.

Exhibit 25: USAID IUWASH PLUS MFI Partners by Region

Region	Partners	WASH Financing product and PDAM cooperation in PY 4
West Java	Credit Union Bina Seroja (CUBS) – Jakarta	<ul style="list-style-type: none"> Product design and initiate partnership with Wash Entrepreneur - WE. Select priority area in Jakarta for first WASH micro loan disbursement
	Koperasi Baytul Ikhtiar - BAIK, Bogor	<ul style="list-style-type: none"> Continue to promote WASH micro loan products to its members and priority area in Ciliwung river (14 sub districts) Partner with PDAM for household water connections.
	HIK Group West Java area	<ul style="list-style-type: none"> Review WASH (sanitation) financing product to restart loan promotion Partner with PDAM for household water connections
	Koperasi Idrissiyah – Jakarta	<ul style="list-style-type: none"> Product launching and promotion with PD PAL Jaya to reach new customers
	MBK Ventura – Tangerang	<ul style="list-style-type: none"> Facilitate to promote WASH micro loan to MBK customers. Facilitate MBK to connect with WE providing the working capital
South Sulawesi and East Indonesia (SSEI)	HIK Group Makassar	<ul style="list-style-type: none"> FGD with government agencies (Dinas Kesehatan and Dinas PU) to introduce WASH micro loan and select areas for promotion.
	Koperasi Bhakti Huria, Makassar	<ul style="list-style-type: none"> Product completion. Start to promote the product in Makassar and Barru. In the stage to convert the system to syariah based

Region	Partners	WASH Financing product and PDAM cooperation in PY 4
North Sumatera	Koperasi Syariah Surya Abadi Mandiri – Deli Serdang	• Initiate to develop WASH micro loan product and set priority area in Deli Serdang
	Koperasi Anugerah – Deli Serdang	• Initiate to develop WASH micro loan product and set priority area in Deli Serdang
	KOPSAKI – Deli Serdang	• Initiate to develop WASH micro loan product and set priority area in Deli Serdang
Central Java	BPR Bank Magelang, Magelang city	<ul style="list-style-type: none"> • Facilitating providing the sanitation credit to KSM Sambungrasa financing the house connection to SPALDS • Providing the individual credit for developing 5 units of sanitation facilities
	BPR HIK Group – Surakarta	• Facilitate PDAM to establish partnership for water connection
East Java	Credit Union (CU) Amanah – Probolinggo	• Develop WASH micro loan product. Connect with WE and Dinas Kesehatan to choose priority area for micro loan promotion
	Pusat Koperasi Kredit Jawa Timur (PUSKOPDIT) – Malang	<ul style="list-style-type: none"> • The MFI association in East Java with 40 MFIs as member, facilitating to promote WASH knowledge to the members • Work with MFIs that interest to develop WASH micro loan product (Kab. Probolinggo, Malang city, Kab. Malang)
	Koperasi Syariah Fastabiquil Khoirot – Lumajang	<ul style="list-style-type: none"> • Develop WASH micro loan facilitated by USAID IUWASH PLUS • Start promoting the loan to potential customers

3.5 COMPONENT 4: ADVANCING NATIONAL WASH ADVOCACY, COORDINATION, AND COMMUNICATION

The urban WASH ecosystem does not stop at the local level, but is enabled and strengthened through linkages to national institutions and the associated policies, programs, and resources. These linkages are not only about *funding flows*, but also concern *information flows* whereby national agencies promulgate overarching goals and strategies for change (top-down) while local implementers provide feedback on successes and constraints (bottom-up). Such mutually reinforcing communication flows are fundamental to the WASH ecosystem, fostering consensus and facilitating an improved enabling environment for poor-inclusive WASH services. Under Component 4, USAID IUWASH PLUS will bring regional successes and lessons learned under Components 1, 2, and 3 to scale, informing the national WASH agenda in support of broader sector transformation. The Project will enhance the capture, dissemination, and integration of lessons learned and best practices to improve national policies and programs while also strengthening the coordination of WASH programming among national government agencies.

The USAID IUWASH PLUS Component 4 consists of three (3) subcomponents and two (2) supporting elements that are critical in advancing national advocacy, coordination, communication, and promoting partnership/collaboration in the WASH sector. Also, it provides a platform for promoting results and lessons learned under Components 1, 2, and 3 to widen WASH stakeholders in order to support the GOI in achieving Universal Access target and Sustainability Development Goals 2030. An important milestone for component 4 in PY4 is supporting the GOI to develop sector strategies, approaches, and models for achieving the next mid-term plan or RPJMN 2020-2024 target. As of September 2019, the first technocratic draft of RPJMN 2020-2024 has developed and been discussed with relevant ministries and institutions for input and feedback. The GOI will approve and enact the RPJMN 2020-2024 by January 2020. For WASH sector, the water supply and sanitation will have both improved (*layak*) and safely-managed (*aman*) target of access as follow, water supply: 100% of improved access of which 30% shall be provided by piped water and 15% safely managed; sanitation: 0% OD, 90% of improved access of which 20% safely managed. There are several key feature programs of USAID IUWASH PLUS that will be contributed to the strategy of GOI in achieving RPJMN 2020-2024 and SDGs target for WASH, namely sanitation marketing, microfinance, fecal sludge management, water safety plan, and services approach and models for reaching the last mile or the urban poor community (B40). The component 4 sub components and supporting features can be seen below in Exhibit 26.

Exhibit 26: Component 4 Sub-Components and Supporting Program

Sub-Components and Supporting Elements	Key Features
Sub-component 4.1: Build capacity of national WASH coordination agencies	Communicate, coordinate, and collaborate with national WASH agencies
Sub-component 4.2: Strengthen national-level WASH policy and regulatory environment	Advocacy works and support the GOI to enhance an enabling environment for WASH
Subcomponent 4.3: Share and mainstream lessons learned and best practices through toolkits, manuals, events, and online dissemination	<ul style="list-style-type: none"> Develop WASH sector knowledge products Promote lessons learned and best practices for adoption and replication
WASH CSR Partnership	Build local capacity for creating sustainable partnership for WASH with CSR
Media Engagement	Engage media as an advocacy actor for improving understanding and commitment for WASH

3.5.1 Key Component Partnerships

Exhibit 27 summarizes the key institutional partnerships necessary to the successful implementation of activities under Component 4.

Exhibit 27: Key Component 4 Partnerships for PY3

Partner	Summary of PY3 Engagement
BAPPENAS	Promote best practices and lessons learned to strengthen and influence national policy and regulation, and facilitate scaling up
Pokja PPAS/AMPL	Lead a forum for WASH sector coordination, programs collaboration and the dissemination of best practices and lessons learned
Jejaring AMPL	Lead the WASH networking forum for communicating information, best practices and lessons learned, and creating partnerships

Partner	Summary of PY3 Engagement
CSR National/ Partnership Forum (CFCD, IBL, & CCPHI)	Promote private sector engagement and sharing knowledge and experience on CSR partnership for WASH development
Media	Promote understanding, influence decision makers and relevant stakeholders on WASH sector issues and development agenda
Donors and NGOs	Coordination and collaboration for supporting the WASH sector in Indonesia and influencing broader sector policy and regulation
University and Research/Training Institution	Stimulate innovation and develop sustainable solutions to address WASH sector challenges and provide required capacity building
FORKALIM	Coordination and building capacity of Domestic Waste Water Operators (for sewerage and on-site systems)
AKKOPSI	Advocacy for improving sanitation national policy/regulation, building LGs commitment for sanitation, promoting and scaling up best practices

3.5.2 Sub-component 4.1: Build capacity of national WASH coordination agencies

For PY4, the focus of USAID IUWASH PLUS under this sub-component remains the same with PY3 in supporting and strengthening two WASH coordination agencies, which are Pokja PPAS/AMPL and FORKALIM. The activity with Pokja PPAS/AMPL will focus on developing strategy, approach, best practices, and lessons learned that will help GOI in meeting the RPJMN 2020-2024 and SDGs target, particularly to achieve safely-managed access to water supply and sanitation for all. The activity will also help the local Pokja to gear toward the transition of target, strategy and program of WASH to be aligned with Sustainable Development Goals. The program to strengthen and build capacity of Pokja PPAS/AMPL will be implemented in collaboration with Governance team under component 2, especially for the implementation at regional level. In collaboration with component 2, component 4 supports the initiative to strengthen the capacity of Forkalim that will focus in building the capacity of its member through twinning (mentor-mentee program) in PY4. The key activities that will be implemented under sub-component 4.1 in PY4 are as follows:

- **Develop models for providing WASH access for the urban poor** based on experiences of USAID IUWASH PLUS such as master meter and shared septic tank in dense area. Support Pokja PPAS and working with KOTAKU, USAID IUWASH PLUS has started the initiative by conducted the policy dialogue on slum upgrading program in Kota Surakarta. One of the key recommendations from the dialog was to develop models in providing basic access, including water supply and sanitation that can be replicated to other cities/districts.
- **Develop advocacy and IEC materials to support Pokja PPAS/AMPL in building capacity of Pokja AMPL regional** in adjusting the WASH target and strategy in local development plan to align with RPJMN 2020-2024 and SDGs 2030 through advocacy, capacity building, and knowledge management. Also, support local Pokja AMPL to consolidate data based on the adjusted definition for tracking against RPJMN and SDG target.
- Continue **strengthening capacity of FORKALIM** as National Waste Water Association, to improve the capacity through twinning between its member in various topics, where some members act as mentors and others as mentees.

Exhibit 28 below summarizes the initial Main Programs envisioned for Subcomponent 4.1.

Exhibit 28: Subcomponent 4.1 Main Programs for PY4

Activity	Location	Output	Timeline
Support Pokja PPAS/AMPL in developing models for providing sustainable WASH access for the urban poor as part of the national slum upgrading initiative	National	Knowledge products (best practices, training modules, IEC materials) on improving WASH access for slum area/urban poor	Oct '19 – Jul '20
Develop advocacy and IEC materials to support Pokja PPAS/AMPL in building capacity of Pokja AMPL regional in adjusting the WASH target and strategy in local development plan to align with RPJMN 2020-2024 and SDGs 2030	National	Advocacy and IEC materials (metadata SDGs, video(s), infographics) on SDG WASH targets	Dec '19 - Sep '20
Continue strengthening capacity of FORKALIM as National Waste Water Association through twinning	National	FORKALIM members capacity strengthened	Oct '19 – Sep '20

3.5.3 Subcomponent 4.2: Strengthen national-level WASH policy and regulatory environment

In PY3, USAID IUWASH PLUS provided the Government of Indonesia several key foundations for achieving the SDGs target such as development of FSM framework, model for providing water supply access for the urban poor through master meter system, adjustment of RPAM framework and approach, and initiated collaborative efforts among donors (WHO and UNICEF) for water safety plan (RPAM) and water quality monitoring mechanism (PKAM). In PY4, USAID IUWASH PLUS will continue strengthen the national-level WASH policy and regulatory environment, specifically for improving access to the urban poor, pave the way toward safely-managed water supply, and expanding WASH financing option through sanitation marketing. Under Subcomponent 4.2, the team will use *evidence-based advocacy* to influence the broader WASH policy environment by providing decision makers with tangible examples of proven approaches to expand services at the provincial, municipal, and community levels. The key activities that will be implemented under sub-component 4.2 in PY4 are as follows:

- **Continue support the Government of Indonesia to finalize a roadmap and national advocacy for implementing the RPAM national framework** as a tool to achieve safely managed water supply. In collaboration with WHO and UNICEF, USAID IUWASH PLUS support the GOI in setting up the foundation for safely managed water supply. USAID IUWASH PLUS will facilitate the finalization of roadmap, strategy, and national advocacy for RPAM implementation. While UNICEF will support the SDGs monitoring support and WHO the revision of drinking water standard and roadmap for water quality surveillance system.
- **Develop recommendation on the effective approach and incentive for PDAM to serve the urban poor.** USAID IUWASH PLUS has a mandate to increase water supply access for B40, however, the poor (B40) is generally left behind from PDAM services resulting in a high burden for them to get water in term of quality and cost. USAID IUWASH PLUS will conduct a study to find the determinant reasons on PDAM/LG reluctance to serve the B40 and provide recommendations that could debottleneck the issues.

- **Support in finding methodology for data tracking against RPJMN 2020-2024 and SDGs target.** USAID IUWASH PLUS will work with Bappenas and Badan Pusat Statistik in finding methodology for calculating profile of WASH access based on the adjusted definition at Kota/Kabupaten level using the existing data (i.e. SUSENAS). The methodology will be used to track the achievement of WASH targets against RPJMN 2020-2024 and SDGs 2030.
- **Support Balai Teknik Air Minum to start developing e-learning modules.** Capacity building is a critical part in the effort to increase access to safely-managed WASH, especially for the service providers' personnel. Balai Teknik Air Minum (BTAM) under the Directorate General of Human Settlements, Ministry of Public Works and Housing is one of the institution that provide training for PDAM that focus on technical aspects. USAID IUWASH PLUS will support BTAM to develop e-learning modules to increase number of PDAMs personnel that can receive training by combining the e-learning and face-to-face method.
- **Finalize guideline to support WASH stakeholders in creating sustainable CSR partnership for WASH.** USAID IUWASH PLUS will work with Pokja AMPL/PPAS and other relevant national stakeholders to develop and test guideline that will help WASH stakeholder especially at local level to create sustainable CSR partnership, using experiences and lessons learned from initiatives that have been facilitated under IUWASH and IUWASH PLUS.

Exhibit 29 below summarizes the initial Main Programs envisions for Subcomponent 4.2.

Exhibit 29: Subcomponent 4.2 Main Programs for PY3

Activity	Location	Output	Timeline
Continue support the Government of Indonesia to finalize a roadmap and national advocacy for implementing the RPAM national framework	National	RPAM road map and implementation strategy	Oct 19 – Mar 20
Develop recommendation on the effective approach and incentive for PDAM to serve the urban poor	National	Key recommendations on effective approach and incentive for PDAM to serve the urban poor	Nov 19 – Apr 20
Support in finding methodology for WASH data tracking against RPJMN 2020-2024 and SDGs target	National	Methodology for data tracking at Kota/Kab level using BPS existing data	Dec 19 – Mar 20
Support Balai Teknik Air Minum to start developing e-learning modules	National	E learning modules for at least 2 topics of training under BTAM	Oct 19 – Jul 20
Finalize guideline to support WASH stakeholders in creating sustainable CSR partnership for WASH	National	Guideline for developing sustainable CSR partnership for WASH	Nov 19 – Sept 20

3.5.4 Subcomponent 4.3: Share and mainstream lessons learned and best practices through toolkits, manuals, events, and online dissemination

Knowledge management is a critical element for improving sector performance. Experience shows that knowledge management is able to improve the decision-making process, build a learning culture, and stimulate change and innovation. Sharing successes in an impactful way requires relevance and

access: knowledge products must be both pertinent to the information needs and challenges of stakeholders, and easily searchable and accessible. In addition, the media can be a powerful force for change in society, including in the water supply, sanitation and hygiene (WASH) sector. It can aid in bringing important concerns of the public to the attention of government, amplify the voice of poor and marginalized groups, and improve everyone's understanding of sector issues. Recognizing this, the USAID IUWASH PLUS works with the Government of Indonesia to better engage media in the WASH sector. The key results of USAID IUWASH PLUS up to PY3 will be disseminated and advocated to the GOI, relevant stakeholders, and wider audiences, including the 7 key hygiene behaviors under the theme of being a good neighbor and results of stakeholders meeting at hotspot in USAID IUWASH PLUS locations. USAID IUWASH PLUS will also conduct regular education event and campaign through social media platform, and also direct engagement with journalist/media. Starting in PY4, USAID IUWASH PLUS will try to expand the partners for campaign and promotion, one of the potential partner is blogger/vlogger or social media players. Today, digital technology advances have transformed our method of communication. Social media now becomes one of the main sources for people to obtain information. Therefore, working with the communities who understand and use this platform is necessary. In addition, USAID IUWASH PLUS will start to develop signature programs in PY4. Signature program is an effort to compile best practices and develop implementation support elements (manual, tool, etc.) in specific topics/programs that are implemented under USAID IUWASH PLUS. The signature programs are expected to help USAID IUWASH PLUS partners, particularly GOI, in replicating and scaling up the program in the efforts to achieve WASH targets in RPJMN 2020-2024 and SDGs 2030. The key activities that will be implemented under sub-component 4.3 in PY4 are as follows:

- **Maintain sharing and communication platforms of USAID IUWASH PLUS** through the website, e-newsletter, and social media. Communicating project activities, results, and best practices will be done on a regular basis to ensure it stays current and up to date for WASH stakeholders.
- **Conduct knowledge events** in partnership with government counterparts, the private sector, and the donor community to identify sector knowledge gaps and share analyses, lessons learned, and best practices for improving WASH access, especially for the urban poor. Including, conducting a national workshop involving GOI and other relevant stakeholders to share the results of study to find effective approach and incentive for PDAMs to serve B40, results from sanitation marketing initiatives, NRW reduction and EE under USAID-SECO partnership, and other relevant initiatives.
- **Develop evidence-based knowledge products** on several topics of WASH to promote the adoption and replication of lessons learned and best practices from USAID IUWASH PLUS initiatives as key knowledge reference for WASH stakeholders.
- **Develop signature programs by compiling best practices and develop implementation support elements** on several topics/programs of USAID IUWASH PLUS. The programs will be selected based on USAID IUWASH PLUS results and also critical to support GOI in achieving the WASH target of RPJMN 2020-2024 and SDGs 2030.
- **Finalize learning videos on various topics of WASH as an innovative tool for learning.** This activity has started since PY 3 and will be completed in the first quarter of PY4, will provide significant contribution in providing new way of learning about issues and good practices in the digital era for WASH actors, whereby computers, smartphones, internet, and

global communications have facilitated more sophisticated and mobile, yet easy-to-access, communication and learning methods.

- **Continue engaging and build capacity of the media and blogger/social media players** to become the campaign and advocacy partners for the WASH sector. The media/journalists have been seen as a powerful force for bringing the water supply, sanitation and hygiene (WASH) issues into decision makers and people attention. In PY 4, USAID IUWASH PLUS will expand to partner with blogger/social media players.

Exhibit 30: Subcomponent 4.3 Main Programs for PY3

Activity	Location	Output	Timeline
Maintain sharing and communication platforms of USAID IUWASH PLUS	National	Website, e-newsletter, and social media regularly updated	Oct 19 – Sept 20
Conduct knowledge events to share analyses, lessons learned, and best practices from the program	National Regional	At least 20 knowledge events conducted at national and regional level	Oct 19 – Sept 20
Develop evidence-based knowledge products on several WASH topics, including learning videos on various topics of WASH as an innovative tool for learning	National Regional	At least 15 knowledge products developed	Oct 19 – Sept 20
Develop signature programs by compiling best practices and develop implementation support elements	National	At least 3 signature programs developed	Oct 19 – Sept 20
Continue engaging and build capacity of the media and blogger/social media players	National Regional	Media/Social Media players are engaged in WASH advocacy	Oct 19 – Sept 20

4 USAID-SECO PARTNERSHIP

4.1 INTRODUCTION

The overall objective of the USAID-SECO partnership program or “SECO Program” is to improve the technical and financial performance of seven water utilities (PDAMs) in two USAID IUWASH PLUS regions, West and Central Java. The focus of the program (and main components) include: A) non-revenue water (NRW) reduction in six PDAMs; B) increased energy efficiency in four PDAMs; and C) increased institutional capacity among all seven (see Exhibit 31 below for details). The program duration is 34 months, beginning in March 2019 and concluding in December 2021. Progress reporting and work planning, however, is aligned with USAID IUWASH PLUS which follows the USAID fiscal calendar of October through September. As such, activities set forth in this work plan cover the period of October 2019 through September 2020, which is also the fourth project year of USAID IUWASH PLUS (and referred to as “PY4”).

Exhibit 31: PDAM Locations for the USAID-SECO Partnership Program

Province / Region	PDAM	Comp. A: NRW reduction	Comp. B: Increased EE	Comp. C: Cap. Building
West Java	Kota Depok	X		X
	Kabupaten Bogor	X	X	X
	Kab Karawang		X	X
Central Java	Kota Surakarta	X	X	X
	Kota Magelang	X		X
	Kab Magelang	X		X
	Kab Sukoharjo	X	X	X
	Total:	6 PDAM	4 PDAM	7 PDAM

To assist in the review of the PY4 work plan for the USAID-SECO Partnership Program, Annex 5 includes an updated LOP work plan (including activities scheduled for PY4) and Annex 6 provides the program’s Logical Framework Analysis. The sections below further provide detail of key program partners, remaining start-up activities and key technical works foreseen under each component for PY4.

4.2 KEY PROGRAM PARTNERS

As with any important effort in the WASH sector in Indonesia, success of specific activities and, most certainly, the sustainability of any gains depends on the ability of national and local partners to carry-on following program completion and, as a consequence, their involvement and buy-in during the course of implementation. Exhibit 32 identifies the key institutional partners engaged in SECO program implementation:

Exhibit 32: Institutional Partners Under the USAID-SECO Co-Funding Program

Partner	Summary of PY4 engagement
SECO (Swiss State Secretariat for Economic Affairs)	Main financing agency; progress monitoring (by monthly meetings, quarterly reports and regular fieldtrips) and technical advice
Ministry of Planning (Bappenas)	Coordination with other GOI Ministries and donor programs
Ministry of Public Works & CPMU NUWSP	Coordinate strong support and commitment of co-financing through Performance Based Grants (PBG) of NUWSP
National donor agencies, including the World Bank, KIAT, etc.	Technical advice and support through PBG of NUWSP
BPPSPAM, BTAM (Water Supply Training Centre) and PERPAMSI	Coordination and support of National Capacity Building programs, including Centre of Excellence and PDAM skill certification
AKATIRTA (Technical University in Magelang)	Borrowing NRW and EE Measuring equipment and joint technical training activities, especially on NRW reduction
3 PDAM / PEMDA in West Java	Main participants / beneficiaries; Implement agreed action plans
4 PDAM / PEMDA in Central Java	

4.3 REMAINING START-UP ACTIVITIES

Though largely operational, as the previous work planning period was only six months in duration, some relatively minor items remain to complete the preparatory phase. Remaining items to be completed during the early part of PY4 include the following:

- **Office establishment.** 2 SECO offices have been established in Jakarta and Surakarta and all office equipment has been purchased;
- **NRW and EE measuring equipment.** The Procurement of requisite baseline and performance monitoring equipment was started and by end of September contract was signed with vendor for delivery, testing and commissioning in October 2019. Also the (temporarily) borrowing of five sets of similar equipment from AKATIRTA, was arranged and once the SECO measuring equipment is fully operational in the field and the initial baseline measurements completed will be returned to Akatirta (expected by latest March 2020).
- **Staffing.** From the 21 technical and administrative positions, 19 have been recruited in previous period, leaving 2 positions to be finalized under PY4: one Energy Efficiency Specialist (for Central Java office) and one Administrative Assistant (Jakarta office); also the recruitment process has started for several Short Term consultants, supporting specific GIS and Capacity Building activities; this will continue in PY4. Finally, initial internal staff training and teambuilding already started between April and June 2019 and will be continued in PY4 once all staff is recruited and detailed implementation plans for all field activities are agreed with all PDAMs.
- **Site selection.** Final Selection of all program locations was approved and socialized during previous quarters, including minor changes from the original technical proposal. During PY4, no further changes are expected.

- **Partner commitment.** In previous quarters, necessary initial commitments were obtained from all participating Local Governments, PDAMS and Central Government Agencies. Additional commitments for PY4 will focus on variety of technical and financial agreements, including technical action plans, capacity building plans and financing;

Exhibit 33 below summarizes the final preparatory activities for the SECO Program under PY4.

Exhibit 33: Priority Preparation Activities for PY4

Activity	Location	Output	Timeline
Procure NRW and EE monitoring equipment	National & Regional	Finalize procurement NRW / EE measuring equipment for both offices. Finalize use of borrowed equipment and return to Akatirta when completed	Oct 19 Oct 19 – March 20
Arrange staff recruitment and teambuilding events	National & Regional	Finalize staff recruitment, and teambuilding; Arrange recruitment of short term experts for variety of technical and capacity building activities	Oct – Dec 19 Oct 19 – Sept 20
Coordination meetings with GOI Ministries and key donors	National & Regional	Conduct regular coordination meetings with GOI Ministries and key donor agencies, especially on obtaining support for Performance Based Grants (PBG) from NUWSP.	Oct 19 – Sept 20
Codify Commitment between 7 Local Governments and GOI on implementation and financing	National & Regional	Conduct National workshop on formalizing commitment to implement and finance agreed technical plans	(tentatively) Jan – Feb 20

4.4 COMPONENT A: NON-REVENUE WATER REDUCTION

NRW is essentially water lost due to “commercial” reasons (such as inaccuracies in meter reading and/or non-registered customers / consumption) as well as “technical” reasons (including leakages within the network due to poor pipe quality or inappropriate installation). High NRW values have substantial impact on the financial health of a PDAM as well as their service provision to customers. To address these challenges for designated PDAMs under the SECO Program, a series of specific activities will be implemented, starting from accurate baseline measurements of bulk and household water meters, combined with intensive PDAM trainings and pre-FS, leading to a **NRW action plan** approved by each PDAM and PEMDA, which will also provide the basis for financial support from an anticipated GOI Performance Based Grant (PBG) program. Actions then include concrete measure to reduce first the commercial losses, followed by technical ones. All of this will be done over the duration of the whole program.

During PY4 several key activities will be implemented in each location, including completion of Pre-FS, preparation and approval of NRW action plans, obtaining of commitments for financing through PBG, procurement and installation of example bulk and household meters, meter accuracy surveys,

trainings on commercial and technical losses, etc. Exhibit 34 below summarizes the PY4 activities for SECO Component A.

Exhibit 34: PY4 Priority Activities for Component A (NRW Reduction)

Activity	Location	Output	Timeline
NRW baseline data collection (Pre-FS and water balance)	Regional	Pre-FS and Initial water balance in 6 PDAMs and reports completed	Sep - Nov 19
Assessment of existing meter accuracy and water pressure	Regional	Assessment (by third party) implemented and reported on meter accuracy and pressure	Sep – Oct 19
Procurement of example bulk meters and loggers.	Regional	DED and cost estimate on replacement of 18 bulk meters completed and agreed with PDAM. Procurement done and meters installed and tested by vendor.	Sep – Nov 19
Procurement of example (smart) consumer meters	Regional	DED and cost estimate on replacement of 60 consumer meters completed and agreed with PDAM. Procurement done and meters installed and tested by vendor.	Sep – Dec 19
Initial customer meter survey	Regional	Around 32,000 customers meters surveyed and reported to PDAMs as basis for meter replacement program by each PDAM	Sep – Dec 19
Training on commercial losses (classroom and on-the-job)	Regional	Comprehensive training on commercial losses conducted for 6 PDAM, including fieldwork	Oct - Dec 19
Training on technical losses (classroom and on-the-job)	Regional	Comprehensive training on technical losses conducted for 6 PDAM, including fieldwork	April – Sep 20
Agreement on NRW Action planning	National & Regional	Multi-year NRW Action Plan completed; Commitment obtained from PDAM and LG; financing agreed from NUWSP	Dec 19 – Feb 20
Initial baseline measurement with NUWAS team	National & Regional	NRW Baselines determined with National PBG team (CPMU)	Feb – March 20
Training and implementation of Physical loss reduction	Regional	Training conducted and activities to reduce Physical losses started	June - Sep 20

4.5 COMPONENT B: INCREASE ENERGY EFFICIENCY

Many water utilities in Indonesia, especially those that rely on groundwater sources, often spend more than 30% of their operating budgets on electricity costs. Previous studies have shown that this could be substantially reduced if they upgraded to more efficient systems or performed more routine maintenance services. To help address these challenges, the SECO Program team undertakes a package of crucial tasks, starting from foundational training, conducting Energy Efficiency Audits and procurement and installation of example pumps; This is followed by EE action plan approved by PDAM and PEMDA and used as basis for obtaining finance (through PBG) from GOI. Following this the action plan will be implemented and closely monitored. Exhibit 35 below summarizes the PY4 activities under Component B.

Exhibit 35: PY4 priority activities for Component B (Improved Energy Efficiency)

Activity	Location	Output	Timeline
Energy consumption data collection	Regional	Initial energy audit conducted in 4 PDAM and reports completed, incl. initial field hydraulics and electrical measurements and EE analysis	Oct – Nov 19
Procurement of example pumps and inverters.	Regional	DED and cost estimate on selected pumps and/or inverters completed and agreed with PDAM. Procurement done and equipment installed and tested by vendor.	Nov 19 – Feb 20
Agreement on EE Action planning	National & Regional	Multiyear EE Action Plan completed; Commitment obtained from PDAM; and LG Financing agreed from NUWSP	Dec 19 – Feb 20
Initial baseline measurement with NUWAS team	National & Regional	NRW Baselines determined with National PBG team (CPMU)	Feb – March 20
Implementation of EE improvement interventions	National & Regional	Implementation of EE reduction programs started in 4 PDAMs	From March 20
Develop method to measure estimated GHG emission impact from the EE	National & Regional	Methodology developed and tested, using a publicly available tool, to measure GHG emissions impacts of EE program	April – Sept 20

4.6 COMPONENT C: CAPACITY BUILDING

Sustained gains in PDAM performance to reduce NRW and bolster energy efficiency also depend on improvements in other technical and non-technical functions. In close association with national GOI partners and key donors, capacity building will be provided through a combination of classroom training, on-the-job (OTJ) training and follow-up mentoring. Training selection will be based on training needs assessments, followed by approved capacity building plans; and training modules will be tailored to the requirements of each PDAM. Training materials will be compiled from existing materials and updated and modified to address specific actual issues encountered.

Importantly, capacity building activities planned for PY4 will build on work initiated during the previous planning period. Such work included a comprehensive Training Needs Assessment that was conducted for all PDAMs, as well as the establishment of close collaboration with relevant national training institutes, especially Ministry of Public Works and BPPSPAM. The latter involved a general commitment of all parties to incorporate to training materials developed with SECO funding into planned national certification programs, and which are called for under recently issued Ministerial Regulations (PerMen)

Menu of SECO-funded Capacity Building Topics

1. Intro to Water Supply System Development
2. Operation and Maintenance of Key Facilities
3. Network Evaluation and O&M
4. System Optimization
5. Feasibility Studies Linked to Project Finance
6. Spatial Mapping of Networks / Customers
7. Water Quality Management & Monitoring
8. Financial Management and Analysis
9. Human Resource Management
10. Customer Relations and Complaint Handling

544 and 422. Specific capacity building topics to be addressed are shown in the accompanying Box, and Exhibit 36 below summarizes activities to be pursued under Component C during PY4.

Exhibit 36: PY4 priority activities for Component C (Capacity Building)

Activity	Location	Output	Timeline
Finalize reporting on training needs assessment for each PDAM	Regional	Training needs assessment completed for and report shared with 7 PDAMs	Oct 19
Develop capacity building plan for each PDAM	Regional	Capacity building plan developed and agreed with 7 PDAMs	Oct 19
Collaboration with PUPR and BPPSPAM and other National Training agencies	National	Agreement on National Training concepts, topics, division of responsibilities and scheduling for PDAM staff certification training programs	Oct 19 – Sep 20
Identify pool of training experts and training materials	National	trainers and training materials selected for first group of trainings	Oct- Dec 19
Development of training syllabus and curriculum	National	Training Curriculum and syllabus developed for first training	Oct- Dec 19
Training implementation and training monitoring	Regional	First training courses for staff from 7 PDAM started, including pre-and post-tests	From Dec 19

5 LOCAL SUSTAINABILITY AND INNOVATION COMPONENT (LSIC)

5.1 INTRODUCTION

The LSIC will provide an opportunity to push the boundaries of WASH programming in Indonesia through the engagement of a diverse set of stakeholders in open innovation approaches that build local capacity. With an established technology sector, a burgeoning maker movement, and a multitude of academic institutions, Indonesia is fertile ground for home-grown solutions. LSIC will use a mix of grants, subcontracts, special activities and in-kind mechanisms to incentivize Indonesia's private sector and universities to take risks, stimulate innovation, and deliver sustainable solutions to significant WASH sector challenges, through:

- **Grant prizes to entities that solve WASH challenges.** These could involve partnerships between city governments or PDAMs and private companies, NGOs, and/or universities that address critical challenges in WASH.
- **Subcontract awards that test sustainable WASH service models to expand access, particularly to the urban poor.** These subcontracts will support the preparation and piloting of service models that are poor-inclusive and address key service gaps.
- **Special activities/events for promoting LSIC or generating new ideas and approaches.** An activity or event will only be used in association with a broader LSIC initiative and in cases where it is more appropriate for USAID IUWASH PLUS to implement it itself, rather than through a third party. Examples of such activities or events include stakeholder engagement and capacity building for WASH partners/stakeholders.

USAID IUWASH PLUS will mainly use three different approaches in presenting awards financed by the LSIC, which are: calls for proposals, innovation challenges, and collaborative design processes. Awards will address a critical challenge, have the potential for bold and replicable impact, and leverage interest/investment by the public and/or private sectors. LSIC is also able to combine different mechanisms—grant, subcontract, and special activities—in one program to maximize the impact, through the umbrella concept note that shows the connection between one activity and mechanism to another.

5.2 PY4 LSIC ACTIVITIES

LSIC is a critical complement to the USAID IUWASH PLUS activity. LSIC activities are addressing critical challenges by bringing new ideas and creative approaches that lead toward better solutions to reach the targeted populations with access to safely managed water supply and sanitation. For example, to understand better the challenge in servicing the urban poor (B40) by PDAM through LSIC, USAID IUWASH PLUS will conduct an analytical work that will provide recommendations on the best approach and incentives for PDAM to serve B40. In supporting sanitation marketing, USAID IUWASH PLUS through LSIC worked with a prominent marketing company to learn about the walk-through process to develop better marketing strategies, from understanding the consumer behavior

to explore different channels for promotion. Lastly, in PY4 LSIC will support USAID IUWASH PLUS to introduce Business Development Services (BDS) providers to WASH sectors and play key roles in the future to incubate the WASH entrepreneurs and be part of sanitation marketing supply chains. Through this LSIC, it will also improve WASH stakeholders' understanding on how to work with BDS providers going forward.

Up to PY3, several activities were initiated and the implementation will be ongoing through PY4. The focus of LSIC activities during PY4 will be on continuing the activities that were started in previous PYs and develop new activities. Exhibit 37 below provides a summary of PY4 activities associated under the LSIC:

Exhibit 37: LSIC Support Main Programs in PY4

Program	Location	Output	Timeline
Finalization of Upgrading Septic Tank in Kota Medan and Kab. Deli Serdang	Regional (North Sumatera)	Technology and methodology for upgrading septic tanks; and lessons learned from the initiative	Oct 19 – May 20
Finalization of Spring Vulnerability Assessment (KKMA) Capacity Development for Akatirta (baseline collection of water quality & quantity)	National and Regional (North Sumatera, East Java, South Sulawesi)	Baseline of water quality & quantity collected, as basis for analysis	Oct 19 – Jul 20
Finalization of building sustainable Master Meter systems in Surabaya	Regional (East Java)	At least 26 master meter systems developed that provide safe water supply access for at least 1,200 urban poor HHs	Oct 19 – Dec 20
Continue strengthening FORKALIM as National Association for Domestic Waste Water Operators	National	Capacity and members of FORKALIM increased and capacity of its members improved through national twinning	Oct 19 – Sept 20
Implementation of PD PAL Jaya Marketing Strategy and Action Plan	Regional (DKI Jakarta)	Approaches and channels for PD PAL marketing identified and tested	Dec 19 – Jun 20
Finalization of Capacity building for NRW Reduction & Energy Efficiency	National and Regional (Central Java)	Methodology and manual for NRW reduction and Energy efficiency developed and capacity of Akatirta improved	Oct 19 – Dec 19
Finalization of developing mechanism and capacity for safely managed sanitation in Kota Ternate	Regional (SSEI)	Mechanism for safely managed sanitation established and capacity of UPTD improved	Oct 19 – Mar 20

Program	Location	Output	Timeline
Engaging private desludging companies to increase safely-managed sanitation access (LLTT)	National and Regional (CJ, EJ, SSEI)	At least 8 private desludging companies have partnership with 4 UPTDs to provide services	Oct 19 – Mar 20
Refinement of Prototype on Water Pressure Sensor and Building PDAM's Network on OSH	National and Regional (WJ, NS, CJ, EJ)	OSH prototype on water pressure sensor working and can be scaled up; PDAM network on OSH established	Oct 19 – May 20
Finalization of Creative Media for Learning and Behavior Change communication	National	1 creative brief, 11 promotional videos, and 12 learning videos developed	Oct 19 – Dec 19
Finding effective approach and incentive to serve B40 by PDAMs	Regional (NS, CJ, EJ, SS)	Recommendation for approach and incentive to serve B40 by PDAMs developed	Nov 19 – Apr 20
Develop technology options on sludge dewatering for 'challenging areas'	Regional – EJ (Kota Malang & Gresik)	Sludge dewatering technology developed	Nov 19 – Sept 20
Building capacity of PDAMs for implementing NRW reduction	Regional (NS, EJ, SS)	PDAMs capacity improved and NRW level reduced	Nov 19 – May 20
Building capacity of PDAMs for improving energy efficiency	Regional (NS, EJ, SS)	PDAMs capacity improved and EE increased	Feb 20 – Jul 20
Pilot for implementing recommendation to improve level of services for B40 by PDAMs	Regional (WJ, CJ, EJ, SS)	Effective approach and initiative to serve B40 by PDAM tested and B40 access to WS increased	May 20 – Sept 20
Pilot for implementing the adjusted WSP (RPAM) framework and approach	Regional (NS, EJ, SS)	RPAM action plan developed & implemented	Jan 20 – Sept 20
Building capacity of LGs in sustaining water recharge initiative through infiltration ponds	Regional (NS, CJ, EJ, SSEI)	LG capacity increased and infiltration ponds built	Feb 20 – Sept 20
Facilitate harmonization of regulations and tariff among wastewater operators (PD & UPTD) in Jabodetabek	National and Regional (WJ)	Effort to harmonize regulations and tariff started	Feb 20 – Sept 20
Building capacity of BDS as provider for WASH entrepreneurs and be part of sanitation supply chains	National and Regional (NS, WJ, CJ, EJ, SSEI)	At least 5 BDS capacity built and provided services for WE	Dec 19 – Sept 20

6 GENDER MAINSTREAMING

Various achievements obtained from the implementation of the gender mainstreaming program in PY3 will be the basis for continuing intervention in PY4. In addition, completion of the USAID IUWASH PLUS gender strategy in PY3 helps providing guidance on the potential WASH activities to be integrated with gender. There are 6 (six) strategies aimed to achieve 10 (ten) outcomes accompanied by number of illustrative activities under the USAID IUWASH PLUS gender strategy.

List of main activities that will be conducted in PY4 can be summarized as follows:

1. **Training for trainers (TOT) on gender mainstreaming for the USAID IUWASH PLUS Gender Working Group (GWG) and local gender facilitators**

This activity has actually been planned since PY3 and will be implemented in PY4. The aim is to increase capacity of the USAID IUWASH PLUS GWG (Gender Working Group) and local gender facilitators on gender mainstreaming in general and gender responsive planning and budgeting in particular. This activity aligned with USAID IUWASH PLUS's sixth gender strategy that is to improve USAID IUWASH PLUS staff and local partner understanding of gender equity in WASH services.

2. **Coordination meeting of USAID IUWASH PLUS's Gender Working Group (GWG)**

With finalization of the 2019 USAID IUWASH PLUS Gender Strategy, dissemination for an effective implementation of the strategy will be required particularly for USAID IUWASH PLUS GWG. Aligning available resources within the GWG to meet the needs of an effective strategy implementation will also be a key discussion point during this meeting.

3. **Development of IEC (Information, Education, and Communication) materials on gender mainstreaming activities**

Raising awareness on gender in the WASH sector requires media to support delivery of key messages. USAID IUWASH PLUS will develop IEC materials to support public awareness on the importance of promoting equitable and equal access to WASH. This activity is in line with the USAID IUWASH PLUS gender strategy, particularly strategy 6, that is challenging social norms and beliefs that perpetuate discrimination towards marginalized groups, including the diversity of roles available and acceptable for women and vulnerable groups in public and private sector spheres.

4. **Development of lessons learned for Gender Mainstreaming Program Activities**

As sound evidence is key to maximizing impact, gender activities in PY4 will seek to collect relevant data and information on the successes and challenges from prior interventions, and to reflect on what is working, and where changes can improve the gender impact on WASH programming. Lessons learned will be collected through the analysis of gender success stories as the qualitative lessons learned in both community and institutions, which includes the Most Significant Change (MSC) monitoring and evaluation method. For the quantitative lessons learned, it will include the gender WASH measurement in gender responsive planning and budgeting.

5. **Advocacy, capacity building and technical assistance to support LG to implement PPRG (Gender Responsive Planning and Budgeting)**

Building on the recommendation from the results of PPRG in-depth assessment in PY3, USAID IUWASH PLUS will continue to assist LGs in pilot locations to improve their capacities to implement PPRG. This will be achieved through conducting various activities such as advocacy,

capacity building and technical assistance related to PPRG institutional strengthening, regulation, and gender responsive budget. This is in line with strategy 5 on USAID IUWASH PLUS gender strategy, namely strive to improve enabling environment through gender sensitive planning and budgeting. The overall outcome for this strategy is to ensure gender responsive planning and budgeting has been promoted and implemented at the district or city level.

6. WASH gender programming through gender tailored training

In PY4, some WASH-related activities will be integrated with gender perspective, which refer to the USAID IUWASH PLUS gender strategy. Some of these activities include the following:

- Community based total sanitation (CBTS) triggering by inviting men and women for making agreements on the type of WASH facility installed as well as shared responsibility of managing (O&M) of WASH facility
- Training and promotion on stop open-defecation practices and LLTT (scheduled desludging) to encourage the needs and demands of WASH services for vulnerable groups
- Training on O&M of WASH facilities for CBOs (Community Based Organizations) and Community User Groups to discuss and agree on joint responsibilities of financial and technical management of WASH facilities
- Promotion of financing options for WASH products and services to community members and WASH service providers to ensure the affordability and access to WASH facilities, particularly by B40
- Capacity building for WASH entrepreneurs and further enhance training for women and men including from B40 on financial literacy, which is applied in their business
- Conduct promotional activities on handwashing with soap for males as part of their community forum

7. Sharing workshop among IUWASH PLUS partners on Gender Mainstreaming Programs

Various achievements, successes and challenges in implementing WASH gender programming that have been collected in the form of lessons learned, will be disseminated through a sharing workshop. This activity will be conducted in national level and will invite USAID IUWASH PLUS partners. The aim of this workshop is to improve both technical and strategic program planning and to ensure the future intervention will be effectively implemented.

6.1 ALIGNMENT WITH USAID'S GENDER POLICIES

Gender-related interventions in PY4 are developed with reference to the USAID Gender Policies with the following details:

- USAID IUWASH PLUS consider it is important to work with men to promote gender equality and female empowerment in the WASH sector. This is reflected through promotional activities on handwashing with soap for males or awareness raising activities targeting male groups in community. The above strategy aligned with USAID Operational Principles of the Gender Equality and Female Empowerment Policy, which states that empowerment of women and girls cannot be achieved without considering the sociocultural context in which males and females live, thus engaging male is such a necessary.

- USAID IUWASH PLUS through gender intervention always emphasizes the importance of paying attention and accommodating the needs of marginalized groups such as women and B40 so that they can enjoy the same benefits related to WASH facilities and services. This is demonstrated for example through promotion of financing options for WASH products and services to ensure the affordability and access to WASH facilities particularly by B40. This is in line with one of the 7 (seven) guiding principles under USAID's Gender Equality and Female Empowerment Policy, which is to pursue an inclusive approach to foster equality.

6.2 PY4 GENDER ACTIVITIES

Exhibit 38: Gender Focal Activities for PY4

Activity	Location	Output	Timeline
Training of Trainer (TOT) on Gender Mainstreaming for Gender Working Group (GWG) USAID IUWASH PLUS and local gender facilitators	National	GWG and local gender facilitators are able to facilitate gender training in local level	Oct – Nov 19
Coordination meeting of Gender Working Group (GWG) USAID IUWASH PLUS (Biannual)	National	Agreement on implementation of USAID IUWASH PLUS Gender Strategy to achieve gender outcome in PY4	Oct 19, May 20
Development of IEC materials on gender mainstreaming activities	National	IEC materials available to support awareness raising and capacity building activities on gender	Nov 19 – May 20
Development of lessons learned for Gender Mainstreaming Program Activities (quarterly)	National	Lessons learned for Gender Mainstreaming Program Activities collected and developed	Nov 19, Feb 20, May 20, Aug 20
Advocacy, capacity building and technical assistance to support LG to implement PPRG in cities/district level which includes: <ul style="list-style-type: none"> • Advocacy and technical assistance to develop regulation on PPRG • Training to develop Gender Responsive Budget for PPRG Driving Team and WASH LG units • Technical assistance to develop Gender Responsive Budget • Technical assistance on development of Guideline on PPRG Monitoring and Evaluation • Training on PPRG Monitoring and Evaluation 	Regional	Increased LG's performance on PPRG in pilot locations	Nov 18 – Oct 19
WASH gender programming through gender tailored training (integrates relevant gender topics into WASH technical training), such as:	Regional	Increased awareness among community members about gender issues in various WASH sector	Oct 19 – Sep 20

Activity	Location	Output	Timeline
<ul style="list-style-type: none"> • Strengthening KSM / KPP on Communal WWTP and Communal Water Supply System on operational, maintenance, administration and institutional management • Capacity building for WASH promotion and marketing • Strengthening WASH Business capacity 			
Monitoring on Gender Responsive Planning and Budgeting (PPRG) Implementation by LG	National		Nov 19, Feb 20, May 20, Aug 20
Sharing workshop among IUWASH PLUS partner on Gender Mainstreaming Programs	National		July 20

7 REGIONAL LEVEL TECHNICAL ACTIVITIES

7.1 NORTH SUMATRA

In North Sumatra, USAID IUWASH PLUS works in the five municipalities of Medan city, Deli Serdang district, Tebing Tinggi city, Pematangsiantar city and Sibolga city. Challenges faced in the water sector are many, from high rates of non-revenue water (NRW) to dwindling supplies of raw water. Despite generally low coverage rates and a high unmet demand for improved services, LG budget allocations to the sector also remain low, leading to an over-reliance on outside sources (generally central government budgets). As is often the case, the sanitation sector faces perhaps even far greater challenges as most LGs are starting from a very low level of coverage and lack most every building block necessary for the provision of safely managed sanitation services. Medan and Deli Serdang offer an exception, as they are making noticeable progress in the development of local wastewater management institutions as well as the establishment of regular desludging (LLTT) services. Some progress at the household level is also being registered, but as awareness over the importance of sanitation is relatively nascent, promotional work likewise is beginning but at a fairly basic level. Some LGs are also constrained due to their topography and the built environment, such as Pematang Siantar and Sibolga cities which are very hilly and, in some areas densely populated (making broad adoption of septic tanks or the construction of septage treatment plants more challenging).

The PY4 Work Plan for North Sumatra is developed to respond to above challenges. The program activities for increasing household WASH services will use the momentum of Community Action Planning and participatory monitoring and evaluation to accelerate adoption of appropriate sanitation facilities, as well as a tool for advocating relevant LGs as to their overall requirements. This will be matched by an expansion of Hotspot areas, as well as an intensification of efforts outside those communities. In addition, USAID IUWASH PLUS in North Sumatra will work to improve other aspects of the sanitation supply chain and build stakeholder capacity in sanitation product development, promotion and marketing. This will be supplemented by the engagement of BDS providers to assist in the process of engaging more WASH Entrepreneurs in sanitation-related work. Together, these efforts are expected to substantially impact not only households that require new, improved systems, but those that currently practice open defecation as well. These all activities are part of the implementation of market-based activities for sanitation. In PY4, the implementation of the market-based activities for sanitation are focused at least in Medan and Tebing Tinggi cities and Deli Serdang district.

Program activities for strengthening WASH institutional performance will also be undertaken and focus on increasing the PDAM index, sanitation index and governance index, as well as supporting PDAMs in the development and implementation of business plans that will highlight NRW reduction (and thereby increase water availability), the use of information technology applications, and the protection of raw water sources. Advocacy for targeting of Water Hibah funds to B40 areas will also be conducted.

In the sanitation sector, activities will focus on strengthening stakeholder capacity in the many areas involved in LLTT, from the improvement of IPLT operations to the development of sound desludging services. Advocacy for LG support in B40 areas will also be conducted where indicated, such as is the case where communal systems (IPAL) may be required. Strengthening the regulatory and institutional areas will also receive much attention such as for completing UPTD PALD formation in Sibolga and Pematang Siantar.

In the case of WASH Finance which very much support all of the above, several activities will be carried out, including improving PDAM financial soundness through tariff reviews to lead them to full cost recovery (FCR) status, advocating private sector involvement in capital expenditure (such as through B2B arrangements which have met with some success in the region), as well as the development of BDS services as mentioned above. Likewise, the Project will continue its important budget analysis and advocacy work which, combined with other efforts mentioned above is expected to lead to an additional US\$ 1.6 million for the WASH sector.

In the monitoring and evaluation, the North Sumatra office will continue to diligently collect, analyze and share data. Gender mainstreaming will also continue to be prioritized in all program activities and interactions with partners. Internal capacity building for the regional NSRO team will likewise be implemented to improve teamwork and improve the quality of administrative and financial management.

The North Sumatra target toward AMEP Results and organizational chart can be seen respectively in Annex 2 and 3.

7.2 WEST JAVA, DKI JAKARTA, TANGERANG

In PY4, the USAID IUWASH PLUS West Java, DKI Jakarta and Kabupaten Tangerang (WJDT) team will continue to support seven cities/districts to improve LG commitment to inclusive WASH development processes including the capacity of government, civil society, and citizens to meet the GOI's Universal Access goals and the SDG targets by 2030.

WJDT will work to strengthen community involvement in the process of improving WASH services and behaviors through participatory approaches aimed at the development of community action plans, the implementation of those plans, monitoring and evaluating and advocating government and other relevant stakeholder for their support. Currently, there are 22 community action plans (RKM) from six (6) Kota/Kabupaten that USAID IUWASH PLUS is slated to assist in various aspects in PY4.

In improving access to sanitation in low income communities, USAID IUWASH PLUS will reinforce work related to the development of sanitation marketing systems that seek to scale-up market-based approaches for WASH products and services. In addition, in PY4 the project will continue to conduct market landscape research for key WASH products for urban poor and vulnerable populations, map out the private sector actors (product manufacturers, distributors, installers, etc.) and improve their linkages to BDS providers. The implementation of the marketing-based activities for sanitation in this year are planned to be implemented at least in Tangerang district, Bekasi and Bogor cities and DKI Jakarta.

In the water sector, USAID IUWASH PLUS in WJDT Region plays a key role in implementing the “water achievement strategy” to meet the project targets through capacity building to increase the PDAM index of each partner PDAM, as well as pursue collaboration with the “water hibah” program at all levels and support programs to better target B40 populations.

Regarding the vital issue of raw water availability, regional staff will continue to support spring vulnerability assessments and action plans (KKMA) in Kabupaten Bogor and Kota Bogor due to the impact that springs have on domestic water supplies availability of raw water and the growing realization that their degradation has reached crisis levels due to a combination of land-use change, urbanization and extreme weather conditions. In light of these and other threats which most often having the greatest impact on the poor and vulnerable, USAID IUWASH PLUS will further support partner LGs in the development of Water Safety Plans (*Rencana Pengamanan Air Minum* or RPAM).

In the sanitation sector, WJDT will continue to support the development and strengthening of UPTDs such as through the establishment of MIS and GIS for desludging services, including introduction, application, and monitoring of Android-based applications such as for surveying of septic tanks. Together with GOI programs such as SANIMAS which undertake important sanitation works at the community level (such as for IPAL Komunal), USAID IUWASH PLUS will work with local operators (KPP) to improve their acumen related to operation and maintenance, fee collection, as well the often overlooked area of basic promotion to increase the number of households connected to such systems and thereby ensure they are reaching their maximum potential. WJDT will also continue to focus on IPAL management in low income housing areas (Rusunawa/Rusunami) in DKI Jakarta and work to increase household demand for WASH services in Tebet Timur and Pademangan Barat as designated Hotspots in DKI Jakarta.

As concerns sanitation, WJDT will assist in launching of the regular domestic waste water desludging (LLTT) programs in relevant Kota/Kabupaten and work to improve the organization and promotion of such services. USAID IUWASH PLUS will further LGs in the calculation and establishment of wastewater and desludging tariffs to ensure the sustainability of those systems.

Finally, the regional programs will continue to work with its many partners in the development of regulations related to water and sanitation and carefully tracking and sharing results such as through the Governance Index. Other areas such as gender, citizen engagement, etc. will also continue to receive significant attention.

The West Java, DKI Jakarta, Tangerang target toward AMEP Results and organizational chart can be seen respectively in Annex 2 and 3.

7.3 CENTRAL JAVA

USAID IUWASH PLUS Central Java Region works in five cities/districts, namely Surakarta city, Salatiga city, Magelang city, Magelang district, and Sukoharjo district. In late PY3, and with the start-up of the USAID-SECO Partnership Program, the number of partner LGs increased by two (2) to include Sragen and Wonosobo Districts (refer to BAPPENAS letter number 5719/Dt.2.4/05/2019, regarding USAID IUWASH PLUS cities and districts).

In PY4, and while maintaining attention to the many institutional issues the region confronts, the Central Java team will emphasize efforts targeting the community and household levels and thereby work to reach its targeted numbers at that level. To develop the demand for safe drinking water and

sanitation at these levels, USAID IUWASH PLUS will work closely with PDAMs to ensure they maximize their involvement in the *Hibah Air Minum Perkotaan Program (MBR)* and *Hibah DAK* and better attract their attention to Hotspots and other areas with high B40 concentrations. In terms of sanitation, this will involve a redoubling of efforts to develop effective sanitation marketing systems, including through expanded promotional activities, increased engagement of MFIs and private sector providers of sanitation products and services, as well as intensified engagement of Business Development Services (BDS). USAID IUWASH PLUS will also continue to promote the adaptation of technologies more suited to B40 communities, such as through the construction of shared septic systems in densely populated areas. This latter area will benefit greatly from work undertaken through the LSIC program in Magelang city that resolved important issues encountered under SPALD programs such as those implemented by Dinas PERKIM. These efforts will be integrated with the implementation of market-based activities for sanitation in order to reach more targeted B40 households. The key focus of implementation of market-based activities for sanitation this year will be in four cities of Central Java region such as Magelang and Surakarta cities, Sukoharjo district and Wonosobo district.

In general, water supply challenges in Central Java are increasing as many areas encounter increasingly severe raw water issues as well as dwindling prospects available through existing idle capacity (as is the case in Salatiga and Magelang cities). Having completed spring vulnerability assessments and action plans (KKMA) in PY3, efforts will focus on the implementation of those plans, providing assistance where needed (such as through the planned development of 20 pilot infiltration ponds each in Kota Salatiga, Kota Magelang, Kabupaten Magelang and Kabupaten Wonosobo).

Importantly, the Project will also work to with the PDAM of Surakarta to operationalize its new water treatment plant (WTP) in the Semanggi area (which USAID IUWASH PLUS assisted in securing funds for). Though desperately needed to expand services to the B40, it is running at only about half of its total capacity (which is 150 lps or enough to serve 60,000 people) due to a lack of readiness within the distribution network. Through advocacy efforts, the Surakarta LG has invested 5 billion rupiahs for the revitalization of the old main distribution pipeline and which will improve distribution capacity as well as drastically reduce NRW.

Poor IPLT conditions are also still a common challenge to safely managed sanitation access, and in response, the Central Java team will continue to support the IPLT optimization in Surakarta, Magelang, Salatiga cities and Sukoharjo district as well as preparing the DED for an IPLT in Magelang district. IPLT operator readiness is another issue to underscore and the regional team will continue to support its partners in addressing this critical area.

The Central Java target toward AMEP Results and organizational chart can be seen respectively in Annex 2 and 3.

7.4 EAST JAVA

The total area of East Java Province is 47,800 km² with a total population of 39 million people (source: BPS Prov. Jatim, 2017), consisting of 38 cities/districts. In the East Java Region, USAID IUWASH PLUS works with seven (7) cities/districts, namely the cities of Surabaya, Malang and Probolinggo and the districts of Sidoarjo, Gresik, Probolinggo and Lumajang. An additional partner was also added in PY3 (Malang district) to better accommodate collaborative efforts with USAID

APIK. In East Java, the activities set forth in the PY4 Work Plan build on the programming of previous years. In the sanitation sector, this will continue to include work at both the institutional and community levels, and in terms of water supply, it will focus on improve PDAM performance (as measured in the many aspects of the performance index) as well as in improving the extension of their services to B40 areas.

At the community level, USAID IUWASH PLUS will continue to facilitate participatory assessments, the implementation of RKM (Community Work Plan) and participatory monitoring in Hotspot areas, while as a newly supported location, work in Malang district will start at the community entry stage. USAID IUWASH PLUS will also provide capacity building assistance for water supply marketing to support the Water Hibah Program in urban areas and marketing support for LLTT operators. USAID IUWASH PLUS will also continue to develop the Citizen Engagement Mechanism (CEM) in the districts of Sidoarjo, Gresik, Probolinggo, and Malang city. Most importantly, the Project will also redouble efforts as concerns sanitation marketing through several approaches, including increased engagement of private sector actors (construction companies, MFIs, BDS providers, etc.). These activities are planned to be implemented in Malang and Probolinggo cities, Malang and Lumajang districts.

The Water Supply Sector will focus on the review and development of PDAM Business Plans in the districts of Probolinggo, Lumajang, Malang, and Malang city. For PDAM Surabaya, USAID IUWASH PLUS will facilitate the preparation of a Performance Based Contract for NRW reduction program. The Project will also provide some of the PDAMs with support in the preparation of SOPs on Customer Relations, Production and Distribution (including Gresik district, Probolinggo district and city, and Lumajang district). NRW reduction will also continue to receive focused attention with the PDAMs Gresik District, Probolinggo and Surabaya City. In order to minimize their dependency on other LGs for bulk water, USAID IUWASH PLUS will further continue to support PDAM Malang City in the preparation of a feasibility study for a new water treatment plant (WTP) with a capacity of 1,000 lps and start assisting in the preparation of a new WTP for PDAM Malang District.

For the sanitation sector, and aside from its critical work at the community and household level, USAID IUWASH PLUS will focus in PY4 on institutional and financial strengthening of wastewater operators which are critical to any safely managed sanitation system. Planned activities include, but are not limited to the preparation of sector Roadmaps, facilitation of tariff setting (calculation and formalization), SOP reviews, capacity building for UPTDs, advocacy of LLTT (Sidoarjo, Gresik and Lumajang districts), capacity building for desludging service enterprises, the development of LLTT promotional strategies for domestic wastewater operators, and training on the use of related MIS applications (in Malang city, Gresik district and Sidoarjo district). USAID IUWASH PLUS will also tap into the LSIC program for testing of a sludge thickening unit to treat some communal septic tanks/domestic waste treatment plant in remote areas.

All of the activities above will be supported with related regulations and alternative financing, as well as through gender mainstreaming and many other areas.

The East Java target toward AMEP Results and organizational chart can be seen respectively in Annex 2 and 3.

7.5 SOUTH SULAWESI AND EASTERN INDONESIA

In the South Sulawesi and Eastern Indonesia (SSEI) region, USAID IUWASH PLUS continues to work in three cities and five districts of four provinces, namely Makassar city and Bulukumba, Barru, and Bantaeng districts in South Sulawesi province; Central Maluku district in Maluku province; Ternate city in North Maluku province; and Jayapura city and Jayapura district in Papua province.

Implementation of activities in PY3 and related lessons learned serve as a key guide to the development of the Work Plan for PY4. It also takes into account some of the many challenges encountered. A few of these include: WASH budgeting by LG technical offices which is often not a priority compared to other infrastructure programs; technical problems related to IPAL construction by other programs that leaves them inoperable or sorely under-utilized; obtaining DAK funds for sanitation which require that locations already be declared ODF (which many in SSEI are not); lack of progress in areas measured under the PDAM index due to lack of appropriate human resources (for such areas as GIS development, Business Planning, SOP development or compliance; limited capacity among MFIs for WASH product marketing while many households simply cannot afford the cost of appropriate sanitation facilities.

To achieve targeted outcomes and anticipate likely challenges, the SSEI region in PY4 will refocus several activities based on the characteristics of each city/district. For the water sector, in Makassar city the focus will be on supporting PDAMs in business plan development, testing the RPAM framework, conducting a raw water study of IPA Barombong, and the development of an equity capital regulation. In Barru district, activities will include NRW reduction programming, business plan development, water tariff calculation, technical support for GIS, and support in tariff regulation development. In Bantaeng, the focus will be on the development of KKMA and related regulations, technical support for GIS, support for RKAP development, and a pilot project for infiltration pond development. In Bulukumba district, activities will include KKMA development, the development of utility SOPs, and a pilot project for infiltration pond installation. In Ternate, activities will involve monitoring of the Energy Efficiency program, development of SOPs, a pilot project for infiltration pond installation, and billing and collection improvement. In Jayapura, the focus will be on supporting the PDAM in the development of a Business Plan and billing and collection system improvements. At the community level, activities will include water supply promotion such as pipe connections to PDAM or SPAM komunal systems, promotion of proper household water treatment and storage, and support and capacity building for KSM / KPP on technical aspect related to operation and maintenance of community systems. The SSEI team will also vigorously support other GOI programs such as KOTAKU and PAMSIMAS (such as through community-level WASH promotion, technical assistance in DED reviews, and input on construction work).

For sanitation sector, the focus in Makassar city will be on capacity building for IPLT operation and maintenance, the development of SOPs, facilitating collaboration between UPTD PAL and private desludging companies, and support of required DEDs. In Barru district, activities will include the development of a Sanitation Road Map, SOP and MIS, as well as in conducting a septic tank survey and soft launching of LLTT. In Bantaeng district, work will entail the development of SOP and soft launching LLTT. In Ternate city, the team will focus on developing SOPs, improving MIS capacity and continuing to support the LSIC program. In Jayapura district, the team will work to develop a Sanitation Road Map, SOPs, and MIS program, as well as conduct a septic tank survey and soft launching of its LLTT program. In Jayapura city, the focus will be on developing a Sanitation Road Map, SOPs and MIS programs. At all UPTD PAL there will capacity building and strengthening on

different technical and non- technical aspect of UPTD PAL including IPLT operations. Other activities will involve supporting LGs in establishing UPTD-PAL in Bulukumba district, Barru district and Central Maluku district, as well as in WASH-related regulation in several city/district and conducting sanitation index in all city/district. At the community level, a major push will be made to: improve and expand the Project's sanitation marketing work (through enhanced engagement with MFIs, BDS and private contractors), improve the availability of complementary finance (such as through village funds, the Baznas fund, CSR, etc.), as well heighten collaboration with other program such as KOTAKU, PAMSIMAS, and SANIMAS. The implementation of market-based activities for sanitation in SSEI region are focused to be implemented in Makassar city, Barru district and Jayapura city.

Other program to support the achievement of targeted outcomes will involve continued attention to gender mainstreaming, support of local sector forums such as Pokja AMPL, and enhanced engagement of other parties such as universities, media, etc.

The South Sulawesi and Eastern Indonesia target toward AMEP Results and organizational chart can be seen respectively in Annex 2 and 3.

8 PROJECT MANAGEMENT

8.1 INTRODUCTION

Project management for USAID IUWASH PLUS—as with any large, multi-year undertaking—is complex and critically important to the smooth and effective operation of the project. This section covers the approaches and tasks to be undertaken in various aspects of USAID IUWASH PLUS management during the first project year. In this section, we cover the areas of general project management and reporting.

8.2 GENERAL PROJECT MANAGEMENT

USAID IUWASH PLUS strives to maintain a high standard of project implementation utilizing an organizational structure that fosters integration and coordination across technical components. The general approach to project management is based on a clear understanding of the project’s targeted High-Level Results and outcomes, the establishment of lines of authority among team members that respond to these results and outcomes, and the maintenance of fully compliant yet highly supportive project planning, coordination, financial and administrative systems. Notably, the USAID IUWASH PLUS organizational structure was modified and expanded in PY3 with the addition of the SECO Partnership Program. While the funding stream may be distinct, USAID IUWASH PLUS continues to be managed as a single, integrated team. Organizational charts for the project’s national and regional offices are provided in Annex 3, and the following sections provide additional detail on the organizational structure at the national and regional levels.

8.2.1 National Office

As the center of the program management activities, the Jakarta “National” office continues to serve as USAID IUWASH PLUS headquarters, which manages relationships and reporting to USAID and central government counterparts. The Jakarta Office also serves as the base for the Project’s designated key personnel, senior technical specialists, and lead finance and administrative personnel; all of whom work closely with the project’s regional teams. The team at the national office continues to play the following roles:

- Provide overall strategic direction and technical leadership, ensuring technical coherence and maximizing cooperation across all technical components, as well the USAID-SECO Partnership Program (for both national-level work and that related to West Java operations).
- Oversee national engagement with central GOI stakeholders such as BAPPENAS, the Ministry of Public Works and Housing, the Ministry of Health, other donors and other stakeholders.
- Communicate, coordinate and serve as a liaison with USAID, the GOI, other donors and other stakeholders.
- Coordinate with other WASH projects and initiatives.
- Provide technical support, guidance and resources to the regional offices.
- Ensure that all offices apply common standards and approaches in project activities.

- Disseminate success stories, best practices, lessons learned, and innovations.
- Monitor and evaluate project performance.
- Manage the LSIC.
- Coordinate all the project sub-contractors to contribute their expertise on supporting the project implementation.
- Oversee USAID IUWASH PLUS administration and finances, ensuring that DAI and USAID compliance policies and procedures are implemented and adhered to in a uniform manner across all offices.

8.2.2 Regional Office

The project activities at field level are coordinated under the management of USAID IUWASH PLUS Regional Offices. The regional offices are located in Medan (covering North Sumatra), Jakarta (covering WJDT), Surakarta (covering Central Java), Surabaya (covering East Java), and Makassar. These offices are the “heart” of the project implementation that serve as primary implementation centers for all assistance provided to the local level. The teams from each Regional Office work directly day-to-day with the local partners at city/district and provincial levels. The Regional offices are led by Regional Managers who guide technical teams and are responsible for day-to-day activity implementation and direct interface with provincial and local government partners. Regional offices are likewise staffed with senior specialists in each area of programmatic involvement (water supply, sanitation, behavior change and marketing, finance, and governance), as well as a full complement of finance, administrative, M&E, and logistical support personnel—with the office in Central Java also accommodating SECO-funded staff assigned to that work area. Importantly, USAID IUWASH PLUS also boasts a network of “WASH Facilitators” whose work is overseen and supported by the regional offices. WASH Facilitators are embedded within each partner LG and serve in both coordinating local activities and ensuring strong communications and coordination with the program’s regional and national offices.

8.2.3 Matrix Management

In this fourth year of program implementation, USAID IUWASH PLUS will continue to apply and adopt a “Matrix Management” structure to have better project management due to the technical and geographical complexities of program implementation. This matrix presents the mechanism on staff reporting, supervision and support. More specifically, all the USAID IUWASH PLUS staff have both a primary supervisor based on geography as well as a secondary supervisor based on technical or operational function. For example, a senior urban sanitation specialist in a regional office reports first to the Regional Manager with secondary reporting to the national urban sanitation coordinator in Jakarta. Similarly, a regional accountant reports directly to the Regional Manager with secondary oversight provided by the Finance Officer in Jakarta. Not only does such a structure provide for improved oversight of staff, but more importantly, it also promotes strong communication between the national and regional levels. This arrangement continues to support the key message for strengthening and balancing of the community-based and institutional-based activities this year.

The updated Matrix Management chart for USAID IUWASH PLUS is provided in Annex 4.

8.2.4 Relationship between the Project and DAI Home Office

During PY3, USAID IUWASH PLUS received significant support from the DAI Home Office team. In PY4, DAI's home office will continue to provide support to the USAID IUWASH PLUS in a variety of ways, including providing technical oversight, responding to USAID requests for contractual information, issuing accurate invoices and other financial statements, assisting with recruitment, and mobilizing short- and long-term personnel. Various services are provided, such as through a Senior Project Manager supported by a Project Associate. The Senior Project Manager provides overall technical support to USAID IUWASH PLUS and serves as the COP's day-to-day point of contact in the DAI home office. The home office team organizes quarterly project reviews with senior staff to discuss and resolve management and technical issues or respond to requests for information. They also coordinate home office support (including Finance, Contracts, Procurement, Information and Management Technology, Human Resources, etc.) to ensure that the project has the support and resources needed to manage USAID IUWASH PLUS and meet or exceed USAID expectations. Approximately twice a year, the home office also holds a client satisfaction meeting with the TOCOR to ensure that any issues are being properly identified and addressed.

8.2.5 Internal Coordination with the USAID IUWASH PLUS Team

Internal coordination within the USAID IUWASH PLUS team is a key project management activity. The coordination will be conducted through various ways at regional and national level. The internal coordination also aims to:

- Promote inter-regional exchanges among staff to review programmatic progress, challenges, and best practices—and quickly integrate lessons learned from one region into Project plans and activities in others.
- Maximize the above exchanges through the use of web-based video calling and conferencing capacity to not only better manage specific issues and decrease travel costs, but also facilitate open communication, adaptive management, and team cohesion across its many work locations.

Several activities planned to support internal coordination are as follows:

- Regular quarterly coordination and planning meetings with the Regional Managers
- Regular monthly meetings at the regional level, except for the South Sulawesi/Eastern Indonesia region office which are implemented bi-monthly due to the very dispersed nature of its staff and programs.
- Regular Monday Meeting among the senior managers in national and regional teams
- Regular bi-weekly meetings with the USAID Indonesia team
- Ad-hoc technical team coordination meetings as required, depending on the issues raised

8.2.6 Coordination with the USAID IUWASH PLUS TCA and Technical Team at National Level

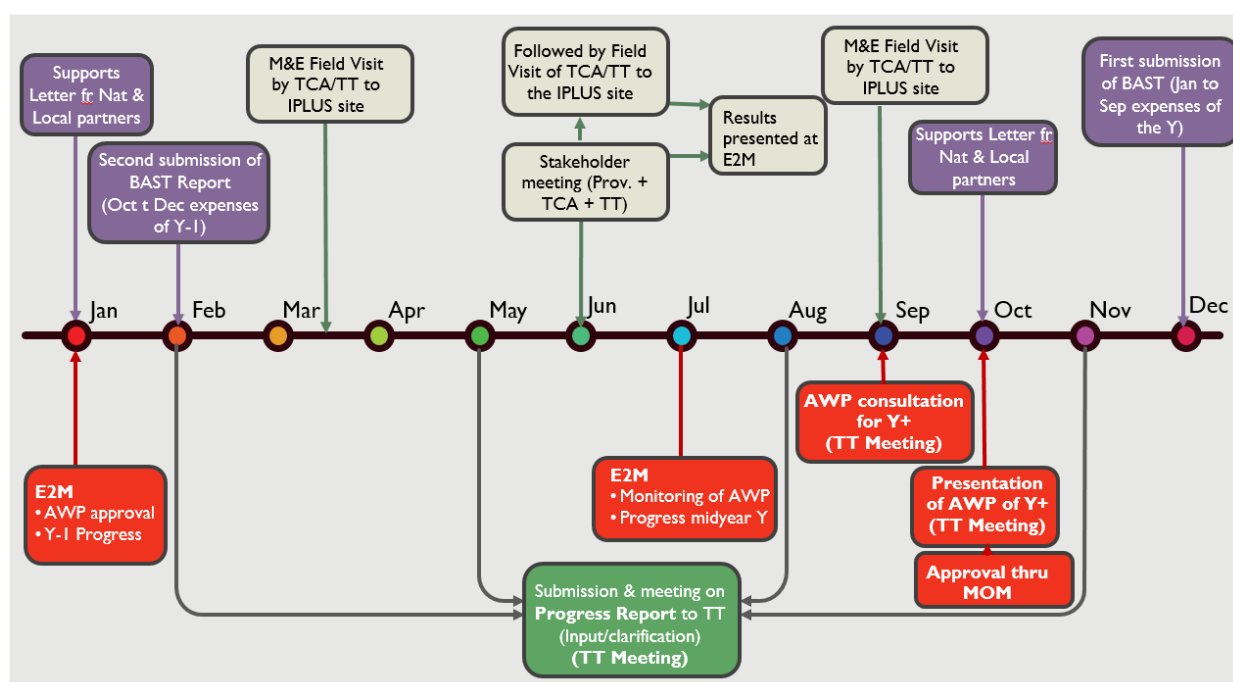
As part of the project management, the coordination with the key partners at national level is a key for establishment of project sustainability. The strong coordination will not only support the USAID IUWASH PLUS team to achieve the High-Level Results and other outcomes but will also help for smooth implementation of the project activities. The National key partners for USAID IUWASH

PLUS are led by the Technical Counterpart Agency/BAPPENAS and supported by a Technical Team that consists of several directorates under the Ministry of Public Works and Housing and the Ministry of Health. Under the Ministry of Public Works and Housing, USAID IUWASH PLUS works with the Directorate of Water Supply Development, the Directorate of Environmental Sanitation and BPPSPAM (Agency for Improving the Implementation of Drinking Water Supply System). Under the Ministry of Health, USAID IUWASH PLUS works closely with the Directorate of Environmental Health. USAID IUWASH PLUS and TCA have developed a calendar of coordination activities that consist of several regular activities as follows:

- **Quarterly Technical Team Meeting:** This meeting aims to share the progress of the program implementation at field level, including the problems faced and challenges raised of the program implementation. In this meeting, USAID IUWASH PLUS seeks inputs from TCA and the Technical Team and coordinate the synchronization between USAID IUWASH PLUS and ministries' program activities. This effort is expected to develop the foundation for future legacy of USAID IUWASH PLUS.
- **Monitoring and Evaluation Visits (three times annually):** Understanding realities on the ground is essential for the TCA and Technical Team to fulfill their role of resolving issues, bringing best practices to local partners and motivating them to make further improvements in the WASH services they provide.
- **Echelon 2 Coordination Meeting (twice annually):** This meeting aims to strengthen coordination and seek more support for the implementation of the USAID IUWASH PLUS project. Topics discussed in these meetings focus on the strategic efforts and whether to agree on some improvements and innovations or implement more integrated support among the national stakeholders on WASH sector improvement. These meetings also aim to facilitate approval processes, such as that related to USAID IUWASH PLUS work plans and reports.
- **Work Plan Development Consultation:** This meeting provides for a technical review of the program's work plan as well as the opportunity to better align it with GOI initiatives and priorities.
- **BAST Reporting:** Annual "BAST" or handover reporting is a critical GOI requirement and, as during past work planning periods, USAID IUWASH PLUS will for 2019 comply with all directives. This includes support USAID Indonesia to providing required information, as well as seeking letters of support from national and LG partners that have received technical assistance from the project during the reporting period.

A detailed calendar of activities with TCA and Technical Team meeting can be seen in Exhibit 39 below.

Exhibit 39: Calendar of Activities with TCA and Technical Team Meeting



8.2.7 Planned General Project Management Activities

While the above sets forth the overall structure of how USAID IUWASH PLUS is organized and managed, there are several critical general management tasks that will be undertaken in PY4 to ensure on-going and smooth operations. These are summarized in the following table:

Exhibit 40: Project Management Main Programs for PY4

Activities	Output	Timeline
Develop and submit Project Year 4 Work Plan	PY4 Work Plan submitted and approved by USAID and Tim Teknis	Sep – Oct 2019
Conduct training for all staff in Business Ethics, Anti-Discrimination and Security Management	Establish improved understanding of appropriate business behaviors and protocols	At least once annually
Conduct Procurement Training for finance/administrative and technical staff from all offices	Relevant employees have updated and improved knowledge and ability related to procurement processing and compliance.	Oct 19
Conduct Administrative Procedures Training for finance and administrative staff	F&A personnel have updated and improved knowledge and ability related to administrative procedures and compliance.	Mar 20
Refresher training on USAID IUWASH PLUS Technical and Administrative Management Info. System (TAMIS)	Project TAMIS is tailored to meet IUWASH PLUS technical and operational needs in PY4.	On-going
Conduct National-level Planning and Cord. Meeting with Regional Managers	Ensure the exchange of experience and resolution of issues across work areas as well as common understandings and buy-in	Oct 19 Feb 20 May 20

Activities	Output	Timeline
	concerning programmatic directions and approaches	Aug 20
Conduct Regular Technical Team meetings with National Partners	Progress of USAID IUWASH PLUS program shared and improve strategy as needed	Nov 19 Feb 20 May 20 Aug 20
Monitoring and Evaluation Visit by TCA/Technical Team	Lessons learned from the field shared to National partners and required follow up support developed	Nov 19 Apr 20 Aug 20
Echelon 2 Coordination Meeting	Strategic support provided by the key national partners to strengthen the program implementation	Jan 20 Jul 20
Support USAID Indonesia to prepare BAST Reporting	Supporting documents for BAST report 2018 developed	Nov-Dec 19 Jan-Feb 20
Produce / distribute Quarterly Reports	Four Quarterly Reports developed and approved by USAID	Dec 19, Mar 20, Jun 20, Sep 20
Produce / distribute Annual Report	One Annual Report developed and approved by USAID	Sep 20

8.3 ENVIRONMENTAL COMPLIANCE

USAID IUWASH PLUS works with governmental agencies, the private sector, NGOs, communities and others to increase access to safe water and sanitation services as well as improve key hygiene behaviors among urban poor and vulnerable populations, ultimately leading to better community health and well-being. Although USAID IUWASH PLUS's main activities are capacity building, promotion, training, and technical assistance, there is also a limited number of construction activities directly paid for or associated with the Project.

Given that construction activities fundamentally involve changes to both the natural and built environment, USAID IUWASH PLUS abides by the US Government's environmental compliance policies and procedures as set forth Title 22, Code of Federal Regulations, Part 216 (22CFR216) As regulated under the Initial Environmental Examination (IEE) Asia 15-061 dated on December 1, 2014, an IEE amendment #1 for Essential Service (Asia 19-018), all sub-projects (grants, subcontracts, localized actions with implementing partners) must be screened for environmental risk using Environmental Review Form. Since conducting the initial environmental examination (IEE) and the award of the USAID IUWASH PLUS contract, USAID continues to ensure compliance of its environmental policy through both periodic reviews of project activities, as well as through the review and approval of the USAID IUWASH PLUS Environmental Mitigation and Monitoring Plan (EMMP). USAID IUWASH PLUS developed the first version of the EMMP under the auspices of the PY1 Annual Work Plan and continues to update the document with each new work plan. In addition, USAID provided training to USAID IUWASH PLUS' national and regional staff to improve their environmental compliance knowledge and conduct joint spot-checks in the field to help improve the Project's implementation of environmental mitigation best practices.

As mentioned in the IEE, most Project activities involved no modification of the environment, thereby receiving a categorization of: **Categorical Exclusion (Catex)**. These activities included: classroom trainings, feasibility study preparation, sanitation marketing for improving WASH outcomes, policy and strategy development, surveys/public health surveillance (and other data-gathering assessments that do not involve research of human subjects), models and dissemination of resulting information, documentation of lessons learned and best practices. The IEE also included, however, a number of activities that may potentially have direct or indirect impacts on the environment (if not designed and implemented using sound environmental safeguards) and were therefore classified as **Negative Determination with Conditions (NDWC)**. NDWC activities included: on-the-job training like construction training, septic tank desludging training, construction of small-scale water supply and sanitation facilities that are designed to extend access to safe water and sanitation to the poorest and most vulnerable communities, and installation of individual and communal water and sanitation systems.

To bolster its environmental compliance practices in PY03, USAID IUWASH PLUS carried out several interventions including: ensuring that environmental compliance procedures were incorporated into all grant and subcontract scopes of work. For events classified as NDWC, USAID IUWASH PLUS also developed a mitigation and monitoring system with a standard operation procedure (SOP). Likewise, for activities carried out by sub-contract or grant, partners are now required to screen specific activities using the ERF form and make an ERR document, after which partners are required to fully complete an environmental monitoring & mitigation report (EMMR) form. In PY04, USAID IUWASH PLUS will focus on implementation of environmental mitigation and monitoring (including use of the EMMR) and also strengthen the capacity of partners involved in construction activities by providing training on environmental compliance and occupational health and safety.

ANNEX

ANNEX I: DETAILED PY4 TARGETS AND THE LIFE OF PROJECT TARGETS BY REGION

AMEP Outcome Indicator	Target Over the Life of Project	PY1 Achievement	PY2 Achievement	PY3 Achievement	To Date Achievement	PY 4 Target			Estimated Total Achievement by End of PY 4
						Region	Target	Total	
High Level Result (HR)									
HR1a – Total Connection Number of overall people receiving improved water services quality as a result of U.S. Government assistance (Standard Indicator)	1,100,000	0	236,095	293,690	529,785 (48.16%)	NS	63,105	350,000	879,785 (79.98%)
						WJDT	78,275		
						National	0		
						CJ	65,590		
						EJ	108,655		
HR1b – B40 Connection Number of people from the B40 and EI receiving improved water services quality as a result of U.S. Government assistance. (Standard Indicator)	500,000 (B40)	0	57,010	81,810	138,820 (27.76%)	SSEI	34,375	211,180	350,000 (70.00%)
						NS	33,375		
						WJDT	41,715		
						National	0		
						CJ	28,335		
HR2 – Stage 1 Number of people gaining access to safely managed sanitation services as a result of U.S. Government assistance. (Standard Indicator)	N/A	0	85,220	283,555	368,775	EJ	81,470	258,920	627,695
						SSEI	26,285		
						NS	13,170		
						WJDT	95,260		
						National	0		
HR2 – Stage 2 Number of people gaining access to safely managed sanitation services as a result of U.S. Government assistance. (Standard Indicator)	N/A	0	36,975	322,960	359,935	CJ	35,500	263,750	623,685
						EJ	50,490		
						SSEI	64,500		
						NS	18,000		
						WJDT	95,260		
HR2 – Stage 3 Number of people gaining access to safely managed sanitation services as a result of U.S. Government assistance. (Standard Indicator)	500,000	0	24,915	327,060	351,975 (70.40%)	National	0	269,250	621,225 (124.25%)
						CJ	34,500		
						EJ	50,000		
						SSEI	71,750		
						NS	18,000		

USAID INDONESIA URBAN WATER SANITATION AND HYGIENE PENYEHATAN LINGKUNGAN UNTUK SEMUA (IUWASH PLUS)
PROJECT YEAR 4 WORK PLAN

AMEP Outcome Indicator	Target Over the Life of Project	PY1 Achievement	PY2 Achievement	PY3 Achievement	To Date Achievement	PY 4 Target			Estimated Total Achievement by End of PY 4
						Region	Target	Total	
TRAINING PARTICIPANT RESULTS									
T1 Number of people participating in USAID IUWASH PLUS training related activities (Custom Indicator)	100,000	20,557	36,687	32,078	89,322 (89.32%)	NS	4,000	20,000	109,322 (109.32%)
						WJDT	4,000		
						National	0		
						CJ	4,000		
						EJ	4,000		
						SSEI	4,000		
T2 Number of people trained to advance outcomes consistent with gender equality or female empowerment through their roles in public or private sector institutions or organizations (Standard Indicator)	5,000	531	1,077	1,717	3,325 (66.50%)	NS	270	1,500	4,825 (96.50%)
						WJDT	360		
						National	0		
						CJ	260		
						EJ	350		
						SSEI	260		
COMPONENT I RESULTS: Improving Household WASH Services									
C1a Number of people from the bottom 40% by wealth gaining access to shared or basic or sanitation services as a result of USG assistance. (Standard Indicator)	250,000 (All B40)	0	17,520	35,165	52,685 (21.07%)	NS	14,095	137,315	190,000 (76.00%)
						WJDT	31,750		
						National	0		
						CJ	39,550		
						EJ	32,150		
						SSEI	19,770		
C1b Percentage of households with soap and water at a handwashing station commonly used by family members (Standard Indicator)	20%	0	0	7.22%	7.22% (36.10%)	NS	5%	5% (average)	12.22% (61.10%)
						WJDT	5%		
						National	0		
						CJ	5%		
						EJ	5%		
						SSEI	5%		
C1c Number of WASH business development services firms accessible to targeted areas (Custom Indicator)	10	0	0	0	0 (0.00%)	NS	1	9	9 (90.00%)
						WJDT	3		
						National	0		
						CJ	2		
						EJ	1		
						SSEI	2		
C1d Number of commercial enterprises with improved WASH product or service offerings as a result of U.S. Government assistance. (Custom Indicator)	100	0	13	39	52 (52.00%)	NS	5	48	100 (100%)
						WJDT	9		
						National	0		
						CJ	9		
						EJ	15		
						SSEI	10		

AMEP Outcome Indicator	Target Over the Life of Project	PY1 Achievement	PY2 Achievement	PY3 Achievement	To Date Achievement	PY 4 Target			Estimated Total Achievement by End of PY 4
						Region	Target	Total	
COMPONENT 1 RESULTS: Improving Household WASH Services									
C1e Number of new/improved mechanisms for civil society organizations and/or non-governmental organizations to advocate for the supply of better WASH services. (Custom Indicator)	35	0	0	8	8 (22.86%)	NS	1	17	25 (71.43%)
						WJDT	4		
						National	0		
						CJ	3		
						EJ	4		
SSEI	5								
C1f Number of WASH community plans adopted by stakeholders (Custom Indicator)	100	N/A	N/A	42	42 (42.00%)	NS	5	40	82 (82.00%)
						WJDT	8		
						CJ	11		
						EJ	8		
						SSEI	8		
C1g Number of toilets and septic tank systems sold (Custom Indicator)	5,000	N/A	N/A	306	306 (6.12%)	NS	250	2,700	3,006 (60.12%)
						WJDT	1,040		
						CJ	230		
						EJ	570		
						SSEI	610		
COMPONENT 2: Strengthening City and District WASH Institutional Performance									
C2a Number of water utilities (PDAMs) with improved service delivery performance. (Custom Indicator)	35	0	0	15	15 (42.86%)	NS	5	33 (cumulative)	33 (94.29%) (cumulative)
						WJDT	6		
						National	0		
						CJ	7		
						EJ	8		
SSEI	7								
COMPONENT 2: Strengthening City and District WASH Institutional Performance									
C2b Number of locations that have completed water safety plans and are taking actions and making investments to improve the quality, reliability, and safety of water delivered to urban households, particularly in the face of climate change vulnerabilities.(Custom Indicator)	13	0	0	2	2 (15.38%)	NS	0	6	8 (61.54%)
						WJDT	1		
						National	0		
						CJ	2		
						EJ	2		
SSEI	1								
C2c Number of local sanitation management units with improved service delivery performance. (Custom Indicator)	30	0	0	22	22 (73.33%)	NS	5	30 (cumulative)	30 (100%) (cumulative)
						WJDT	6		
						National	0		
						CJ	5		
						EJ	6		
SSEI	8								

AMEP Outcome Indicator	Target Over the Life of Project	PY1 Achievement	PY2 Achievement	PY3 Achievement	To Date Achievement	PY 4 Target			Estimated Total Achievement by End of PY 4
						Region	Target	Total	
C2d Number of local governments with improved WASH service delivery performance. (Standard Indicator)	30	0	0	27	27 (90.00%)	NS	5	30 (cumulative)	30 (100%) (cumulative)
						WJDT	6		
						National	0		
						CJ	5		
						EJ	6		
						SSEI	8		
C2e Number of new and/or revised laws, policies, regulations, or agreements in place that promote access to improved WASH services. (Custom Indicator)	35	3	24	34	61 (174.29%)	NS	2	12	73 (208.57%)
						WJDT	2		
						National	0		
						CJ	2		
						EJ	3		
						SSEI	3		
COMPONENT 2: Strengthening City and District WASH Institutional Performance									
C2f Number of people receiving improved sanitation service quality from an existing "limited" or "basic" service (Standard Indicator)	10,000	N/A	N/A	7,960	7,960 (79.60%)	NS	0	2,000	9,960 (99.60%)
						WJDT	260		
						CJ	1,000		
						EJ	490		
						SSEI	250		
COMPONENT 3: Strengthening the WASH Financing Environment									
C3a Number of local government institutions, utilities, and/or enterprises securing finance for service delivery improvements. (Custom Indicator)	50	0	20	17	37 (74.00%)	NS	2	8	45 (90.00%)
						WJDT	2		
						National	0		
						CJ	1		
						EJ	2		
						SSEI	1		
C3b Number of public-private partnerships established with IUWASH PLUS support. (Custom Indicator)	40	0	6	13	19 (47.50%)	NS	0	13	32 (80.00%)
						WJDT	4		
						National	0		
						CJ	2		
						EJ	5		
						SSEI	2		
C3c Number of policy and regulatory reforms for commercial finance enabled for WASH service providers. (Custom Indicator)	3	0	0	0	0 (0.00%)	NS	0	1	1 (33.33%)
						WJDT	0		
						National	1		
						CJ	0		
						EJ	0		
						SSEI	0		
						SSEI	0		

AMEP Outcome Indicator	Target Over the Life of Project	PY1 Achievement	PY2 Achievement	PY3 Achievement	To Date Achievement	PY 4 Target			Estimated Total Achievement by End of PY 4
						Region	Target	Total	
COMPONENT 3: Strengthening the WASH Financing Environment									
C3d Number of Government of Indonesia institutions with increased capacity in commercial finance. (Custom Indicator)	5	0	0	0	0 (0.00%)	NS	0	3	3 (60.00%)
						WJDT	0		
						National	3		
						CJ	0		
						EJ	0		
						SSEI	0		
C3e Percentage change in budget appropriations for WASH by targeted local governments. (Custom Indicator)	20%	0	0	51%	51% (255%)	NS	51%	51% (cumulative)	51% (255%) (cumulative)
						WJDT			
						National			
						CJ			
						EJ			
						SSEI			
C3f Amount of funding leveraged through WASH financing support. (Standard Indicator)	\$50 Million	\$66,666.67	\$8,695,341.13	\$74,011,693.32	\$82,773,701.12 (165.55%)	NS	\$1.24 Million	\$20.00 Million	\$102.77 Million (205.54%)
						WJDT	\$6.92 Million		
						CJ	\$4.43 Million		
						EJ	\$1.34 Million		
						SSEI	\$6.07 Million		
COMPONENT 4: Advancing National WASH Advocacy, Coordination and Communication									
C4a Number of WASH inter-agency coordinating entities at national level strengthened. (Custom Indicator)	2	0	0	1	1 (50.00%)	NS	0	1	2 (100%)
						WJDT	0		
						National	1		
						CJ	0		
						EJ	0		
						SSEI	0		
COMPONENT 4: Advancing National WASH Advocacy, Coordination and Communication									
C4b Number of knowledge products developed (Custom Indicator)	20	1	12	16	29 (145.00%)	NS	0	15	44 (220.00%)
						WJDT	0		
						National	15		
						CJ	0		
						EJ	0		
						SSEI	0		
C4c Number of knowledge events or workshops held. (Custom Indicator)	60	6	23	28	57 (95.00%)	NS	4	20	77 (128.33%)
						WJDT	4		
						National	0		
						CJ	4		
						EJ	4		
						SSEI	4		

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PROJECT YEAR 4 WORK PLAN

AMEP Outcome Indicator	Target Over the Life of Project	PY1 Achievement	PY2 Achievement	PY3 Achievement	To Date Achievement	PY 4 Target			Estimated Total Achievement by End of PY 4
						Region	Target	Total	
<u>C4d</u> Number of people with increased knowledge/skills/awareness as a result of events/ workshops. (Custom Indicator)	1,200	140	476	608	1,224 (102.00%)	NS	50	250	1,474 (122.83%)
						WJDT	50		
						National	0		
						CJ	50		
						EJ	50		
						SSEI	50		
<u>C4e</u> Number of national level WASH policies, regulations, guidelines or frameworks developed, strengthened, or adopted. (Custom Indicator)	5	0	1	1	2 (40.00%)	NS	0	3	5 (100%)
						WJDT	0		
						National	3		
						CJ	0		
						EJ	0		
						SSEI	0		
<u>C4f</u> Number of signature programs developed (Custom Indicator)	5	N/A	N/A	0	0 (0.00%)	NS	0	3	3 (60.00%)
						WJDT	0		
						National	3		
						CJ	0		
						EJ	0		
						SSEI	0		

ANNEX 2: REGIONAL TARGETS TOWARDS AMEP RESULTS

NORTH SUMATRA

Result No.	Indicator	LOP Target	City/ District					Total	Remark
			Kota Medan	Kab Deli Serdang	Kota Pematang Siantar	Kota Sibolga	Kota Tebing Tinggi		
HIGH LEVEL RESULTS									
HR1a (Total Connection)	Number of overall people receiving improved water services quality as a result of U.S. Government assistance (Standard Indicator)	1,100,000	26,100	20,555	11,500	1,950	3,000	63,105	From PDAM new connection and direct interventions
HR1b (B40 Connection)	Number of people from the B40 and E1 receiving improved water services quality as a result of U.S. Government assistance (Standard Indicator)	500,000	10,860	12,640	7,100	1,575	1,200	33,375	Potential number are from direct intervention to Gol water grant program and LG funded community based water supply program
HR2	Number of people gaining access to safely managed sanitation services as a result of U.S. Government assistance (Standard Indicator)	500,000	3,825	7,545	550	500	750	13,170	The number will report under this outcome is from HR2 stage-3
			9,405	7,545	550	500	0	18,000	
			9,405	7,545	550	500	0	18,000	
Participant Training Results									
T1	Number of people participating in USAID IUWASH PLUS training related activities (Custom Indicator)	100,000	900	900	800	600	800	4,000	From all IUWASH PLUS Training related activities
T2	Number of people trained to advance outcomes consistent with gender equality or female empowerment through their roles in public or private sector institutions or organizations (Standard Indicator)	5,000	70	50	50	50	50	270	The gender training from the gender awareness training, and other training related to PPRG and gender mainstreaming (at least 3 hours session)
COMPONENT 1 RESULTS: Improving Household WASH Services									
C1a	Number of people from the bottom 40% by wealth gaining access to shared or basic or sanitation services as a result of USG assistance (Standard Indicator)	250,000	3,815	4,405	4,405	880	590	14,095	From all new basic and shared connection funded by USAID IUWASH PLUS partner and sanitation marketing implementation

Result No.	Indicator	LOP Target	City/ District					Total	Remark
			Kota Medan	Kab Deli Serdang	Kota Pematang Siantar	Kota Sibolga	Kota Tebing Tinggi		
C1b	Percentage of households with soap and water at a handwashing station commonly used by family members (Standard Indicator)	20%	5%					5%	This result is counted at national level but the survey is conducted at regional level
C1c	Number of WASH business development services firms accessible to targeted areas (Custom Indicator)	10	1	0	0	0	0	1	
C1d	Number of commercial enterprises with improved WASH product or service offerings as a result of U.S. Government assistance (Custom Indicator)	100	1	1	1	1	1	5	All the commercial enterprises reported under this outcome will support all sanitation access funded by USAID IUWASH PLUS partner and sanitation marketing implementation
C1e	Number of new/improved mechanisms for civil society organizations and/or non-governmental organizations to advocate for the supply of better WASH services (Custom Indicator)	35	1	0	0	0	0	1	The establishment of CEM in Kota Medan is continued to be rolled out
C1f	Number of WASH community plans adopted by stakeholders (Custom Indicator)	100	1	1	1	1	1	5	The community plans reported under this outcome are those that adopted by IPLUS stakeholder (LG & CSR)
C1g	Number of toilets and septic tank systems sold (Custom Indicator)	5,000	50	50	50	50	50	250	Number of toilet & septic tank sold reported under this outcome are those that not limited to result of commercial enterprises mentioned in Outcome C1d
COMPONENT 2: Strengthening City and District WASH Institutional Performance									
C2a	Number of water utilities (PDAMs) with improved service delivery performance (Custom Indicator)	35	1	1	1	1	1	5	Continue to collect data for monitoring of PDAM performance index
C2b	Number of locations that have completed water safety plans and are taking actions and making investments to improve the quality, reliability, and safety of water delivered to urban households, particularly in the face of climate change vulnerabilities (Custom Indicator)	13	0	0	0	0	0	0	Continue to support the development of Spring Vulnerability Assessment and Action Plan in Medan city and Pematang Siantar city. Estimation all step will be completed next program year

Result No.	Indicator	LOP Target	City/ District					Total	Remark
			Kota Medan	Kab Deli Serdang	Kota Pematang Siantar	Kota Sibolga	Kota Tebing Tinggi		
C2c	Number of local sanitation management units with improved service delivery performance (Custom Indicator)	30	1	1	1	1	1	5	Continue to collect data for monitoring of sanitation management unit performance index
C2d	Number of local governments with improved WASH service delivery performance (Standard Indicator)	30	1	1	1	1	1	5	Continue to collect data for monitoring of government performance index
C2e	Number of new and/or revised laws, policies, regulations, or agreements in place that promote access to improved WASH services (Custom Indicator)	35	0	1	1	0	0	2	D.Serdang: Head District Regulation on drinking water tariff P.Siantar: Mayor Regulation on Regular Desludging
C2f	Number of people receiving improved sanitation service quality from an existing "limited" or "basic" service (Standard Indicator)	10,000	0	0	0	0	0	0	
COMPONENT 3: Strengthening the WASH Financing Environment									
C3a	Number of local government institutions, utilities, and/or enterprises securing finance for service delivery improvements (Custom Indicator)	50	1	1	0	0	0	2	Medan city: Dinas Kesehatan (CSR) Deli Serdang District: Dinas Kesehatan (CSR)
C3b	Number of public-private partnerships established with IUWASH PLUS support (Custom Indicator)	40	0	0	0	0	0	0	
C3c	Number of policy and regulatory reforms for commercial finance enabled for WASH service providers (Custom Indicator)	3	NA					0	This result is applied only at national level
C3d	Number of Government of Indonesia institutions with increased capacity in commercial finance (Custom Indicator)	5	NA					0	This result is applied only at national level
C3e	Percentage change in budget appropriations for WASH by targeted local governments (Custom Indicator)	20%	51%					51%	Average target from all city/district

Result No.	Indicator	LOP Target	City/ District					Total	Remark
			Kota Medan	Kab Deli Serdang	Kota Pematang Siantar	Kota Sibolga	Kota Tebing Tinggi		
C3f	Amount of funding leveraged through WASH financing support (Standard Indicator)	\$50 M	\$0.01	\$0.01	0	\$0.01	\$1.21	\$1.24	Medan: Rp. 100 million Deli Serdang: Rp. 100 million Sibolga: Rp. 100 million Tebing Tinggi: Rp. 17 billion
COMPONENT 4: Advancing National WASH Advocacy, Coordination and Communication									
C4a	Number of WASH inter-agency coordinating entities at national level strengthened (Custom Indicator)	2	NA					0	This result is applied only at national level. Potential target is Pokja PPAS/ AMPL
C4b	Number of knowledge products developed (Custom Indicator)	20	NA					0	This result is applied only at national level
C4c	Number of knowledge events or workshops held (Custom Indicator)	60	1	0	2	0	1	4	Potential topics of knowledge events are on training water safety plan, PPRG, gender mainstreaming and sanitation marketing
C4d	Number of people with increased knowledge/skills/awareness as a result of events/ workshops (Custom Indicator)	1,200	10	0	30	0	10	50	
C4e	Number of national level WASH policies, regulations, guidelines or frameworks developed, strengthened, or adopted (Custom Indicator)	5	NA					0	This result is applied only at national level. Potential target are RPAM Framework, Ministry Regulation of Urban STBM, CSR Guideline
C4f	Number of Signature Program developed (Custom Indicator)	5	NA					0	This result is applied only at national level. Potential target are Fecal Sludge Management, Drinking water service for urban poor people through Master Meter system and Urban STBM Approach

WEST JAVA/ DKI JAKARTA/ KAB.TANGERANG

Result No.	Indicator	LOP Target	City/ District							Total	Remark
			Kota Bogor	Kabupaten Bogor	Kota Depok	Kota Bekasi	Kabupaten Karawang	Kabupaten Tangerang	DKI Jakarta		
HIGH LEVEL RESULTS											
HR1a (Total Connection)	Number of overall people receiving improved water services quality as a result of U.S. Government assistance (Standard Indicator)	1,100,000	13,200	19,615	8,000	11,700	21,300	4,460	0	78,275	From PDAM new connection and direct interventions
HR1b (B40 Connection)	Number of people from the B40 and EI receiving improved water services quality as a result of U.S. Government assistance (Standard Indicator)	500,000	6,750	10,055	3,830	6,095	12,755	2,230	0	41,715	Potential number are from direct intervention to Gol water grant program and LG funded community based water supply program
HR2	Number of people gaining access to safely managed sanitation services as a result of U.S. Government assistance (Standard Indicator)	500,000	14,800	26,600	12,000	5,000	260	17,600	19000	95,260	The number will report under this outcome is from HR2 stage-3
			14,800	26,600	12,000	5,000	260	17,600	19000	95,260	
			14,800	26,600	12,000	5,000	0	17,600	19000	95,000	
Participant Training Results											
T1	Number of people participating in USAID IUWASH PLUS training related activities (Custom Indicator)	100,000	700	700	700	600	500	400	400	4,000	From all IUWASH PLUS Training related activities
T2	Number of people trained to advance outcomes consistent with gender equality or female empowerment through their roles in public or private sector institutions or organizations (Standard Indicator)	5,000	60	60	50	50	40	50	50	360	The gender training from the gender awareness training, and other training related to PPRG and gender mainstreaming (at least 3 hours session)
COMPONENT 1 RESULTS: Improving Household WASH Services											
C1a	Number of people from the bottom 40% by wealth gaining access to shared or basic or sanitation services as a result of USG assistance (Standard Indicator)	250,000	4,885	4,275	6,105	4,885	1,830	7,330	2,440	31,750	From all new basic and shared connection funded by USAID IUWASH PLUS partner and sanitation marketing implementation

Result No.	Indicator	LOP Target	City/ District							Total	Remark
			Kota Bogor	Kabupaten Bogor	Kota Depok	Kota Bekasi	Kabupaten Karawang	Kabupaten Tangerang	DKI Jakarta		
C1b	Percentage of households with soap and water at a handwashing station commonly used by family members (Standard Indicator)	20%	5%							5%	This result is counted at national level but the survey is conducted at regional level
C1c	Number of WASH business development services firms accessible to targeted areas (Custom Indicator)	10	1	0	0	0	0	1	1	3	
C1d	Number of commercial enterprises with improved WASH product or service offerings as a result of U.S. Government assistance (Custom Indicator)	100	3	0	0	2	0	2	2	9	All the commercial enterprises reported under this outcome will support all sanitation access funded by USAID IUWASH PLUS partner and sanitation marketing implementation
C1e	Number of new/improved mechanisms for civil society organizations and/or non-governmental organizations to advocate for the supply of better WASH services (Custom Indicator)	35	1	0	0	1	0	1	1	4	The establishment of CEM in Kota Bogor, Kota Bekasi, Kabupaten Tangerang and DKI Jakarta are continued to be rolled out
C1f	Number of WASH community plans adopted by stakeholders (Custom Indicator)	100	2	1	1	1	1	1	1	8	The community plans reported under this outcome are those that adopted by IPLUS stakeholder (LG & CSR)
C1g	Number of toilets and septic tank systems sold (Custom Indicator)	5,000	360	0	0	110	0	310	260	1,040	Number of toilet & septic tank sold reported under this outcome are those that not limited to result of commercial enterprises mentioned in Outcome C1d
COMPONENT 2: Strengthening City and District WASH Institutional Performance											
C2a	Number of water utilities (PDAMs) with improved service delivery performance (Custom Indicator)	35	1	1	1	1	1	1	0	6	Continue to collect data for monitoring of PDAM performance index
C2b	Number of locations that have completed water safety plans and are taking actions and making investments to improve the quality,	13	0	1	0	0	0	0	0	1	Continue to support the development of Spring Vulnerability Assessment and Action Plan in Bogor District

Result No.	Indicator	LOP Target	City/ District							Total	Remark
			Kota Bogor	Kabupaten Bogor	Kota Depok	Kota Bekasi	Kabupaten Karawang	Kabupaten Tangerang	DKI Jakarta		
	reliability, and safety of water delivered to urban households, particularly in the face of climate change vulnerabilities (Custom Indicator)										
C2c	Number of local sanitation management units with improved service delivery performance (Custom Indicator)	30	1	1	1	1	0	1	1	6	Continue to collect data for monitoring of sanitation management unit performance index
C2d	Number of local governments with improved WASH service delivery performance (Standard Indicator)	30	1	1	1	1	1	1	0	6	Continue to collect data for monitoring of government performance index
C2e	Number of new and/or revised laws, policies, regulations, or agreements in place that promote access to improved WASH services (Custom Indicator)	35	0	1	0	0	1	0	0	2	Kab. Bogor: Head District Regulation on Domestic Wastewater Treatment (PALD) Karawang: Head District Regulation on UPTD Establishment
C2f	Number of people receiving improved sanitation service quality from an existing "limited" or "basic" service (Standard Indicator)	10,000	0	0	0	0	260	0	0	260	The number reported under this outcome are the people recorded in city/ district still on stage-2 of Outcome HR-2
COMPONENT 3: Strengthening the WASH Financing Environment											
C3a	Number of local government institutions, utilities, and/or enterprises securing finance for service delivery improvements (Custom Indicator)	50	0	1	0	0	1	0	0	2	Kab. Bogor: Facilitate partnership B2B SPAM Ciawi capacity 150l/s PDAM ,SPAM komunal Cibinong, Nangewer, Rw Panjang Dinas PUPR 250 kk Program Kotaku Dinas PKPP Karawang: Grant Program MBR 2700 SR PDAM (DAK DPRKP), DLH Revitalization of IPLT Jalupang.
C3b	Number of public-private partnerships established with IUWASH PLUS support (Custom Indicator)	40	0	1	0	3	0	0	0	4	Kab. Bogor: Partnership SPAM Ciawi capacity 150l/s Bekasi: 2 Fecal Desludging Truck 1 SPAM Mustika Jaya

Result No.	Indicator	LOP Target	City/ District							Total	Remark
			Kota Bogor	Kabupaten Bogor	Kota Depok	Kota Bekasi	Kabupaten Karawang	Kabupaten Tangerang	DKI Jakarta		
C3c	Number of policy and regulatory reforms for commercial finance enabled for WASH service providers (Custom Indicator)	3	N/A							0	This result is applied only at national level
C3d	Number of Government of Indonesia institutions with increased capacity in commercial finance (Custom Indicator)	5	N/A							0	This result is applied only at national level
C3e	Percentage change in budget appropriations for WASH by targeted local governments (Custom Indicator)	20%	51%							51%	Average target from all city/district
C3f	Amount of funding leveraged through WASH financing support (Standard Indicator)	\$50 M	0	\$0.89	\$4.85	0	\$1.15	0	\$0.03	\$6.92	Kab. Bogor: Partnership SPAM Ciawi IDR 10 M, 500 SR x IDR 950.000,- (CSR PDAM) Depok: Uprating IPA Legong IDR 60 M, Installation PDAM piping (DAK) IDR 3 M. Karawang: Grant MBR and revitalization IPLT Jalupang IDR 500.000.000,- DKI Jakarta: Sanitation Marketing Implementation of PD PAL Jaya for 8 months in PY 04 IDR 400.000.000,-
COMPONENT 4: Advancing National WASH Advocacy, Coordination and Communication											
C4a	Number of WASH inter-agency coordinating entities at national level strengthened (Custom Indicator)	2	N/A							0	This result is applied only at national level. Potential target is Pokja PPAS/ AMPL
C4b	Number of knowledge products developed (Custom Indicator)	20	N/A							0	This result is applied only at national level
C4c	Number of knowledge events or workshops held (Custom Indicator)	60	0	1	0	0	1	1	1	4	Potential topics of knowledge events are training on PPRG, gender mainstreaming, sanitation marketing and mWater application
C4d	Number of people with increased	1,200	0	15	0	0	10	10	15	50	Potential topics of knowledge events are training on PPRG,

Result No.	Indicator	LOP Target	City/ District							Total	Remark
			Kota Bogor	Kabupaten Bogor	Kota Depok	Kota Bekasi	Kabupaten Karawang	Kabupaten Tangerang	DKI Jakarta		
	knowledge/skills/awareness as a result of events/ workshops (Custom Indicator)										gender mainstreaming, sanitation marketing and mWater application
C4e	Number of national level WASH policies, regulations, guidelines or frameworks developed, strengthened, or adopted (Custom Indicator)	5	N/A							0	This result is applied only at national level. Potential target are RPAM Framework, Ministry Regulation of Urban STBM, CSR Guideline
C4f	Number of Signature Program developed (Custom Indicator)	5	N/A							0	This result is applied only at national level. Potential target are Fecal Sludge Management, Drinking water service for urban poor people through Master Meter system and Urban STBM Approach

CENTRAL JAVA

Result No.	Indicator	LOP Target	City/ District							Total	Remark
			Kota Surakarta	Kota Magelang	Kabupaten Magelang	Kota Salatiga	Kabupaten Sukoharjo	Kabupaten Sragen	Kabupaten Wonosobo		
HIGH LEVEL RESULTS											
HR1a (Total Connection)	Number of overall people receiving improved water services quality as a result of U.S. Government assistance (Standard Indicator)	1,100,000	6,500	4,640	8,750	4,500	14,550	8,250	18,400	65,590	From PDAM new connection and direct interventions
HR1b (B40 Connection)	Number of people from the B40 and EI receiving improved water services quality as a result of U.S. Government assistance (Standard Indicator)	500,000	2,835	1,875	2,810	1,755	5,280	3,300	10,480	28,335	Potential number are from direct intervention to Gol water grant program, LG funded community based water supply program and Master Meter program
HR2	Number of people gaining access to safely managed sanitation services as a result of U.S. Government assistance (Standard Indicator)	500,000	25,000	3,000	0	4,000	2,500	0	1,000	35,500	The number will report under this outcome is from HR2 stage-3
			25,000	3,000	0	4,000	2,500	0	1,000	35,500	
			25,000	3,000	0	4,000	2,500	0	0	34,500	
Participant Training Results											
T1	Number of people participating in USAID IUWASH PLUS training related activities (Custom Indicator)	100,000	600	700	500	500	500	600	600	4,000	From all IUWASH PLUS Training related activities
T2	Number of people trained to advance outcomes consistent with gender equality or female empowerment through their roles in public or private sector institutions or organizations (Standard Indicator)	5,000	30	50	50	0	30	50	50	260	The gender training from the gender awareness training, and other training related to PPRG and gender mainstreaming (at least 3 hours session)
COMPONENT I RESULTS: Improving Household WASH Services											
C1a	Number of people from the bottom 40% by wealth gaining access to shared or basic or sanitation services as a result of USG assistance (Standard Indicator)	250,000	4,035	4,035	2,420	7,265	8,070	1,615	12,110	39,550	From all new basic and shared connection funded by USAID IUWASH PLUS partner and sanitation marketing implementation

Result No.	Indicator	LOP Target	City/ District							Total	Remark
			Kota Surakarta	Kota Magelang	Kabupaten Magelang	Kota Salatiga	Kabupaten Sukoharjo	Kabupaten Sragen	Kabupaten Wonosobo		
C1b	Percentage of households with soap and water at a handwashing station commonly used by family members (Standard Indicator)	20%	5%							5%	This result is counted at national level but the survey is conducted at regional level
C1c	Number of WASH business development services firms accessible to targeted areas (Custom Indicator)	10	0	1	0	1	0	0	0	2	
C1d	Number of commercial enterprises with improved WASH product or service offerings as a result of U.S. Government assistance (Custom Indicator)	100	3	2	2	0	2	0	0	9	All the commercial enterprises reported under this outcome will support all sanitation access funded by USAID IUWASH PLUS partner and sanitation marketing implementation
C1e	Number of new/improved mechanisms for civil society organizations and/or non-governmental organizations to advocate for the supply of better WASH services (Custom Indicator)	35	0	0	1	1	1	0	0	3	The establishment of CEM in Kabupaten Magelang, Kota Salatiga and Kabupaten Sukoharjo are continued to be rolled out
C1f	Number of WASH community plans adopted by stakeholders (Custom Indicator)	100	1	2	2	2	2	1	1	11	The community plans reported under this outcome are those that adopted by IPLUS stakeholder (LG & CSR)
C1g	Number of toilets and septic tank systems sold (Custom Indicator)	5,000	100	50	10	0	70	0	0	230	Number of toilet & septic tank sold reported under this outcome are those that not limited to result of commercial enterprises mentioned in Outcome C1d
COMPONENT 2: Strengthening City and District WASH Institutional Performance											
C2a	Number of water utilities (PDAMs) with improved service delivery performance (Custom Indicator)	35	1	1	1	1	1	1	1	7	Continue to collect data for monitoring of PDAM performance index

Result No.	Indicator	LOP Target	City/ District							Total	Remark
			Kota Surakarta	Kota Magelang	Kabupaten Magelang	Kota Salatiga	Kabupaten Sukoharjo	Kabupaten Sragen	Kabupaten Wonosobo		
C2b	Number of locations that have completed water safety plans and are taking actions and making investments to improve the quality, reliability, and safety of water delivered to urban households, particularly in the face of climate change vulnerabilities (Custom Indicator)	13	0	0	1	1	0	0	0	2	Continue to support the development of Spring Vulnerability Assessment and Action Plan in Magelang District and Salatiga City
C2c	Number of local sanitation management units with improved service delivery performance (Custom Indicator)	30	1	1	1	1	1	0	0	5	Continue to collect data for monitoring of sanitation management unit performance index. For Sragen and Wonosobo, data collected on this program year will be used as baseline data
C2d	Number of local governments with improved WASH service delivery performance (Standard Indicator)	30	1	1	1	1	1	0	0	5	Continue to collect data for monitoring of government performance index in all cities. For Sragen and Wonosobo, data collected on this program year will be used as baseline data
C2e	Number of new and/or revised laws, policies, regulations, or agreements in place that promote access to improved WASH services (Custom Indicator)	35	0	0	0	0	0	1	1	2	Kab.Sragen: Head District Regulation on Domestic Wastewater Treatment (PALD) Kab.Wonosobo: Head District Regulation on Domestic Wastewater Treatment (PALD)
C2f	Number of people receiving improved sanitation service quality from an existing "limited" or "basic" service (Standard Indicator)	10,000	0	0	0	0	0	0	1,000	1,000	The number reported under this outcome are the people recorded in city/ district still on stage-2 of Outcome HR-2

Result No.	Indicator	LOP Target	City/ District							Total	Remark
			Kota Surakarta	Kota Magelang	Kabupaten Magelang	Kota Salatiga	Kabupaten Sukoharjo	Kabupaten Sragen	Kabupaten Wonosobo		
COMPONENT 3: Strengthening the WASH Financing Environment											
C3a	Number of local government institutions, utilities, and/or enterprises securing finance for service delivery improvements (Custom Indicator)	50	0	0	0	0	0	1	0	1	Kab. Sragen: Dinas Kesehatan (Toilet Stimulant), PDAM (Drinking Water Grant Program 1.500 SR), Dinas Perkim (Construction of Septic tank)
C3b	Number of public-private partnerships established with IUWASH PLUS support (Custom Indicator)	40	0	1	0	0	0	1	0	2	Kota Magelang: Fecal Desludging Truck Kab.Sragen: Fecal Desludging Truck
C3c	Number of policy and regulatory reforms for commercial finance enabled for WASH service providers (Custom Indicator)	3	N/A							0	This result is applied only at national level
C3d	Number of Government of Indonesia institutions with increased capacity in commercial finance (Custom Indicator)	5	N/A							0	This result is applied only at national level
C3e	Percentage change in budget appropriations for WASH by targeted local governments (Custom Indicator)	20%	51%							51%	Average target from all city/district

Result No.	Indicator	LOP Target	City/ District							Total	Remark
			Kota Surakarta	Kota Magelang	Kabupaten Magelang	Kota Salatiga	Kabupaten Sukoharjo	Kabupaten Sragen	Kabupaten Wonosobo		
C3f	Amount of funding leveraged through WASH financing support (Standard Indicator)	\$50 M	0	\$0.04	0	\$0.35	\$0.80	\$1.85	\$1.39	\$4.43	<p>Kota Magelang: SPAL DS 41 unit (Dinas Perkim).</p> <p>Salatiga: On-site system grant program, SPAL DT 6 unit, SAIGG (DPUPR), Infiltration Pond (DLH).</p> <p>Sukoharjo : Individual Septic tank Grant Program 200 unit (Dinkes), Drinking Water Grant 2500 SR (PDAM).</p> <p>Sragen : Individual septic tank, IPAL Komunal (Dinas Perkim),Toilet Construction (Dinkes), Water Grant 1500 SR (PDAM).</p> <p>Wonosobo : Individual septic tank construction, SPAL DT, IPAL Komunal (DPUPR), Water grant program 2500 SR (PDAM)</p>
COMPONENT 4: Advancing National WASH Advocacy, Coordination and Communication											
C4a	Number of WASH inter-agency coordinating entities at national level strengthened (Custom Indicator)	2	N/A							0	This result is applied only at national level. Potential target is Pokja PPAS/ AMPL
C4b	Number of knowledge products developed (Custom Indicator)	20	N/A							0	This result is applied only at national level
C4c	Number of knowledge events or workshops held (Custom Indicator)	60	0	1	1	0	0	1	1	4	Potential topics of knowledge events are training on PPRG, gender mainstreaming and sanitation marketing
C4d	Number of people with increased knowledge/skills/awareness as a result of events/ workshops (Custom Indicator)	1,200	0	15	15	0	0	10	10	50	Potential topics of knowledge events are training on PPRG, gender mainstreaming and sanitation marketing

Result No.	Indicator	LOP Target	City/ District							Total	Remark
			Kota Surakarta	Kota Magelang	Kabupaten Magelang	Kota Salatiga	Kabupaten Sukoharjo	Kabupaten Sragen	Kabupaten Wonosobo		
C4e	Number of national level WASH policies, regulations, guidelines or frameworks developed, strengthened, or adopted (Custom Indicator)	5				N/A				0	This result is applied only at national level. Potential targets are RPAM Framework, Ministry Regulation of Urban STBM, CSR Guideline
C4f	Number of Signature Program developed (Custom Indicator)	5				N/A				0	This result is applied only at national level. Potential target are Fecal Sludge Management, Drinking water service for urban poor people through Master Meter system and Urban STBM Approach

EAST JAVA

Result No.	Indicator	LOP Target	City/ District								Total	Remark
			Kota Surabaya	Kab. Sidoarjo	Kab. Gresik	Kota Probolinggo	Kabupaten Probolinggo	Kab. Lumajang	Kota Malang	Kab. Malang		
HIGH LEVEL RESULTS												
HR1a (Total Connection)	Number of overall people receiving improved water services quality as a result of U.S. Government assistance (Standard Indicator)	1,100,000	18,000	12,500	19,000	3,415	6,375	12,365	9,000	28,000	108,655	From PDAM new connection and direct interventions
HR1b (B40 Connection)	Number of people from the B40 and EI receiving improved water services quality as a result of U.S. Government assistance (Standard Indicator)	500,000	7,230	4,800	7,600	1,365	2,540	6,000	40,735	11,200	81,470	Potential number are from direct intervention to Gol water grant program and LG funded community based water supply program
HR2	Number of people gaining access to safely managed sanitation services as a result of U.S. Government assistance (Standard Indicator)	500,000	0	15,000	5,000	1,500	1,000	2,500	25,000	490	50,490	The number will report under this outcome is from HR2 stage-3
			0	15,000	5,000	1,500	1,000	2,500	25,000	490	50,490	
			0	15,000	5,000	1,500	1,000	2,500	25,000	0	50,000	
Participant Training Results												
T1	Number of people participating in USAID IUWASH PLUS training related activities (Custom Indicator)	100,000	0	400	700	400	500	700	900	400	4,000	From all IUWASH PLUS Training related activities
T2	Number of people trained to advance outcomes consistent with gender equality or female empowerment through their roles in public or private sector institutions or organizations (Standard Indicator)	5,000	0	40	60	40	50	60	60	40	350	The gender training from the gender awareness training, and other training related to PPRG and gender mainstreaming (at least 3 hours session)
COMPONENT I RESULTS: Improving Household WASH Services												
CIa	Number of people from the bottom 40% by wealth gaining access to shared or basic or sanitation services as a result of USG assistance (Standard Indicator)	250,000	0	12,210	1,220	3,255	3,255	3,255	8,140	815	32,150	From all new basic and shared connection funded by USAID IUWASH PLUS partner and sanitation marketing implementation

Result No.	Indicator	LOP Target	City/ District								Total	Remark
			Kota Surabaya	Kab. Sidoarjo	Kab. Gresik	Kota Probolinggo	Kabupaten Probolinggo	Kab. Lumajang	Kota Malang	Kab. Malang		
CIb	Percentage of households with soap and water at a handwashing station commonly used by family members (Standard Indicator)	20%	5%								5%	This result is counted at national level but the survey is conducted at regional level
CIc	Number of WASH business development services firms accessible to targeted areas (Custom Indicator)	10	0	0	0	0	0	0	0	1	1	
CI d	Number of commercial enterprises with improved WASH product or service offerings as a result of U.S. Government assistance (Custom Indicator)	100	0	0	0	0	1	5	8	1	15	All the commercial enterprises reported under this outcome will support all sanitation access funded by USAID IUWASH PLUS partner and sanitation marketing implementation
CIe	Number of new/improved mechanisms for civil society organizations and/or non-governmental organizations to advocate for the supply of better WASH services (Custom Indicator)	35	0	1	1	1	0	1	0	0	4	The establishment of CEM in Kab.Sidoarjo, Kab.Gresik, Kota Probolinggo and Kab.Lumajang are continued to be rolled out
CI f	Number of WASH community plans adopted by stakeholders (Custom Indicator)	100	0	0	1	1	2	2	2	0	8	The community plans reported under this outcome are those that adopted by IPLUS stakeholder (LG & CSR)
CIg	Number of toilets and septic tank systems sold (Custom Indicator)	5,000	0	0	0	110	110	120	120	110	570	Number of toilet & septic tank sold reported under this outcome are those that not limited to result of commercial enterprises mentioned in Outcome CI d

Result No.	Indicator	LOP Target	City/ District								Total	Remark
			Kota Surabaya	Kab. Sidoarjo	Kab. Gresik	Kota Probolinggo	Kabupaten Probolinggo	Kab. Lumajang	Kota Malang	Kab. Malang		
COMPONENT 2: Strengthening City and District WASH Institutional Performance												
C2a	Number of water utilities (PDAMs) with improved service delivery performance (Custom Indicator)	35									8	Continue to collect data for monitoring of PDAM performance index in all cities
C2b	Number of locations that have completed water safety plans and are taking actions and making investments to improve the quality, reliability, and safety of water delivered to urban households, particularly in the face of climate change vulnerabilities (Custom Indicator)	13	0	0	0	0			0	0	2	Continue to support the development of Spring Vulnerability Assessment and Action Plan in Probolinggo District and Lumajang District
C2c	Number of local sanitation management units with improved service delivery performance (Custom Indicator)	30	0							0	6	Continue to collect data for monitoring of sanitation management unit performance index in all cities except Surabaya City. For Malang district, data collected on this program year will be used as baseline data
C2d	Number of local governments with improved WASH service delivery performance (Standard Indicator)	30	0							0	6	Continue to collect data for monitoring of government performance index in all cities except Surabaya City. For Malang district, data collected on this program year will be used as baseline data

Result No.	Indicator	LOP Target	City/ District								Total	Remark	
			Kota Surabaya	Kab. Sidoarjo	Kab. Gresik	Kota Probolinggo	Kabupaten Probolinggo	Kab. Lumajang	Kota Malang	Kab. Malang			
C2e	Number of new and/or revised laws, policies, regulations, or agreements in place that promote access to improved WASH services (Custom Indicator)	35	0	1	0	0	0	0	0	1	1	3	Sidoarjo: Head District Regulation on Fecal Desludging Service Kota Malang: Perda Perumda Air Minum/ PDAM Kab. Malang: Head District Regulation on Domestic Wastewater Treatment
C2f	Number of people receiving improved sanitation service quality from an existing "limited" or "basic" service (Standard Indicator)	10,000	0	0	0	0	0	0	0	0	490	490	The number reported under this outcome are the people recorded in city/ district still on stage-2 of Outcome HR-2
COMPONENT 3: Strengthening the WASH Financing Environment													
C3a	Number of local government institutions, utilities, and/or enterprises securing finance for service delivery improvements (Custom Indicator)	50	0	0	0	1	0	0	1	0	0	2	Kab.Prob: DPMD - Jamban Individual Kab.Lumajang: DPUTR - DAK Watsan
C3b	Number of public-private partnerships established with IUWASH PLUS support (Custom Indicator)	40	0	1	4	0	0	0	0	0	0	5	Kab.Sidoarjo: Fecal Desludging Truck Kab.Gresik: Fecal Desludging Truck
C3c	Number of policy and regulatory reforms for commercial finance enabled for WASH service providers (Custom Indicator)	3	N/A								0	This result is applied only at national level	
C3d	Number of Government of Indonesia institutions with increased capacity in commercial finance (Custom Indicator)	5	N/A								0	This result is applied only at national level	
C3e	Percentage change in budget appropriations for WASH by targeted local governments (Custom Indicator)	20%	51%								51%	Average target from all city/district	

Result No.	Indicator	LOP Target	City/ District								Total	Remark
			Kota Surabaya	Kab. Sidoarjo	Kab. Gresik	Kota Probolinggo	Kabupaten Probolinggo	Kab. Lumajang	Kota Malang	Kab. Malang		
C3f	Amount of funding leveraged through WASH financing support (Standard Indicator)	\$50 M	0	\$0.18	\$0.21	\$0.20	\$0.43	\$0.14	\$0.14	\$0.04	\$1.34	Kab.Sidoarjo: Fecal Desludging Truck Kab.Gresik: Fecal Desludging Truck Kab.Prob: DPMD - Jamban Individual Kab.Lumajang: DPUTR - DAK Watsan
COMPONENT 4: Advancing National WASH Advocacy, Coordination and Communication												
C4a	Number of WASH inter-agency coordinating entities at national level strengthened (Custom Indicator)	2	N/A								0	This result is applied only at national level. Potential target is Pokja PPAS/ AMPL
C4b	Number of knowledge products developed (Custom Indicator)	20	N/A								0	This result is applied only at national level
C4c	Number of knowledge events or workshops held (Custom Indicator)	60	0	0	1	0	1	1	1	0	4	Potential topics of knowledge events are training on PPRG, gender mainstreaming, Sanitation Marketing and mWater application
C4d	Number of people with increased knowledge/skills/awareness as a result of events/workshops (Custom Indicator)	1,200	0	0	10	0	10	15	15	0	50	
C4e	Number of national level WASH policies, regulations, guidelines or frameworks developed, strengthened, or adopted (Custom Indicator)	5	N/A								0	This result is applied only at national level. Potential target are RPAM Framework, Ministry Regulation of Urban STBM, CSR Guideline
C4f	Number of Signature Program developed (Custom Indicator)	5	N/A								0	This result is applied only at national level. Potential target are Fecal Sludge Management, Drinking water service for urban poor people through Master Meter system and Urban STBM Approach

SOUTH SULAWESI/EASTERN INDONESIA

Result No.	Indicator	LOP Target	City/ District								Total	Remark
			Kota Makassar	Kab. Barru	Kab. Bantaeng	Kab. Bulukumba	Kota Ternate	Kab. Maluku Tengah (Masohi)	Kota Jayapura	Kab. Jayapura		
HIGH LEVEL RESULT												
HR1a (Total Connection)	Number of overall people receiving improved water services quality as a result of U.S. Government assistance (Standard Indicator)	1,100,000	10,500	4,000	8,600	1,700	4,250	300	3,625	1,400	34,375	From PDAM new connection and direct interventions
HR1b (B40 Connection)	Number of people from the B40 and EI receiving improved water services quality as a result of U.S. Government assistance (Standard Indicator)	500,000	4,620	3,110	7,775	950	4,315	365	3,690	1,460	26,285	Potential number are from direct intervention to Gol water grant program and LG funded community based water supply program
HR2	Number of people gaining access to safely managed sanitation services as a result of U.S. Government assistance (Standard Indicator)	500,000	50,000	250	2,000	250	10,000	0	2,000	0	64,500	The number will report under this outcome is from HR2 stage-3
			50,000	250	2,000	250	10,000	0	2,000	0	64,500	
			50,000	250	2,000	0	10,000	0	2,000	7,500	71,750	
Participant Training Results												
T1	Number of people participating in USAID IUWASH PLUS training related activities (Custom Indicator)	100,000	600	550	550	500	500	200	500	600	4,000	From all IUWASH PLUS Training related activities
T2	Number of people trained to advance outcomes consistent with gender equality or female empowerment through their roles in public or private sector institutions or organizations (Standard Indicator)	5,000	30	30	40	30	40	30	30	30	260	The gender training from the gender awareness training, and other training related to PPRG and gender mainstreaming (at least 3 hours session)
COMPONENT 1 RESULTS: Improving Household WASH Services												
CIa	Number of people from the bottom 40% by wealth gaining access to shared or basic or sanitation services as a result of USG assistance (Standard Indicator)	250,000	2,910	4,070	2,325	3,490	1,745	1,160	2,910	1,160	19,770	From all new basic and shared connection funded by USAID IUWASH PLUS partner and sanitation marketing implementation

Result No.	Indicator	LOP Target	City/ District								Total	Remark
			Kota Makassar	Kab. Barru	Kab. Bantaeng	Kab. Bulukumba	Kota Ternate	Kab. Maluku Tengah (Masohi)	Kota Jayapura	Kab. Jayapura		
CIb	Percentage of households with soap and water at a handwashing station commonly used by family members (Standard Indicator)	20%	5%								5%	This result is counted at national level but the survey is conducted at regional level
CIc	Number of WASH business development services firms accessible to targeted areas (Custom Indicator)	10	1	0	0	0	0	0	1	0	2	
CI d	Number of commercial enterprises with improved WASH product or service offerings as a result of U.S. Government assistance (Custom Indicator)	100	2	2	0	1	1	1	2	1	10	All the commercial enterprises reported under this outcome will support all sanitation access funded by USAID IUWASH PLUS partner and sanitation marketing implementation
CIe	Number of new/improved mechanisms for civil society organizations and/or non-governmental organizations to advocate for the supply of better WASH services (Custom Indicator)	35	1	1	1	0	1	0	1	0	5	The establishment of CEM in Kota Makassar, Kab. Barru, Kab. Bantaeng, Kota Ternate and Kota Jayapura are continued to be rolled out
CI f	Number of WASH community plans adopted by stakeholders (Custom Indicator)	100	1	1	1	1	1	1	1	1	8	The community plans reported under this outcome are those that adopted by IPLUS stakeholder (LG & CSR)
CIg	Number of toilets and septic tank systems sold (Custom Indicator)	5,000	150	150	50	50	10	50	100	50	610	Number of toilet & septic tank sold reported under this outcome are those that not limited to result of commercial enterprises mentioned in Outcome CI d

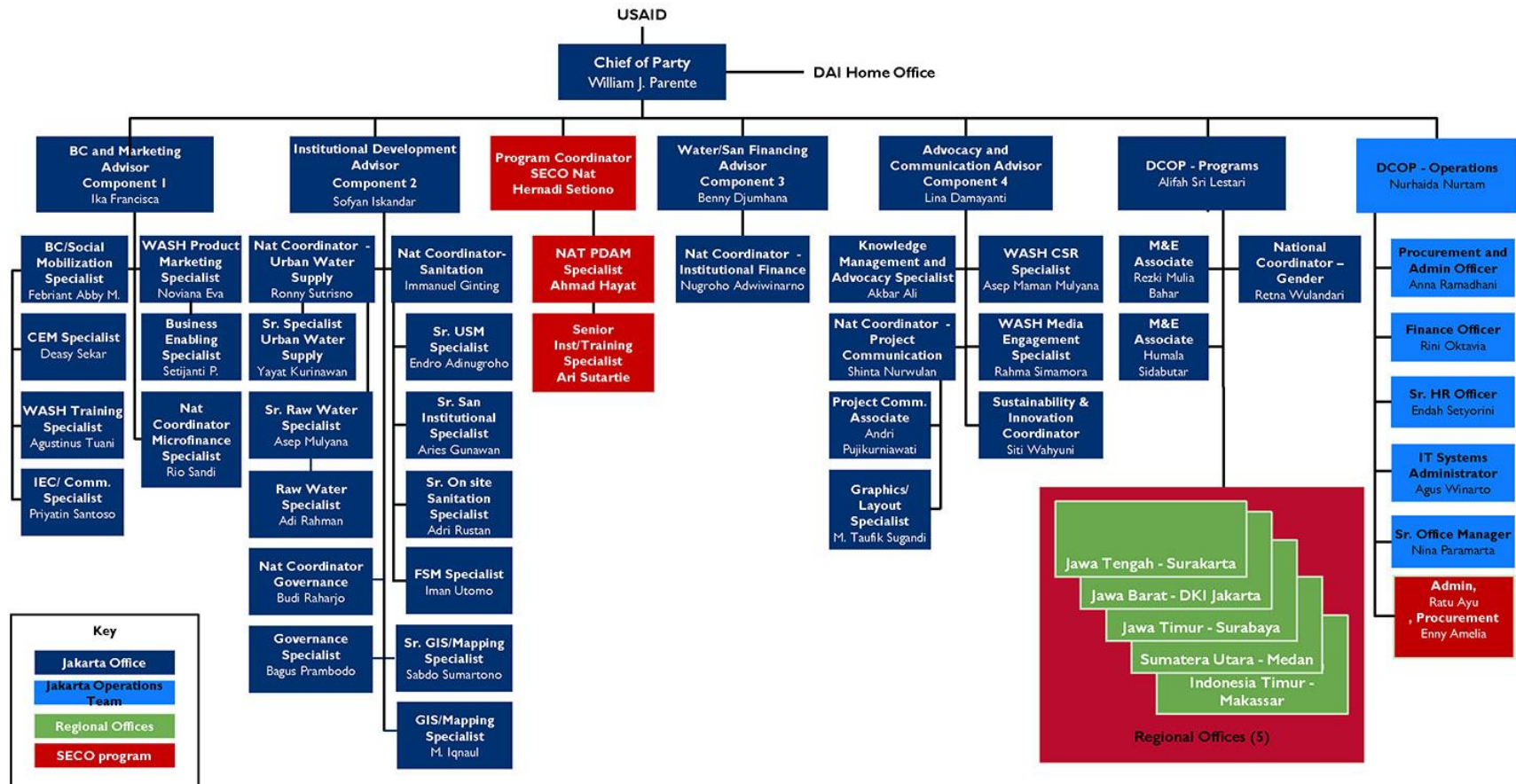
Result No.	Indicator	LOP Target	City/ District								Total	Remark
			Kota Makassar	Kab. Barru	Kab. Bantaeng	Kab. Bulukumba	Kota Ternate	Kab. Maluku Tengah (Masohi)	Kota Jayapura	Kab. Jayapura		
COMPONENT 2: Strengthening City and District WASH Institutional Performance												
C2a	Number of water utilities (PDAMs) with improved service delivery performance (Custom Indicator)	35	1	1	1	1	1	1	1	1	7	Continue to collect data for monitoring of PDAM performance index in all cities
C2b	Number of locations that have completed water safety plans and are taking actions and making investments to improve the quality, reliability, and safety of water delivered to urban households, particularly in the face of climate change vulnerabilities (Custom Indicator)	13	0	0	1	0	0	0	0	0	1	Continue to support the development of Spring Vulnerability Assessment and Action Plan in Bantaeng District
C2c	Number of local sanitation management units with improved service delivery performance (Custom Indicator)	30	1	1	1	1	1	1	1	1	8	Continue to collect data for monitoring of sanitation management unit performance index in all cities
C2d	Number of local governments with improved WASH service delivery performance (Standard Indicator)	30	1	1	1	1	1	1	1	1	8	Continue to collect data for monitoring of government performance index in all cities
C2e	Number of new and/or revised laws, policies, regulations, or agreements in place that promote access to improved WASH services (Custom Indicator)	35	0	1	0	1	0	0	0	1	3	Barru district: UPTD Establishment Bulukumba district: UPTD Establishment Jayapura district: Regulation on Domestic Wastewater Treatment
C2f	Number of people receiving improved sanitation service quality from an existing "limited" or "basic" service (Standard Indicator)	10,000	0	0	0	250	0	0	0	0	250	The number reported under this outcome are the people recorded in city/ district still on stage-2 of Outcome HR-2

Result No.	Indicator	LOP Target	City/ District								Total	Remark	
			Kota Makassar	Kab. Barru	Kab. Bantaeng	Kab. Bulukumba	Kota Ternate	Kab. Maluku Tengah (Masohi)	Kota Jayapura	Kab. Jayapura			
COMPONENT 3: Strengthening the WASH Financing Environment													
C3a	Number of local government institutions, utilities, and/or enterprises securing finance for service delivery improvements (Custom Indicator)	50	1	0	0	0	0	0	0	0	0	1	Makassar city: PDAM (IPA Barombong);
C3b	Number of public-private partnerships established with IUWASH PLUS support (Custom Indicator)	40	1	0	0	0	0	0	0	1	0	2	Makassar: UPTD PAL Makassar with Private Desludging Truck; Jayapura city : UPTD PAL Jayapura with Private Desludging Truck
C3c	Number of policy and regulatory reforms for commercial finance enabled for WASH service providers (Custom Indicator)	3	N/A								0	This result is applied only at national level	
C3d	Number of Government of Indonesia institutions with increased capacity in commercial finance (Custom Indicator)	5	N/A								0	This result is applied only at national level	
C3e	Percentage change in budget appropriations for WASH by targeted local governments (Custom Indicator)	20%	51%								51%	Average target from all city/district	
C3f	Amount of funding leveraged through WASH financing support (Standard Indicator)	\$50 M	\$6.07	0	0	0	0	0	0	0	0	\$6.07	Kota Makassar: IPA Barombong Rp 85 Milyar
COMPONENT 4: Advancing National WASH Advocacy, Coordination and Communication													
C4a	Number of WASH inter-agency coordinating entities at national level strengthened (Custom Indicator)	2	N/A								0	This result is applied only at national level. Potential target is Pokja PPAS/ AMPL	
C4b	Number of knowledge products developed (Custom Indicator)	20	N/A								0	This result is applied only at national level	

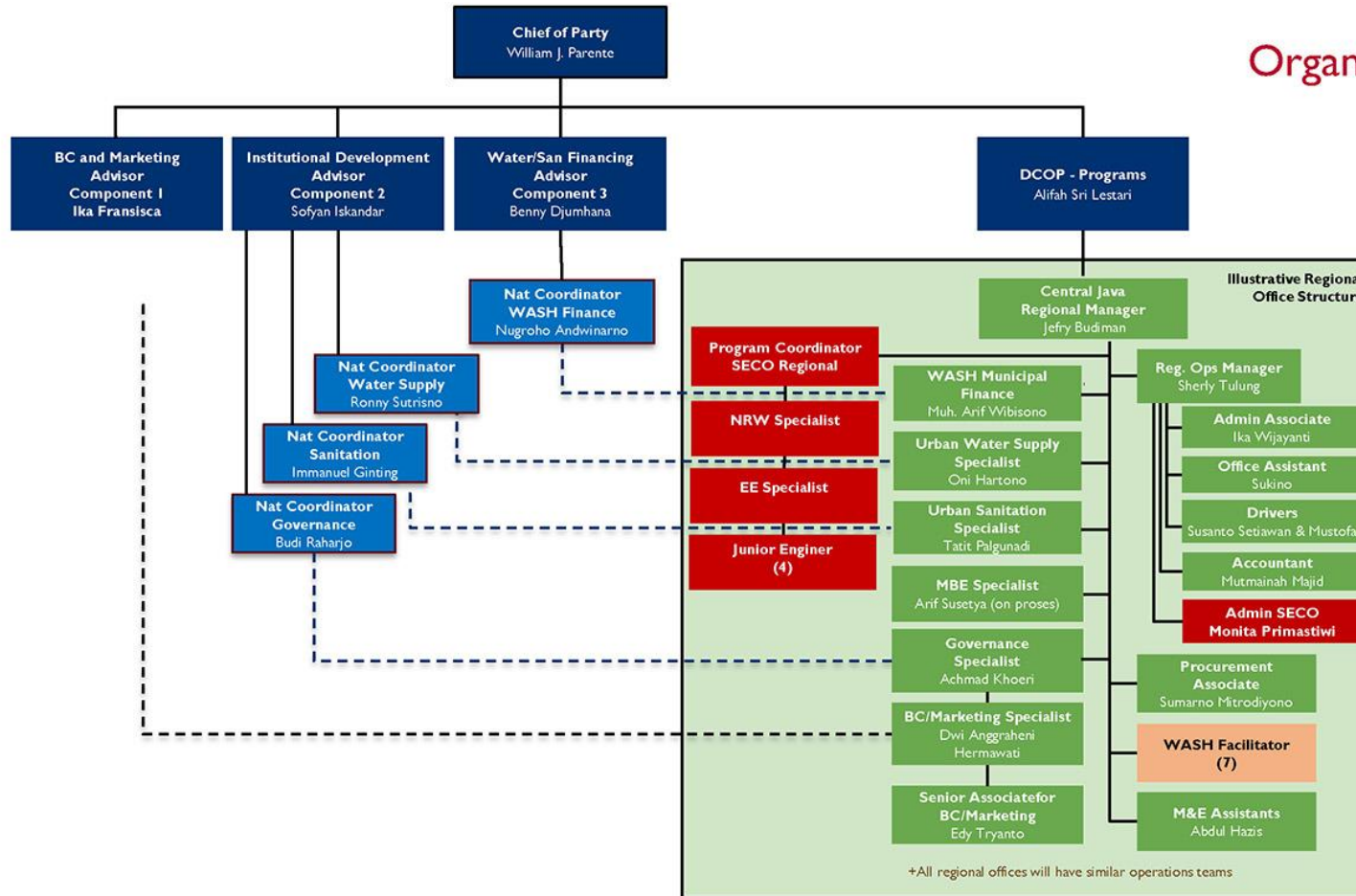
Result No.	Indicator	LOP Target	City/ District								Total	Remark
			Kota Makassar	Kab. Barru	Kab. Bantaeng	Kab. Bulukumba	Kota Ternate	Kab. Maluku Tengah (Masohi)	Kota Jayapura	Kab. Jayapura		
C4c	Number of knowledge events or workshops held (Custom Indicator)	60	1	0	1	0	1	0	1	0	4	Potential topics of knowledge events are training on PPRG, gender mainstreaming, sanitation marketing and mWater application
C4d	Number of people with increased knowledge/skills/awareness as a result of events/ workshops (Custom Indicator)	1,200	10	0	15	0	15	0	10	0	50	
C4e	Number of national level WASH policies, regulations, guidelines or frameworks developed, strengthened, or adopted (Custom Indicator)	5	N/A								0	This result is applied only at national level. Potential target are RPAM Framework, Ministry Regulation of Urban STBM, CSR Guideline
C4f	Number of Signature Program developed (Custom Indicator)	5	N/A								0	This result is applied only at national level. Potential target are Fecal Sludge Management, Drinking water service for urban poor people through Master Meter system and Urban STBM Approach

ANNEX 3: ORGANIZATIONAL CHARTS FOR THE NATIONAL AND REGIONAL OFFICES

Organizational Chart – National Office

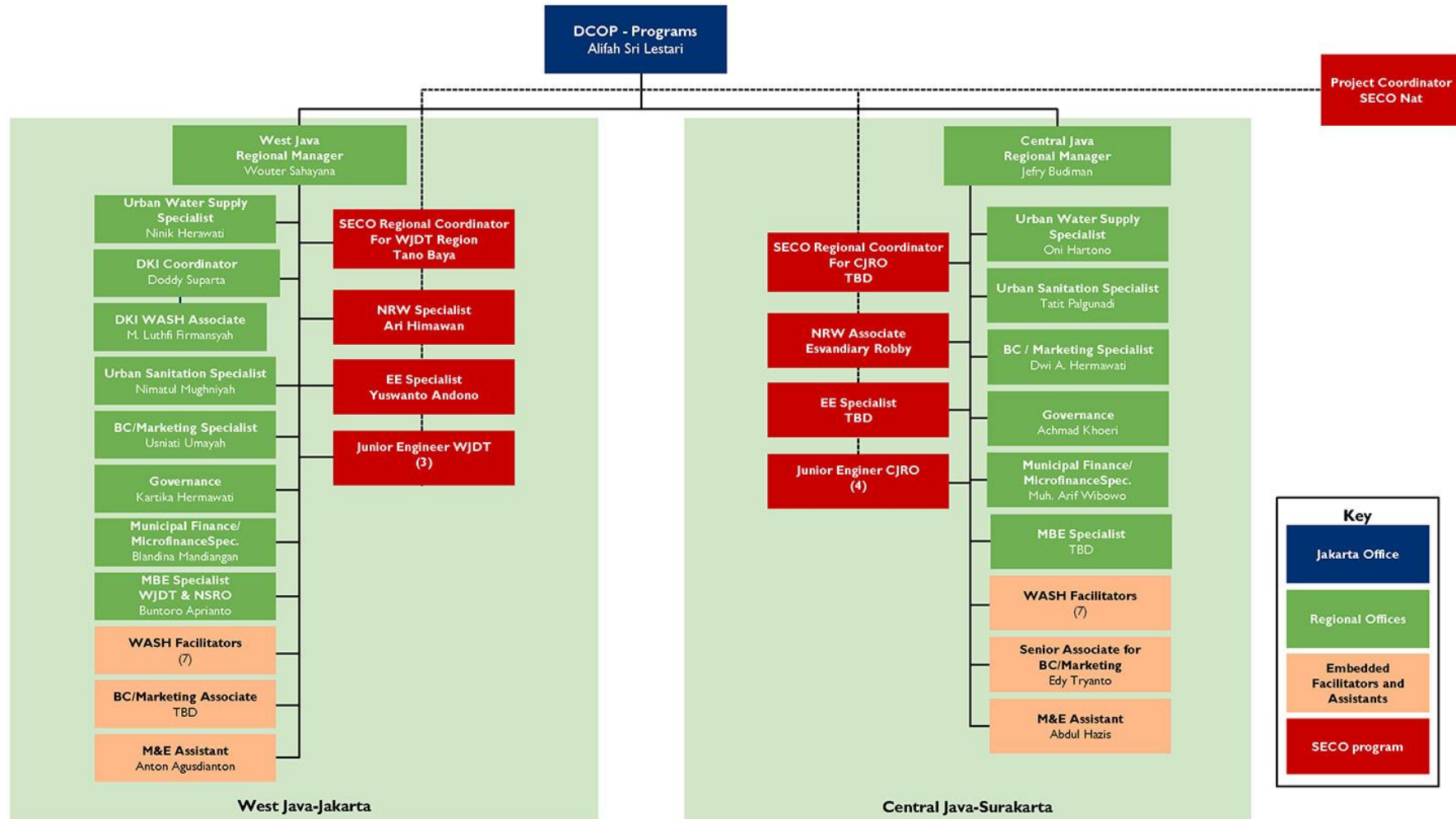


Organizational Chart – Regional Office

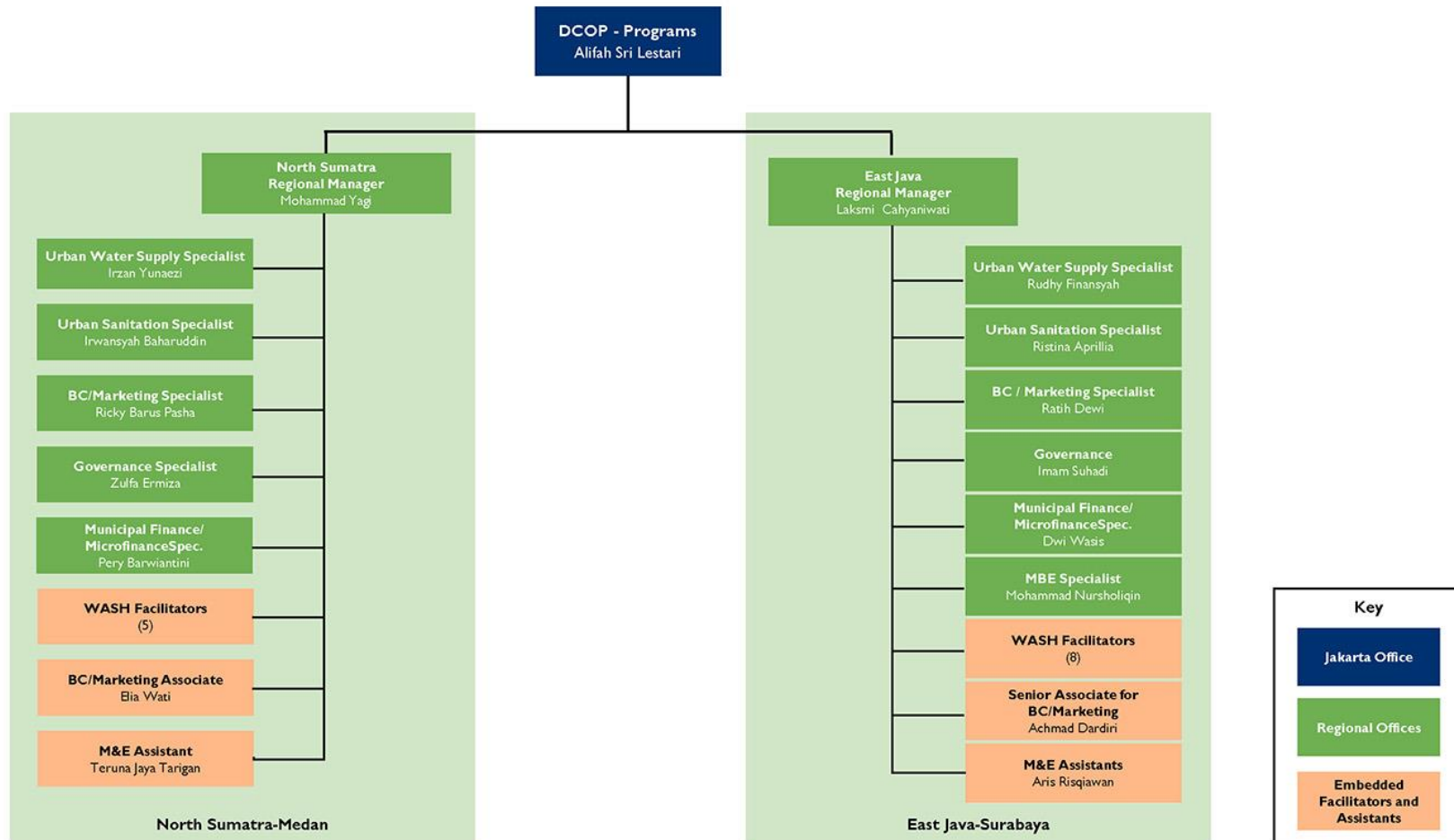


Organizational Chart – Regional Office

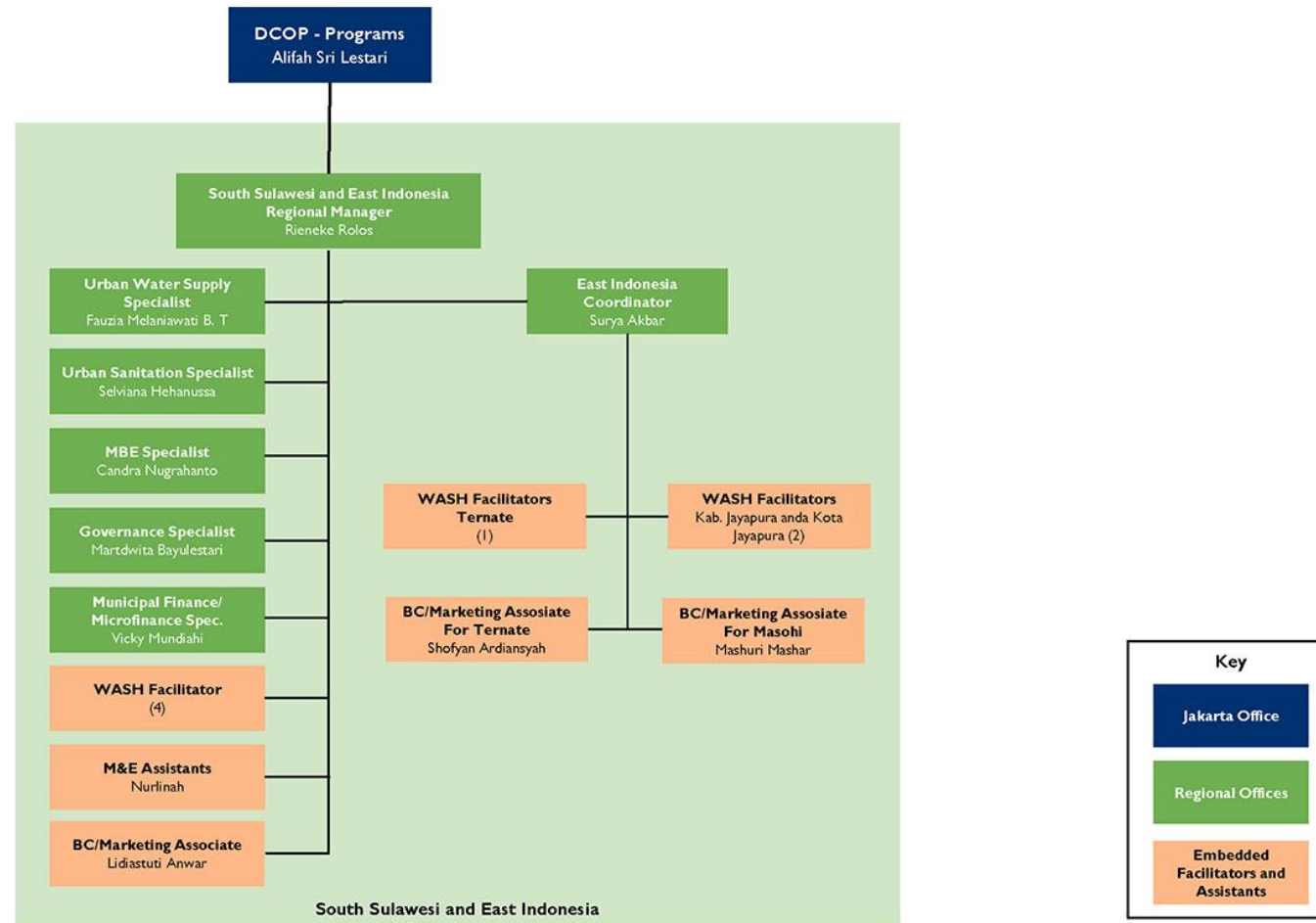
Organizational Chart – Regional Offices (WJDT and CJRO)



Organizational Chart – Regional Offices (NSRO and EJRO)



Organizational Chart – Regional Offices (SSEI)



ANNEX 4: MATRIX MANAGEMENT CHART

Implementation / Functional Area	Senior Manager	National Coordinator	North Sumatra	West Java/ DKI/Banten	Central Java	East Java	South Sulawesi/ Eastern Indo
Program Management / Coord., COP	William J. Parente	n.a.	Mohammad Yagi	Wouter Sahanaya	Jefry Budiman	Laksmi Cahyaniwati	Rieneke Rolos
Program Operations, DCOP Operations	Ida Nurtam	n.a.	Mohammad Yagi	Wouter Sahanaya	Jefry Budiman	Laksmi Cahyaniwati	Rieneke Rolos
Program Coordination, DCOP Programs	Alifah Lestari	n.a.	Mohammad Yagi	Wouter Sahanaya	Jefry Budiman	Laksmi Cahyaniwati	Rieneke Rolos
Activity Monitoring (AMP)		Rezki Bahar/ Humala Siregar	Taruna Jaya Tarigan	Agusdianton	Abdul Haziz	Aris Risqiawan	Nurlinah
Gender Mainstreaming		Retna Wulandari	Zulfa Ermiza/Susilawaty	Ninik Herawati/Kartika Hermawati	Abdul Haziz/Achmad Khoeri	Ahmad Dardiri/Imam Suhadi	Lidiastuty Anwar/ Martdwita Bayulestari
Environm. Compliance	William J. Parente	Yayat Kurniawan	Irwansyah	Ni'matul Mughniyah	Tatit Palgunadi	Ristina Aprillia	Selviana Hehanussa
Component 1: Improving Household WASH Services							
1.1 Household Demand	Ika Francisca	Febryant Abby Marcel	Ricky Barus	Usniaty Umayah	Dwi A. Hermawati	Ratih Dewi	Rieneke Rolos
1.2 Market for WASH Products		Noviana Eka Wati	Ricky Barus	Usniaty Umayah	Dwi A. Hermawati	Ratih Dewi	Rieneke Rolos
1.3 Expand Poor Inclusive Approaches		Febryant Abby Marcel	Ricky Barus	Usniaty Umayah	Dwi A. Hermawati	Ratih Dewi	Rieneke Rolos
1.4 Citizen Engagement Mech. (see 2.3)		Deasy Sekar	Ricky Barus	Usniaty Umayah	Edy Triyanto	Ratih Dewi	Rieneke Rolos
Component 2: Strengthening WASH Institutional Performance							
2.1 Improve PDAM Performance	Sofyan Iskandar	Ronny Sutrisno	Irzan Yuneizi	Ninik Herawati & Blandina M	Oni Hartono & Arif W.	Rudhy Finansyah & TBD	Fauzia Melaniaty T & Vicky M
2.2 Improve Raw Water Management		Asep Mulyana	Irzan Yuneizi	Ninik Herawati	Oni Hartono	Rudhy Finansyah	Fauzia Melaniaty T
2.3 Improve Sanitation Unit Performance		Immanuel Ginting	Irwansyah & Pery Barwiantini	Ni'matul Mughniyah & Blandina M	Tatit Pagulnadi & Arif W	Ristina Aprillia & Dwi Wasis	Selviana Hehanussa & Vicky M.
2.4 Strengthen the LG Enabling Environment		Budi Raharjo	Zulfa Ermiza	Kartika Hermawati	Ahmad Khoeri	Imam Suhadi	Martdwita Bayulestari
GIS Support		Sabdo Sumartono	Related Staff	Related Staff	Related Staff	Related Staff	Related Staff
Component 3: Strengthening the WASH Financing Environment							
3.1 Facilitate the Finance Eabling Eenvironment	Benny Djumhana	Nugroho Andwiwinarno	Pery Barwiantini	Blandina Mandiangan	Arif Wibowo	Dwi Wasis	Vicky Mundiahi
3.2 Facilitate Increased Finance for WASH		Nugroho Andwiwinarno	Pery Barwiantini	Blandina Mandiangan	Arif Wibowo	Dwi Wasis	Vicky Mundiahi
3.3 Facilitate TA to key Financing Facilities		Nugroho Andwiwinarno	Pery Barwiantini	Blandina Mandiangan	Arif Wibowo	Dwi Wasis	Vicky Mundiahi
3.4 Household Access to Finance	Ika Francisca	Rio Sandi	Pery Barwiantini	Blandina Mandiangan	Arif Wibowo	Dwi Wasis	Vicky Mundiahi

Business Dev't Services support (see I.2)		Setijanti Purwengtyas	TBD	Buntoro Aprianto	TBD	Mohammad Nursholihin	Candra Nugrahanto
Component 4: Advancing National WASH Advocacy, Communications and Coordination							
4.1 Build National WASH Coord. Capacity	Lina Damayanti	Lina Damayanti	Zulfa Ermiza	Kartika Hermawati	Ahmad Khoeri	Imam Suhadi	Martdwita Bayulestari
4.2 Strengthen Nat'l Policy and the Regulatory Enabling Environment		Ali Akbar	N.A	N.A	N.A	N.A	N.A
4.3 Share Lessons Learned / Best Practices		Shinta Nurwulan	Melani Miranda/Rezeki Sitorus	Usniaty Umayah	Abdul Hazis/Tatit Palgunadi	Ristina Aprillia	Surya Akbar
Local Sustainability and Innovation Component		Siti Wahyuni	Dian Afrina	Eva Ridzki	Sumarno	Heri Susilowati	Andi Yulianti
Project Communications		Shinta Nurwulan	Melani Miranda/Rezeki Sitorus	Kartika Hermawati	Abdul Hazis/Edy Triyanto	Ristina Aprillia	Surya Akbar
Media Relations		Rahma Simamora	Melani Miranda/Rezeki Sitorus	Doddy Suparta	Abdul Hazis/ Ahmad Khoeri	Imam Suhadi	Surya Akbar
CSR Programming		Asep Maman	Irzan Yuneizi	Usniaty Umayah	Edy Triyanto	Dwi Wasis	Vicky M (SS) Surya A (EI)
USAID-SECO Partnership Program							
Program Management	Henadi Setiono	Hernadi Setiono	N.A	Tano Baya	TBD	N.A	N.A
A. NRW		Ahmad Hayat	N.A	Ari Himawan	Esvandiary Robby	N.A	N.A
B. EE		Ahmad Hayat	N.A	Yuswanto Antono	TBD	N.A	N.A
C. Capacity/Institutional		Arie Sutartie	N.A	TBD	TBD	N.A	N.A

Program Operations							
Operations Management	Ida Nurtam	Nina Paramarta	Febrianti Ridwan	Nina Paramarta	Sherly Tulung	Chatarina Dewi	Ira Leman
Finance / Acct.		Rini Oktavia	Febrianti Ridwan/Sri Rahayu	Emma Mardiana	Sherly Tulung/Mutmainah	Chatarina Dewi/Estri Rahayu	Ira Leman/Steven Pulu
Administration and Procurement		Anna Rahmadhani	Dian Afrina	Enny Amelia	Sumarno	Heri Susilowati	Andi Yulianti
Human Resources		Endah Setyorini	Febrianti Ridwan	Nina Paramarta	Sherly Tulung	Chatarina Dewi	Ira Leman
Logistics/Ops		Johan Satari	Ratna Dewi	Wiwini Damayanti	Ika Wijayanti	Fieke Mandagi	Ati Malisan
Inform. Tech.		Agus Winarto	Febrianti Ridwan	Nina Paramarta	Sherly Tulung	Chatarina Dewi	Ira Leman

ANNEX 5: ESTIMATED SCHEDULE FOR USAID-SECO PARTNERSHIP PROGRAM LIFE-OF-PROJECT ACTIVITIES

No	Activity	2019												2020												2021												
		mar	apr	may	jun	jul	ags	sep	oct	nov	dec	jan	feb	mar	apr	may	jun	jul	ags	sep	oct	nov	dec	jan	feb	mar	apr	may	jun	jul	ags	sep	oct	nov	dec			
		0	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25	26	27	28	29	30	31	32	33			
PROJECT START-UP																																						
1	Staff Mobilization, Office Setup and Team building																																					
2	Prepare detailed plan																																					
3	Program socialization																																					
4	Procure & borrow NRW-EE measurement equipment																																					
5	Prepare commitment & MoU among related parties																																					
NRW/EE PROJECT PREPARATION																																						
1	Conduct Pre FS NRW & Audit Energy																																					
2	Assess condition & procure bulk water meters																																					
3	Foundational & equipment & others training																																					
4	Measured field data																																					
5	Agreed program and Financing Plan of Parties involved																																					
NRW/EE PROJECT IMPLEMENTATION																																						
1	Additional Training (commercial/technical training)																																					
2	Bulk meter installation																																					
3	Baseline measurement & agreement with NUWSP program																																					
4	Implementation of Commercial Losses reduction																																					
5	Implementation of Physical losses program																																					
6	Procurement of Pumps & electrical device																																					
7	Installation of Pumps etc																																					
NRW/EE PROJECT MONITORING & EVALUATION																																						
1	NRW & EE Money training																																					
2	Regular progress monitoring																																					
3	Learning workshops at local, national level																																					
CAPACITY BUILDING																																						
1	National Capacity Building / Training Concept																																					
	* Compiled Existing Training Module																																					
	* Prepared & agreed TNA Concept																																					
	* Conduct TNA (National)																																					
	* Gap Analysis and Training Module development Plan																																					
	* Agreed Parties responsibilities																																					
2	Capacity Building For PDAM Partners																																					
	* Develop Capacity Building Plan																																					
	* Conduct TNA																																					
	* Develop Training Modul																																					
	* Training Implementation & Action Plan																																					
	* Develop SOP																																					
3	Monitoring Progress and results																																					
	* Conduct Monitoring Progress and results																																					
4	Long-term use of training material																																					

ANNEX 6: USAID-SECO PARTNERSHIP PROGRAM LOGICAL FRAMEWORK ANALYSIS

Strategy of Intervention	Key Performance Indicators	Means of Verification	External Factors (assumptions)	Progress of Period March – Sept 2019
Impact	Impact Indicators			
- Improved service provision and water availability by utilities through increased operational and financial efficiency	- Number of persons with access to better (basic) services; Target: 60,000, depending on selected utilities - No. of new connection per utility - Service Coverage (%) per utility - Rating in the GOI Utility Performance Index; Target: Rating of the supported utilities is improved	- Annual audited reports supported utilities - BPPSPAM annual utility performance assessment report	- PDAM staff / management committed to continuously work on corporate development and improve water services through new investments.	No concrete achievement yet, as program it still in preparation phase; Ongoing are procurement of critical measuring equipment, staff recruitment, initial training, baseline measurement, pre-FS, etc.
Outcomes	Outcome Indicators*			
- Financial performance of supported utilities has improved through increased revenue in utilities from additional water sold and deferred investment for additional raw water to service clients through reduced losses.	- Improved Revenue by USD; Target: US\$ 600,000/ year for 7 utilities - Operating Ratio (%) - Billing Collection Rate (%) - Deferred investment costs through better efficiency; Target: US\$ 1.5 million	- Annual audited reports supported utilities - IUWASH PLUS quarterly report	- PDAM / LG willing to use improved revenue to invest in more water connections. - Additional utilities and local Government committed to expand and replicate NRW reduction and EE programs.	No concrete achievement yet, as program it still in preparation phase; ongoing are detailed discussions with PDAM on procurement of bulk and household meters to increase recording and revenue of water sold.
- Operational performance in supported utilities has improved through better quality of service to costumers	- Water Quality Compliance - Operation Hour	- Annual audited reports for PDAM - BPPSPAM annual utility performance assessment report		No significant achievement made because program it still in preparation phase; ongoing are trainings and baseline data collection
- Centres of Excellency are capable in providing professional NRW and EE trainings to utilities	- Number of Centres of Excellency providing NRE and EE trainings; Target: tbd	- IUWASH PLUS quarterly report	- Budgets available for infrastructure investments by utilities, Local Governments, Government of Indonesia	No concrete results, but significant achievement in agreement on partnership with Gol on CB programs

Strategy of Intervention	Key Performance Indicators	Means of Verification	External Factors (assumptions)	Progress of Period March – Sept 2019
Outputs	Output Indicators			
- Leverage of at least 50% of project budget through increased investment in NRW and EE measures by utilities, LG, GOI and other programs	- Indicator: Investments to improve NRW and EE in water service provision; Target: \$2.5 million	- Annual audited reports supported utilities and/or IUWASH PLUS report	- Sufficient Commitment (qualified staff, suitable field locations, cost-sharing, management commitment) by PDAM to implement activities	No concrete achievement yet, but there is strong commitment for all PDAM and Local Government to provide what is agreed in the MoU (including bulk meters, household meters and pumps) + provide sufficient staff to support all field activities
- Planned investments are successfully implemented and NRW is reduced in the main distribution network of the supported utilities	- Indicator: NRW reduction - Target: 5 - 7.5% in 6 utilities	- Annual audited reports supported utilities	- All utilities make related data (baseline, progress, results) available to the project	
- Planned investments are successfully implemented and Energy Efficiency increased by around 15% in the utilities. Consequently, Green House Gas (GHG) Emissions are reduced through the decreased energy consumption.	- Indicator: Reduced energy consumption; Target: 15% in 4 utilities - Indicator: Energy cost to operational cost ratio (%) per PDAM; Target: tbd - The reporting will also include the estimate GHG emissions impacts of energy efficiency using the publicly available measurement tool.	- IUWASH PLUS annual report	- Availability of qualified expert staff	
- Utilities develop, approve and implements technical and non-technical SOP to improve their performance	- Indicator: Number of SOPs approved and implemented; Target: Minimum of 35 SOPs in total 7 utilities	- IUWASH PLUS quarterly report	- Support by Central Government in approach, training materials/ modules, etc.	0 SOP as program is still in preparation phase, including data collection)
- Improved capacity of PDAM staff in implementing NRW reduction, EE and variety of non-technical / financial corporate development measures	- Indicator: Number of staff successfully supporting NRW / EE measures and SOPs; Target: 600 utility staff	- IUWASH PLUS quarterly report		91 PDAM staff already received initial technical training on NRW and EE basics and principles.
- Utilities take concrete action for performance improvement action plans undertaken (4 per PDAM) in technical and non-technical areas addressed under Component 3	- Indicator: Number of performance improvement action plans (PIAP) implemented by utilities; Target: 28	- IUWASH PLUS quarterly report		0 PIAP implemented as program is in preparation phase, but Training Needs Assessment was completed, and results compiled.

Strategy of Intervention	Key Performance Indicators	Means of Verification	External Factors (assumptions)	Progress of Period March – Sept 2019
Activities	Progress of Period Mar-Jun 2019			
Component I:				
<ul style="list-style-type: none"> Foundational Training of 6 utilities in conducting NRW measurements 	<p>Three trainings on introduction the NRW program were conducted for 62 staff of 6 PDAM:</p> <ul style="list-style-type: none"> 30 July - 1 August in West Java for PDAM Depok (15 staff) and PDAM Kab Bogor (7 staff) 13 - 15 August in Central Java for PDAM Sukoharjo (10 staff) and PDAM Surakarta (10 staff) 5 - 9 August in Central Java for PDAM Kota Magelang (10) and Kabupaten Magelang (10 staff) <p>In addition to these 62 PDAM staff, another 20 participants joined from PDAM Karawang (5 staff), PUPR (3 staff), BPPSPAM (2 staff) and Akatirta (10 students) as part of the general exposure of NRW program and approach</p>			
<ul style="list-style-type: none"> Preliminary water balance measurements / calculation 	<p>The activity was started in July as part of the Pre-Feasibility Study and included activities like initial flow rate measurements, on-the-job training on conducting pre-FS, and start procurement for services on measuring accuracy of customer meter and water pressure. Measurement and pre-FS will be completed by November 2019, after which it will be shared to PDAM Management and Owners to obtain their commitment</p>			
<ul style="list-style-type: none"> Install water production units with bulk water meters / data loggers and household meters for demonstrations effect 	<p>The procurement for 18 bulk watermeters with loggers (under SECO budget) is ongoing and delivery is expected by October. 6 PDAM also started procurement of additional 35 bulk meters and loggers and all PDAM agreed to setup system of data transmission from the loggers to Ministry of Public Works server first and from there to PDAMs (to increase transparency) In addition to the production meter is was agreed to procure 460 smart household meters, as demonstration for the 6 PDAMS and to compare with meters currently used by PDAMs. By end of September, the specification will be ready to start procurement process, with expected delivery somewhere in December.</p>			
<ul style="list-style-type: none"> Procurement and Testing measuring equipment 	<p>Procurement process for 2 sets is completed and delivery (incl testing) by vendor to 2 SECO offices is planned for October 2019.</p> <p>Also program successfully borrowed 2 sets of measuring equipment from Akatirta (since June) and the equipment is currently used in both regions it for the preliminary water balance, Pre-Fs and Energy Efficiency Audit.</p>			
<ul style="list-style-type: none"> Develop detailed action and investment plans and obtain owner commitment 	<p>The action plans (results of Pre-FS) will be presented to PDAM management, owners and Gol by November / December 2019.</p>			
<ul style="list-style-type: none"> Support linkage to finance from utilities, LG, GOI and NUWSP 	<p>Following previous activity (owner commitment) the program continues building close relations with Gol, especially MPWH and Worldbank, to make sure PBG will become available for 6 PDAMs as soon as the action and investment plans and the Technical Guidelines (Juknis) are approved.</p> <p>A National workshop in end of June already succesfully created a strong platform for mutual commitment by local and national stakeholders.</p>			
<ul style="list-style-type: none"> Implementation NRW reduction program, including commercial and physical loss reduction activities 	<p>The activity started with the collection of existing training materials on the first topic (commercial losses) using resources from CoE, JICA, IUWASH PLUS and Akatirta. Training module on commercial losses will be developed in October and training planned for November – December 2019. From early 2020 this will be followed with Physical Losses trainings.</p>			
<ul style="list-style-type: none"> Monitoring Progress and Results 	<p>The activity is not conducted yet this year</p>			

Strategy of Intervention	Key Performance Indicators	Means of Verification	External Factors (assumptions)	Progress of Period March – Sept 2019
<ul style="list-style-type: none"> Set up mechanism for long term use of measurement equipment 	The activity is not conducted yet this year			
<p>Component 2:</p> <ul style="list-style-type: none"> Foundational Training of 4 utilities in conducting Energy Efficiency (EE) 	Two trainings on introduction Energy Efficiency Program were conducted for 29 staff of 4 PDAM as follows: <ul style="list-style-type: none"> 24-25 July in West Java for PDAM Karawang (10 staff) and PDAM Kab Bogor (5 staff) 21-22 August in Central Java for PDAM Sukoharjo (7 staff) and PDAM Surakarta (7 staff) 			
<ul style="list-style-type: none"> Preliminary Energy Audit measurements/ calculation 	The activity was started in West-Java (July) and Central Java (September) as part of the Energy audits and will be completed by November 2019, after which it will be shared to PDAM Management and Owners to obtain their commitment.			
<ul style="list-style-type: none"> Procurement and Testing measuring equipment 	Procurement process for 2 sets is completed and delivery (incl testing) by vendor to 2 SECO offices is planned for October 2019. Also program successfully borrowed 2 sets of measuring equipment from Akatirta (since June) and is currently using it for the preliminary water balance and Pre-Fs.			
<ul style="list-style-type: none"> Develop detailed action and investment plans and obtain owner commitment for corrective measures 	The action plans (results of EE-Audit) will be presented to PDAM management, owners and GoI by November / December 2019.			
<ul style="list-style-type: none"> Support linkage to finance from utilities, LG, GOI and NUWSP 	Following previous activity (owner commitment) the program continues building close relations with GoI, especially MPWH and Worldbank, to make sure PBG will become available for 4 PDAMs as soon as the action and investment plans and the Technical Guidelines (Juknis) are approved. A National workshop in end of June already succesfully created a strong platform for mutual commitment by local and national stakeholders.			
<ul style="list-style-type: none"> Implementation EE reduction program, including detailed energy audit, field training and repair and/or replacement of pumps, pressure management 	The activity is not conducted yet this year			
<ul style="list-style-type: none"> Monitoring Progress and Results 	The activity is not conducted yet this year			
<ul style="list-style-type: none"> Set up mechanism for long term use of measurement equipment 	The activity is not conducted yet this year			
<ul style="list-style-type: none"> Component 3: Compile training material on NRW/EE and related corporate development topics 	All training materials produced by relevant Government institutions (Ditspam, BPPSPAM, BTAM, etc.) compiled for review and analysis; additional materials from donors (USAID, JICA, etc) and technical institutions (Akatirta ,etc) collected and analyzed During collection of training materials a strong relation was built with National Government Agencies, especially BPPSPAM, who is now responsible for developing National Skill training programs following new Government regulations (KepMen 542 and 422). They requested the SECO team to support the concept development of this program, especially for the priority topics of SECO.			

Strategy of Intervention	Key Performance Indicators	Means of Verification	External Factors (assumptions)	Progress of Period March – Sept 2019
<ul style="list-style-type: none"> Conduct training needs assessment and customize training contents to utilities needs 	Training Needs Assessment prepared, conducted and data analyzed for all 7 PDAM. Final TNA report will be ready in October Development of Capacity Building Plan, tailored to needs of each PDAM under development and ready to be shared to all PDAMS by October / November			
<ul style="list-style-type: none"> Implement Capacity Building program, through classroom and on-the-job (OTJ) trainings, internships, cross-visits, action plan 	Materials collection and selection of trainers for first training topics in process by SECO long- and short-term staff. First formal training planned to be conducted in November covering topics related to GIS systems and Accounting systems; selection of these topics is based on quick availability of materials and trainers.			
<ul style="list-style-type: none"> Monitor progress and results 	The activity is not conducted yet this year			
<ul style="list-style-type: none"> Transfer Training approaches to Centre of Excellency 	The activity is not conducted yet this year			

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