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USAID IUWASH Tangguh

# PROJECT YEAR 3 WORK PLAN

**SEPTEMBER 15, 2023**

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## PROJECT YEAR 3 WORK PLAN

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## ACRONYMS

ADS	Automatic Directive Systems
AKATIRTA	Akademi Tirta Wiyata/name of an academy in environmental engineering
AKKOPSI	Aliansi Kabupaten/Kota Peduli Sanitasi Se-Indonesia/Alliance of Indonesia's districts/cities having concerns on sanitation issues
ALD	Air Limbah Domestik/Domestic Wastewater
AMEL	Activity Monitoring, Evaluation, and Learning
AMELP	Activity Monitoring, Evaluation & Learning Plan
AMPL	Air Minum dan Penyehatan Lingkungan/ Water Supply and Sanitation
APBD	Anggaran Pendapatan dan Belanja Daerah/Local Government Budget
APEKSI	Asosiasi Pemerintah Kota Seluruh Indonesia/Association of Indonesian Municipalities
API	Application Programming Interface
AWP	Annual Work Plan
B40	Bottom 40% of population (the poorest 40% of the population)
Bappeda	Badan Perencanaan dan Pembangunan Daerah/Regional Development Planning Agency
Bappenas	Badan Perencanaan dan Pembangunan Nasional/National Development and Planning Agency
BBWS	Balai Besar Wilayah Sungai/River Basin Management Organization
BLUD	Badan Layanan Umum Daerah/Regional Public Service Agency
BMKG	Badan Meteorologi, Klimatologi, dan Geofisika/Meteorological, Climatological, and Geophysical Agency
BNBA	By Name By Address
BNSP	Badan Nasional Sertifikasi Profesi/National Professional Certification Agency
BPDLH	Badan Pengelola Dana Lingkungan Hidup/Environmental Fund Development Agency
BPKH	Badan Pengelola Keuangan Haji/Hajj Fund Management Agency
BPR	Bank Perkreditan Rakyat/Rural Bank
BPSDA	Balai Pengelola Sumber Daya Air/Water Resource Management Agency
BROT	Build, Rehabilitate, Operate, and Transfer
BT	Build and Transfer
BTAM	Balai Teknologi Air Minum/Agency for Water Technology
BTS	Balai Teknik Sanitasi/Sanitation Technical Center
BUMD	Badan Usaha Milik Daerah/Regional-owned Enterprises
BUMDes	Badan Usaha Milik Desa/Village-Owned Enterprises

CCROM	Centre for Climate Risk and Opportunity Management
CCVA	Climate Change Vulnerability Assessment
CDCS	Country Development and Cooperation Strategy
CEM	Citizen Engagement Mechanism
CB	Capacity Building
CHISU	Country Health Information Systems and Data Use
CJRO	Central Java Regional Office
CLA	Collaborating, Learning, and Adapting
COP	Chief of Party
COS	Communication and Outreach Specialist
CSO	Civil Society Organization
CSR	Corporate Social Responsibility
CSS	Customer Satisfaction Survey
CTPS	<i>Cuci Tangan pakai Sabun</i> /Handwashing with soap
CWIS	Citywide Inclusive Sanitation
DAK	<i>Dana Alokasi Khusus</i> /Special Allocation Budget
DAI	DAI Global, LLC.
DAS	<i>Daerah Aliran Sungai</i> /Watershed
DCOP	Deputy Chief of Party
DED	Detailed Engineering Design
DEIA	Diversity, Equity, Inclusion, and Accessibility
DFAT	Department of Foreign Affairs and Trade
Diskominfo	<i>Dinas Komunikasi dan Informatika</i> /Office of Communication and Informatics
DPA	<i>Daftar Pelaksanaan Anggaran</i> /Budget Implementation List
DP3AP2KB	<i>Dinas Pemberdayaan Perempuan, Perlindungan Anak, Pengendalian Penduduk, dan Keluarga Berencana</i> /Office of Women Empowerment, Child Protection and Population Control and Family Planning
DPRKP	<i>Dinas Perumahan Rakyat dan Permukiman</i> /House of People's Housing and Settlement
DSCR	Debt Service Coverage Ratio
EE	Energy Efficiency
EJRO	East Java Regional Office
ESDM	<i>Energi, Sumber Daya Mineral</i> /Energy, Mineral Resources
ESG	Environmental Social Governance
FCR	Full Cost Recovery
FGD	Focus Group Discussion
FOM	Field Operations Manual



FORKALIM	<i>Asosiasi Pengelola Air Limbah Domestik/Association of Domestic Wastewater Operators</i>
FS	Feasibility Study
FSM	Fecal Sludge Management
GCF	Green Climate Fund
GESI	Gender Equality and Social Inclusion
Godex	Governance Index
GOI	Government of Indonesia
GRBP	Gender Responsive Budgeting and Planning
HAMP	<i>Hibah Air Minum Perkotaan/Urban Drinking Water Grant</i>
HC	House Connection
HH	Households
HO	Home Office
HR	Human Resources
HWWS	Handwashing with soap
IEC	Information, Education, and Communication
IEE	Initial Environmental Examination
IIF	Indonesia Impact Fund
IIN	Investor and Industry Network
IPA	<i>Instalasi Pengolahan Air/Water Treatment Plant</i>
IPAL	<i>Instalasi Pengolahan Air Limbah/Wastewater Treatment Plant</i>
IPLT	<i>Instalasi Pengolahan Lumpur Tinja/Septage Treatment Plant (STP)</i>
IRIS	Integrated Resilient IUWASH Systems
IUWASH PLUS	<i>IUWASH Penyehatan Lingkungan untuk Semua</i>
JAKSTRADA SPAM	<i>Kebijakan Strategi Daerah Sistem Penyediaan Air Minum/Regional Strategic Policy for Water Supply System</i>
JDB	<i>Jaringan Distribusi Pembagi/Secondary Distribution Network</i>
JDU	<i>Jaringan Distribusi Utama/Primary Distribution Network</i>
KBA	<i>Kontrak Berbayar Angsuran/Installment Paid Contract</i>
Kemendagri	<i>Kementerian Dalam Negeri/Ministry of Home Affairs</i>
KIAT	<i>Kemitraan Indonesia Australia untuk Infrastruktur/Indonesia-Australia Partnership for Infrastructure</i>
KLHK	<i>Kementerian Lingkungan Hidup dan Kehutanan/Ministry of Environment and Forestry</i>
KLHS	<i>Kajian Lingkungan Hidup Strategis/Strategic Environmental Assessment</i>
KPBU	Kemitraan Publik dan Badan Usaha
KPI	Key Performance Indicator
KPP	<i>Kelompok Pemanfaatan dan Pemeliharaan/Community User Group</i>

KSM	<i>Kelompok Swadaya Masyarakat/Community-Based Organization</i>
LA-LPK	<i>Lembaga Akreditasi-Lembaga Pelatihan Kerja/Accreditation Agency-Occupational Training Agency</i>
LG	Local Government
LLTT/L2T2	<i>Layanan Lumpur Tinja Terjadwal/Regular Desludging Service</i>
LOA	Life of Activity
LPK	<i>Lembaga Perlindungan Konsumen/Consumer Protection Agency</i>
LPJK	<i>Lembaga Pengembangan Jasa Konstruksi/Construction Service Development Agency</i>
LPS	Liter Per Second
LSP	<i>Lembaga Sertifikasi Profesi/Professional Certification Institution</i>
LTTA	Long Term Technical Assistance
Mamminasata	Makassar, Maros, Gowa, Takalar
MCI	Mandiri Capital Indonesia
MCIO	Mission Contracting and Information Officer
MCIS	Mandiri Capital Investment Singapore
MCIT	Ministry of Communication and Information Technology
Mebidang	Medan, Binjai, and Deli Serdang
MEL	Monitoring, Evaluation & Learning
MIS	Management Information System
MOEF	Ministry of Environment and Forestry
MOF	Ministry of Finance
MOH	Ministry of Health
MOHA	Ministry of Home Affairs
MPWH/MoPWH	Ministry of Public Works and Housing
Musrenbang	<i>Musyawarah Rencana Pembangunan/Development Planning Meeting</i>
MWECP	<i>Kementerian Pemberdayaan Perempuan dan Perlindungan Anak/Ministry of Women Empowerment and Child Protection</i>
NDC	Non Determined Condition
NGO	Non-Government Organization
NORC	The NORC at the University of Chicago, a social research organization conducting independent study of USAID IUWASH Tangguh
NRW	Non-revenue Water
NSRO	North Sumatra Regional Office
NTT	<i>Nusa Tenggara Timur/East Nusa Tenggara</i>
NUWSP	World Bank National Urban Water Supply Project
O&M	Operation and Maintenance
OPD	<i>Organisasi Perangkat Daerah/Regional Working Organization</i>

OTDA	<i>Otonomi Daerah/Regional Autonomy</i>
PALD	<i>Pengelolaan Air Limbah Domestik/Domestic Wastewater Management</i>
Pamsimas	<i>Community-based for water supply services located in villages</i>
PBG	<i>Performance Based Grant</i>
PES	<i>Payment for Environmental Services</i>
PDAM/PERUMDA	<i>Perusahaan Daerah Air Minum/Municipal Drinking Water Company</i>
PERBAMIDA	<i>Perhimpunan Bank Perekonomian Rakyat Milik Daerah/Association of Local Government-Owned Rural Banks</i>
PERBARINDO	<i>Persatuan Bank Perkreditan Rakyat/Rural Bank Association</i>
Perbup	<i>Peraturan Bupati/District Chief Executive's Regulation</i>
Perda	<i>Peraturan Daerah/Regional Regulation</i>
Perkada	<i>Peraturan Kepala Daerah/Head of Local Government Regulation</i>
Permendagri	<i>Peraturan Menteri Dalam Negeri/Regulation of Minister of Home Affairs</i>
Permenpu	<i>Peraturan Menteri Pekerjaan Umum/Minister of Public Works Regulation</i>
Perpamsi	<i>Persatuan Perusahaan Air Minum Seluruh Indonesia/Indonesia Water Supply Association</i>
PES	<i>Payment for Ecosystem Services</i>
PKP	<i>Housing and Settlements</i>
PO	<i>Purchase Order</i>
Pokja AMPL	<i>Kelompok Kerja Air Minum dan Penyehatan Lingkungan/Working Group for Drinking Water and Sanitation</i>
Pokja PKP	<i>Kelompok Kerja Perumahan dan Kawasan Permukiman/Working Group for Housing and Human Settlements</i>
Pokja PPAS	<i>Kelompok Kerja Perumahan, Permukiman, Air Minum, dan Sanitasi/Working Group for Housing, Human Settlements, Water, and Sanitation</i>
Pokja PUG	<i>Kelompok Kerja Pengarusutamaan Gender/Working Group for Gender Mainstreaming</i>
PPP	<i>Public Private Partnership</i>
PPRG	<i>Perencanaan dan Penganggaran Responsif Gender/ Gender Responsive Budgeting and Planning</i>
PROKLIM	<i>Program Kampung Iklim/Climate Village Program</i>
PSA	<i>Public Service Announcement</i>
PSDA	<i>Pengelolaan Sumber Daya Air/Water Resource Management</i>
PSE	<i>Private Sector Engagement</i>
PT SMI	<i>Sarana Multi Infrastructure LLC</i>
PUG	<i>Pengarusutamaan Gender/Gender Mainstreaming</i>
PUPR	<i>Pekerjaan Umum dan Perumahan Rakyat/Public Works and Housing</i>
PUPRKP	<i>Dinas Pekerjaan Umum, Penataan Ruang, dan Kawasan Permukiman/Office of Public Works, Spatial Planning, and Settlement</i>

PWS	Project Work Statement
PY2, 3	Project Year 2, 3
QPR	Quarterly Progress Report
RAD	<i>Rencana Aksi Daerah/Regional Action Plan</i>
RANDA PUG	<i>Rencana Aksi Daerah Pengarusutamaan Gender/Regional Action Plan for Gender Mainstreaming</i>
RAP	<i>Rencana Aksi Program/Program Plan</i>
RAK-API	<i>Rencana Aksi Kegiatan Adaptasi Perubahan Iklim/Activity Plan for Climate Change Adaptation</i>
RBA	<i>Rencana Business Anggaran/Budget and Business Plan</i>
RDS	Real Demand Survey
RENJA	<i>Rencana Kerja/Work Plan</i>
RISPAL	<i>Rencana Induk Sistem Pengelolaan Air Limbah/Masterplan of Wastewater Management System</i>
RISPAM	<i>Rencana Induk Sistem Penyediaan Air Minum/Water Supply System Master Plan</i>
RKA	<i>Rencana Kerja Anggaran/Budget and Work Plan</i>
RKAP	<i>Rencana Kerja dan Anggaran Perusahaan/Company's Work and Budget Plan</i>
RKM	<i>Rencana Kerja Masyarakat/Community Work Plan</i>
RKPD	<i>Rencana Kerja Pemerintah Daerah/Local Government Work Plan</i>
RKT	<i>Rencana Kerja Tahunan/Annual Work 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>
RTRW	<i>Rencana Tata Ruang Wilayah/Spatial Planning</i>
Sandex	Sanitation Index
SBC	Social and Behavior Change
SDG	Sustainable Development Goal
SEKNAS	<i>Sekretariat Nasional/National Secretariat</i>
SIM	<i>Sistem Informasi Manajemen/Management Information System</i>
SIPA	Social Inclusion Public Accountability
SISDA	<i>Sistem Informasi Sumber Daya Air/Water Resource Information System</i>
SKKNI	<i>Standar Kerja Kompetensi Nasional Indonesia/National Work Competency Standards</i>
SKP	<i>Survei Kepuasan Pelanggan/Customer Satisfaction Survey</i>
SL	Sustainable Landscape

SMDW	Safely managed drinking water
SMF	PT Sarana Multigriya Financial
SMI	<i>Sistem Manajemen Investasi</i> /Directorate of Investment Management System of MOF
SMS	Safely Managed Sanitation
SNV	Netherlands Development Organization
SOP	Standard Operating Procedure
SP4N Lapor	<i>Sistem Pengaduan Pengelolaan Pelayanan Publik Nasional-Layanan Aspirasi dan Pengaduan Online Rakyat</i> /National Complaint Handling System-People's Online Aspiration and Complaint Platform
SPALDS	<i>Sistem Pengelolaan Air Limbah Domestik Setempat</i> /Onsite Domestic Wastewater Management System
SPALDT	<i>Sistem Pengelolaan Air Limbah Domestik Terpusat</i> /Offsite Domestic Wastewater Management System
SPAM	<i>Sistem Penyediaan Air Minum</i> /Water Supply System
SPM	<i>Standar Pelayanan Minimal</i> /Minimum Service Standards
SR	<i>Sambungan Rumah</i> /House Connections
SSK	<i>Strategi Sanitasi Kabupaten/Kota</i> /Sanitation Strategy of District/City
SSP	Sanitation Safety Plan
SSVA	Sanitation System Vulnerability Assessment
SSRO	South Sulawesi Regional Office
STBM	<i>Sanitasi Total Berbasis Masyarakat</i> /Community Based Total Sanitation
STTA	Short-Term Technical Assistance
SUPD II	<i>Sinkronisasi Urusan Pemerintahan Daerah II</i> /Synchronization of Local Government Affairs II
TAS	Transaction Advisory Services
TAMIS	Technical and Administrative Management Information System
TKPSDA	<i>Tim Koordinasi Pengelolaan Sumber Daya Air</i> /Cooordinating Team for Water Resource Management
TNA	Training Needs Assessment
TOACOR	Task Order Alternate Contracting Officer's Representative
TOCOR	Task Order Contracting Officer's Representative
TOT	Training of Trainers
TP PKK	<i>Tim Penggerak Pemberdayaan Kesejahteraan Keluarga</i> /Family Empowerment and Welfare Movement Team
TTS	<i>Timor Tengah Selatan</i> /South Central Timor
UNICEF	United Nations Children's Fund
UPRS	<i>Unit Pengelola Rumah Susun</i> /Rental Flat Management Unit
UPT	<i>Unit Pelaksana Teknis</i> /Technical Implementing Unit

UPTD	<i>Unit Pelaksana Teknis Daerah/Regional Technical Implementing Unit</i>
USAID	United States Agency for International Development
USAID IUWASH Tangguh	USAID Indonesia Urban Resilient Water, Sanitation, and Hygiene
USAID ERAT	USAID Effective, Efficient, and Strong Governance
USAID SEGAR	USAID Sustainable Environmental Governance Across Regions
USG	United States Government
VA	Vulnerability Assessment
VAT	Value Added Tax
WASH	Water, Sanitation, and Hygiene
WJDB	West Java, DKI Jakarta, and Banten
Wosusokas	Wonogiri, Sukoharjo, Solo, Karanganyar, and Sragen
WQQ	Water Quality and Quantity
WRCCVA	Water Resources Climate Change Vulnerability Assessment
WRM	Water Resource Management
WSP	Water Safety Plan
WTP	Water Treatment Plant
WWTP	Waste Water Treatment Plant
YPCII	Yayasan Pembangunan Citra Insan Indonesia/a name of local NGO
YPTD PERPAMSI	Yayasan Pendidikan Tirta Dharma Persatuan Perusahaan Air Minum Seluruh Indonesia/A Training Center under PERPAMSI
ZAMP	<i>Zona Air Minum Prima/Prime Drinking Water Zone</i>



## EXECUTIVE SUMMARY

In accordance with Section F.5.6 of Task Order Number 72049722N00001, the following document serves as the second Annual Work Plan (AWP) of the USAID Indonesia Urban Resilient Water, Sanitation, and Hygiene (USAID IUWASH Tangguh) project. This AWP covers the period of October 01, 2023, through September 30, 2024, which is referred to as Project Year 3 (PY3).

USAID Indonesia Urban Resilient Water, Sanitation, and Hygiene (USAID IUWASH Tangguh) is a five-year project to advance Indonesia's development goals in increasing access to safely managed drinking water, sanitation and hygiene (WASH) in vulnerable urban areas and strengthening climate-resilient WASH services and water resources management. In close partnership with the Government of Indonesia (GOI), USAID IUWASH Tangguh supports Indonesia's work to achieve its Sustainable Development Goal (SDG) targets to ensure access to water and sanitation for all (SDG 6) and to make cities and settlements inclusive, safe, resilient, and sustainable (SDG 11).

In Year 3, USAID IUWASH Tangguh, under the theme '*Elevate and Excel: Aiming High for Greater Achievement and Support*,' aims to build on past achievements, elevating actions and support to reach greater heights in climate resilient water resources management within sustainable landscape approaches towards climate-resilient safely managed WASH services for a more sustainable future in Indonesian communities.

### Objective Overview

Below we provide brief highlights of the PY3 activities presented in further detail in Section 3, which provides a more detailed description of tasks.

## RINGKASAN EKSEKUTIF

Sesuai dengan Section F.5.Task Order No. 72049722N00001, dokumen berikut merupakan Rencana Kerja Tahunan (AWP) kedua proyek USAID Indonesia Urban Resilient Water, Sanitation, and Hygiene (USAID IUWASH Tangguh). AWP ini mencakup periode 01 Oktober 2023 hingga 30 September 2024, yang disebut sebagai Tahun Ketiga Pelaksanaan Proyek (PY3).

USAID Indonesia Urban Resilient Water, Sanitation, and Hygiene (USAID IUWASH Tangguh) adalah proyek lima tahun untuk mempercepat pencapaian tujuan pembangunan Indonesia dalam meningkatkan akses air minum dan sanitasi aman, serta perilaku higiene (WASH) di daerah perkotaan yang rentan dan memperkuat layanan WASH dan pengelolaan sumber daya air (PSDA) yang berketahanan iklim. Bermitra dengan Pemerintah Indonesia, USAID IUWASH Tangguh mendukung upaya Indonesia untuk mencapai target Tujuan Pembangunan Berkelanjutan (TPB) untuk memastikan akses air dan sanitasi untuk semua (Tujuan 6) dan menciptakan kota dan permukiman yang inklusif, aman, tangguh, dan berkelanjutan (Tujuan 11).

Pada Tahun 3, USAID IUWASH Tangguh, di bawah tema "Meningkat dan Unggul: Menggapai Pencapaian dan Dukungan yang Lebih Besar" berpijak dari pencapaian masa lalu, meningkatkan aksi dan dukungan untuk mencapai tingkat yang lebih tinggi dalam pengelolaan sumber daya air yang berketangguhan iklim dalam pendekatan *sustainable landscape* untuk mencapai layanan WASH yang aman dan berketangguhan iklim demi masa depan yang berkelanjutan bagi masyarakat Indonesia.

### Ringkasan Tujuan

Di bawah ini kami memberikan sorotan singkat kegiatan PY3 yang disajikan secara lebih detail di Bagian 3, yang menyediakan deskripsi tugas yang lebih rinci.

## **Objective I – Strengthened WASH and WRM Sector Governance and Financing**

Objective I focuses on strengthening WASH and WRM sector governance and financing to improve policies, regulations, budgets and private participation fund and accountability. In Year 3, the team will continue engaging national ministries like Public Works and Housing, Home Affairs, and Environment/Forestry, as well as local governments across USAID IUWASH Tangguh's working area. The team will continue to leverage partnerships with associations like APEKSI (Association of Indonesian City Governments), FORKALIM (Sanitation operator association) to support the policy reforms to increase the water and sanitation access.

Specific governance activities planned include revising guidelines on water utility performance assessment at the national level, integrating climate resilience into local development plans, and finalizing regulations on wastewater tariffs and sanitation service units in support of 10 new and or revised laws, policies, regulations, or agreements to improve WASH services.

The program will provide technical assistance to local governments, utilities, and stakeholders to optimize their budget allocation for WASH and WRM development plans, shortlist and prioritize investment projects, and develop business plans, pre-FS, and FS. The program will also identify financing opportunities, support a pipeline of WASH-/WRM-related investments, and promote WASH micro credit programs.

In Year 3, Objective I will launch an Investor and Industry Network (IIN) to generate investor interest and forge public-private partnerships (PPPs). Transaction advisory services will be delivered for \$23 million in infrastructure investments, financed through multiple funding sources including government support, private-

## **Tujuan I – Penguatan Tata Kelola dan Pembiayaan Sektor WASH dan PSDA**

Tujuan I fokus untuk menguatkan tata kelola dan pembiayaan sektor WASH dan PSDA untuk membuat kebijakan, peraturan, anggaran, dan dana kemitraan swasta dan akuntabilitas yang lebih baik. Pada Tahun 3, tim akan terus bekerja sama dengan kementerian nasional, seperti Kementerian PUPR, Kementerian Dalam Negeri, dan Kementerian Lingkungan Hidup dan Kehutanan, serta pemerintah daerah di seluruh wilayah kerja USAID IUWASH Tangguh. Tim akan terus meningkatkan kemitraan dengan asosiasi seperti APEKSI (Asosiasi Pemerintah Kota Indonesia), FORKALIM (Asosiasi Operator Sanitasi) untuk mendukung reformasi kebijakan untuk meningkatkan akses air minum dan sanitasi.

Kegiatan spesifik tata kelola yang telah direncanakan meliputi revisi panduan penilaian kinerja PDAM/Perumda Air Minum di tingkat nasional, integrasi ketangguhan iklim dalam rencana pembangunan daerah, serta finalisasi peraturan tarif air limbah dan unit layanan sanitasi untuk mendukung 10 peraturan, kebijakan, regulasi, atau kesepakatan baru dan/atau yang diperbarui untuk meningkatkan layanan WASH.

Program akan memberikan dampingan teknis kepada pemerintah daerah, penyedia layanan, dan para pemangku kepentingan untuk mengoptimalkan alokasi anggaran untuk rencana pembangunan WASH dan PSDA, memilih dan memprioritaskan proyek investasi, dan membuat rencana bisnis, pra-FS, dan FS. Program juga akan mengidentifikasi peluang pembiayaan, mendukung daftar proyek investasi terkait WASH/PSDA, dan mempromosikan program mikrokredit WASH.

Di Tahun 3, Tujuan I akan meluncurkan Jaringan Investor dan Industri (*Investor and Industry Network/IIN*) untuk menarik minat investor dan mendorong Kemitraan Publik dan Badan Usaha (KPBU). Jasa konsultasi Transaksi akan diberikan untuk investasi infrastruktur senilai \$23 juta, yang dibiayai melalui berbagai sumber pembiayaan

sector financing, and PPPs. Additionally, in PY3, the Objective 1 team will collaborate with the Objective 3 team to leverage finance for water resource management investment needs identified from climate change vulnerability assessment (CCVA) action plans, for example, by leveraging the partnership with Mandiri Capital's Indonesia Impact Fund program. The program will also continue to promote WASH micro credit programs and accelerate private sector participation in sanitation financing.

Objective 1 will build capacity for WASH/WRM coordination institutions through training and technical assistance for governance and finance. The program will also expand mechanisms to promote social accountability and inclusivity by developing and promoting social inclusion and public accountability mechanisms with local governments. Specifically, the team will work with Diskominfo and Objective 4 to citizen engagement mechanisms in 14 cities/districts that include development of standard operating procedures, guidelines and regulations to incorporate WASH and WRM issues, with the goal of implementing at least 8 such systems in PY3.

Overall, the program expects to achieve significant impacts in Year 3. The program expects to mobilize over \$23 million in investment for WASH and WRM projects. Additionally, in PY3 the project will provide targeted training and technical assistance to strengthen the capacity of water and sanitation service providers, local governments and technical agencies. For example, local Regional Development Planning Agency (BAPPEDA) will participate in APBD budgeting activities to identify and crosscheck activities and nomenclature to ensure alignment with regional budgets and to support development of medium- and long-term planning documents covering five and 20 years respectively. The team will again monitor WASH/WRM governance, and assess and develop the capacity of PDAMs, UPTDs, and BLUDs in

termasuk dukungan pemerintah, pembiayaan sektor swasta, dan KPBU. Selain itu di PY 3, Tim Tujuan 1 akan berkolaborasi dengan Tim Tujuan 3 untuk meningkatkan pembiayaan untuk kebutuhan investasi pengelolaan sumber daya air yang diidentifikasi dari rencana aksi Kajian Kerentanan Perubahan Iklim (*Climate Change Vulnerability Assessment/CCVA*), contohnya peningkatan kemitraan dengan program Mandiri Capital Indonesia Impact Fund. Program ini juga akan melanjutkan promosi program kredit mikro WASH dan mempercepat partisipasi swasta dalam pembiayaan sanitasi.

Tujuan 1 akan meningkatkan kapasitas untuk institusi koordinator WASH/PSDA melalui pelatihan dan pendampingan teknis dalam hal tata kelola dan pembiayaan. Program juga akan memperluas mekanisme untuk mendorong akuntabilitas dan inklusifitas sosial dengan mengembangkan dan mempromosikan mekanisme inklusi sosial dan akuntabilitas publik dengan pemerintah daerah. Secara khusus, tim akan bekerjasama dengan Diskominfo dan Tujuan 4 dalam mekanisme pelibatan masyarakat di 14 kabupaten/kota yang meliputi penyusunan prosedur operasional standar, panduan dan peraturan yang memasukkan isu WASH dan PSDA, dengan target melaksanakan paling tidak 8 sistem di PY 3.

Secara keseluruhan, program berharap mencapai dampak signifikan di Tahun 3. Program berharap dapat memobilisasi investasi senilai lebih dari \$23 juta untuk proyek WASH dan PSDA. Selain itu, di PY3, Proyek juga akan menyediakan pelatihan dan pendampingan teknis tertarget untuk menguatkan kapasitas penyedia layanan air minum dan sanitasi, pemerintah daerah, dan lembaga teknis. Misal, Badan Perencanaan Pembangunan Daerah (Bappeda) akan ikut serta dalam kegiatan APBD untuk mengidentifikasi dan memverifikasi kegiatan dan nomenklatur untuk memastikan keselarasannya dengan anggaran daerah dan untuk mendukung dokumen perencanaan jangka menengah dan jangka panjang yang masing-masing mencakup periode lima tahun dan 20 tahun. Tim juga akan kembali

business and financial management on issues including WASH tariff setting, and customer surveys. These activities will support the strengthening of at least 25 institutions in Indonesia.

Through these efforts, Objective 1 will contribute to the overall wellbeing of communities in Indonesia by improving access to clean water, enhancing sanitation services, and promoting effective water resources management.

### **Objective 2a – Increased Access to Poor-Inclusive, Climate-Resilient, Safely Managed Drinking Water Services**

Objective 2a of the USAID IUWASH Tangguh program focuses on improving the efficiency of water supply systems in Indonesia. The goal of the objective is to ensure that all Indonesians have access to safely managed drinking water. In PY3, USAID IUWASH Tangguh will implement activities to help 300,000 people gain access to safely managed drinking water.

To increase access to drinking water for the poor, the program will conduct technical mapping of access levels and gender and wealth parameters through water utility beneficiary and customer surveys supported by the mWater application. Utilities will use information gathered from these surveys to target households as recipients of special allocation funds, if needed, or to strengthen marketing and promotion. The team will also develop and improve PDAM geographic information systems/management information systems to support improved PDAM operations. Additionally, the team will work to strengthen PDAM capacity for non-revenue water reduction and energy efficiency improvement programs.

To expand the menu of service model options for PDAM and local government integration and adoption, the water team will assess and identify

memonitor tata kelola WASH/WRM, serta menilai dan mengembangkan kapasitas PSDA, UPTD, dan BLUD dalam pengelolaan bisnis dan keuangan, termasuk penetapan tarif WASH dan survei pelanggan. Kegiatan ini akan mendukung penguatan paling tidak 25 lembaga di Indonesia.

Melalui upaya-upaya ini, Tujuan 1 akan berkontribusi pada kesejahteraan menyeluruh masyarakat Indonesia dengan meningkatkan akses air bersih, meningkatkan layanan sanitasi, dan mempromosikan pengelolaan sumber daya air yang efektif.

### **Tujuan 2a – Peningkatan Akses Inklusif Bagi Masyarakat MBR, Berketangguhan Iklim dan Layanan Air Minum Aman**

Tujuan 2a program USAID IUWASH Tangguh fokus untuk meningkatkan efisiensi sistem penyediaan air minum di Indonesia. Target Tujuan ini untuk memastikan semua masyarakat Indonesia mempunyai akses terhadap akses air minum aman. Di PY3, USAID IUWASH Tangguh akan melaksanakan kegiatan untuk membantu 300.000 orang mendapatkan akses air minum aman.

Untuk meningkatkan akses air minum bagi masyarakat berpenghasilan rendah, program akan melakukan pemetaan teknis tingkat akses serta parameter gender dan kesejahteraan menggunakan aplikasi mWater. PDAM/Perumda Air Minum akan menggunakan informasi yang dikumpulkan dari survei ini untuk menysasar rumah tangga sebagai penerima dana alokasi khusus, jika diperlukan, atau untuk menguatkan pemasaran dan promosi. Tim juga akan mengembangkan dan meningkatkan sistem informasi geografis/sistem informasi manajemen PDAM untuk mendukung operasional PDAM yang lebih baik. Selain itu, tim juga akan bekerja untuk menguatkan kapasitas PDAM dalam program-program penurunan air tak berekening dan peningkatan efisiensi energi.

Untuk memperluas menu opsi model layanan untuk PDAM serta integrasi dan adopsi pemerintah daerah, tim air minum akan mengkaji

technical needs for the development and improvement of service models through a feasibility study. The team will continue to develop and promote a water resilience service model through the raw water quality and quantity monitoring, the Water Safety Plan, and Prime Drinking Water Service Zone (*Zona Air Minum Prima – ZAMP*). The team will enhance water safety planning by utilizing results from the Climate Change Vulnerability Assessments (CCVAs) to incorporate climate and others risk mitigation actions into RPAMs. Furthermore, the team will support the development and improvement of the chlorination system and the asset management application for PDAMs.

To support the development of a sustainable monitoring and evaluation system, USAID IUWASH Tangguh will review and improve PDAM performance index tools and finalize integration with the national performance monitoring system. The team will also conduct annual monitoring of PDAM performance index workshops. Additionally, the team will support deployment of management tools to improve asset management and water quality monitoring with at least three service providers.

In PY3, the water team will continue to collaborate with the governance specialists and APEKSI to advocate for 100 percent water service coverage in six cities, establish and expand city-wide inclusive, climate-resilient, and financially viable WASH and WRM institutional arrangements and service models, and develop and strengthen monitoring, learning, and innovation platforms.

Integration across program objectives will also be a focus. Objective 2a will collaborate with Objective 1 on optimization of regional water supply systems like the Karian Serpong system in Banten province serving over 325,000 residents. With Objective 3, there will be integration on climate resilience in 11 drinking water supply systems, including regional/bulk water systems and utility production systems, across six major river basins. This will

dan mengidentifikasi kebutuhan teknis untuk mengembangkan dan meningkatkan model layanan melalui studi kelayakan. Tim akan terus mengembangkan dan mempromosikan model layanan air minum yang tangguh melalui monitoring kualitas dan kuantitas air baku, Rencana Pengamanan Air Minum, dan Zona Air Minum Prima (ZAMP). Tim akan meningkatkan rencana pengamanan air minum dengan menggunakan hasil Kajian Kerentanan Perubahan Iklim (CCVA) untuk memasukkan upaya mitigasi risiko iklim dan risiko lainnya ke dalam RPAM. Selanjutnya, tim akan mendukung pengembangan dan peningkatan sistem klorinasi dan aplikasi pengelolaan aset PDAM.

Untuk mendukung pengembangan sistem monitoring dan evaluasi yang berkelanjutan, USAID IUWASH Tangguh akan mengkaji dan meningkatkan alat indeks kinerja PDAM serta finalisasi integrasinya ke dalam sistem monitoring kinerja di tingkat nasional. Tim juga akan melakukan lokakarya monitoring tahunan indeks kinerja PDAM. Selain itu, tim juga akan mendukung penyebaran alat manajemen untuk meningkatkan manajemen aset dan monitoring kualitas air minum dengan paling tidak tiga penyedia layanan.

Di PY 3, tim air minum akan terus berkolaborasi dengan spesialis tata kelola dan APEKSI untuk mengadvokasi cakupan layanan air minum 100 persen di enam kota, membentuk dan memperluas model layanan dan pengaturan kelembagaan WASH dan WRM skala kota yang inklusif, berketangguhan iklim, dan layak secara finansial, serta membuat dan menguatkan platform monitoring, pembelajaran, dan inovasi.

Integrasi di seluruh tujuan program juga akan menjadi fokus. Tujuan 2a juga akan berkolaborasi dengan Tujuan 1 untuk mengoptimalkan sistem penyediaan air minum regional, seperti sistem Karian Serpong di Provinsi Banten yang melayani lebih dari 325.000 penduduk. Bersama dengan Tujuan 3, akan ada integrasi ketangguhan iklim ke dalam 11 sistem penyediaan air minum di enam daerah aliran sungai yang besar. Hal ini akan

include analysis of information from climate change vulnerability assessments in 20 PDAMs, encompassing both those incorporated in regional/bulk water systems and those not incorporated. Objective 2a will also work with Objective 4 on gender mainstreaming and social behavior change for increased access to safely managed drinking water in urban neighborhoods.

Expected impacts of these activities include increased access to safely managed drinking water, improved PDAM operations, and strengthened institutional arrangements for WASH and WRM. By improving the efficiency of water supply systems, the program will also contribute to the achievement of SDG 6 and Indonesia's goal of 100 percent access to safely managed drinking water by 2030.

### **Objective 2b Increased Access to Poor-Inclusive, Climate-Resilient, Safely Managed Sanitation Services**

Objective 2b works to ensure that one million people gain access to safely managed sanitation (SMS). To achieve improved sanitation access, the USAID IUWASH Tangguh project will promote safely managed sanitation aligned with national targets. This includes supporting the achievement of the current RPJMN 2020-2024 target for 15% of the population gaining access to safely managed sanitation. Looking ahead, the project will also promote alignment with the upcoming RPJMN 2025-2029 target of 30% access to safely managed sanitation by 2030, in line with SDG 6. To fulfill long-term objectives, the project will focus on capacity-building of local governments and sanitation operators to strengthen the foundation for achieving Indonesia's 2045 (Emas) target of 70% safely managed sanitation nationwide. In Year 3 of the project, the team will support at least 100,000 people to access safely managed sanitation services.

In Year 3 of the Annual Work Plan (AWP), the project will continue to support the implementation of the local government led LLTT program to achieve the safely managed sanitation target. In Year 3, the team will support at least one LLTT/IPLT operator to develop a standard

meliputi analisis informasi dari kajian kerentanan iklim di 20 PDAM, baik yang masuk dan tidak masuk dalam sistem air minum regional/curah. Tujuan 2a juga akan bekerja dengan Tujuan 4 untuk mengarusutamakan gender dan perubahan perilaku sosial untuk peningkatan akses air minum aman di perkotaan.

Hasil yang diharapkan dari kegiatan ini meliputi peningkatan akses air minum aman, operasional PDAM yang lebih baik, dan kelembagaan yang lebih kuat untuk sektor WASH dan PSDA. Dengan meningkatkan efisiensi sistem penyediaan air minum, program juga akan berkontribusi pada pencapaian TPB 6 dan target Indonesia, 100 persen akses air minum aman pada tahun 2030.

### **Tujuan 2b – Peningkatan Akses Inklusif Bagi Masyarakat MBR, Berketangguhan Iklim dan Layanan Sanitasi Aman**

Tujuan 2b bekerja untuk memastikan satu juta orang mendapatkan akses sanitasi aman. Untuk mencapai target akses sanitasi yang lebih baik, proyek USAID IUWASH Tangguh akan mendorong sanitasi aman sesuai dengan target nasional. Ini termasuk mendukung pencapaian target RPJMN 2025–2029, 15% penduduk mendapatkan akses sanitasi aman. Ke depan, Proyek juga akan mendukung penyesuaian target RPJMN 2025–2029, 30% akses sanitasi aman pada tahun 2030, sejalan dengan SDG 6. Untuk mencapai tujuan jangka panjang, Proyek akan fokus pada peningkatan kapasitas pemerintah daerah dan operator sanitasi untuk menguatkan dasar untuk mencapai target Indonesia Emas 2045, 70% akses sanitasi aman di seluruh Indonesia. Pada Tahun 3 pelaksanaan Proyek, tim akan mendukung paling tidak 100.000 orang mengakses layanan sanitasi aman.

Dalam Rencana Kerja Tahun 3, proyek akan terus mendukung pelaksanaan program LLTT yang dipimpin oleh pemerintah daerah untuk mencapai target sanitasi aman. Di Tahun 3, tim akan mendukung paling tidak satu operator LLTT/IPLT untuk menyusun prosedur



operating procedure. The project will facilitate the development of tools that incorporate PDAM performance assessment, to support the “National Wali Data” (one data for all). It will develop an integration of two applications: the Water Supply System Management Information System (MIS) application developed by USAID IUWASH Tangguh, and the Water Supply System MIS application developed by the Ministry of Public Works and Housing.

The project will support local governments in facilitating the safely managed sanitation target calculation, exercise the sanitation costing, encourage local governments to invest in basic infrastructure such as IPLT construction, and access potential funding for accelerating sanitation services. It will also support behavioral change initiatives to gain community contribution to the construction of an individual facility such as a septic tank, the establishment of sanitation operators such as regional technical implementing units (UPTDs) or regional public service agencies (BLUDs), and the integration of sanitation into PDAM business. USAID IUWASH Tangguh will also provide support to develop technical and financial feasibility studies for IPLT investment and LLTT management.

Specific activities planned for Year 3 include revising guidelines on septic tank design, integrating scheduled desludging services into PDAM management (for example in Makassar and Kota Malang), establishing sanitation service units as BLUDs (e.g.: in Gresik and Sidoarjo), and supporting the preparatory works of construction of wastewater treatment plants. The team will continue efforts to advocate for policies supporting increased financing, stronger regulation, and 100 percent coverage of improved sanitation including 70 percent safely managed sanitation in 2045. The team will continue to leverage partnerships with ministries, training centers, local governments, and sanitation associations.

The project will support the Ministry of Public Works and Housing (MPWH), Bappenas, and the

operasional standar. Proyek akan memfasilitasi pengembangan alat yang mencakup penilaian kinerja PDAM untuk mendukung Wali Data Nasional (satu data untuk semua). Proyek akan mengembangkan integrasi dua aplikasi: Sistem Informasi Manajemen Air Minum, aplikasi yang dibuat USAID IUWASH Tangguh, dan aplikasi SIM Air Minum yang dikembangkan Kementerian Pekerjaan Umum dan Perumahan Rakyat.

Proyek akan mendukung pemerintah daerah untuk memfasilitasi penghitungan target sanitasi aman, melakukan simulasi pembiayaan sanitasi, mendorong pemerintah daerah untuk melakukan investasi untuk sarana dasar, seperti pembangunan IPLT, dan mengakses sumber pembiayaan yang potensial untuk mempercepat layanan sanitasi. Proyek juga akan mendukung upaya perubahan perilaku untuk mendapatkan kontribusi masyarakat dalam pembangunan sarana individu, seperti tangki septik, pembentukan operator sanitasi seperti Unit Pelaksana Teknis Daerah (UPTD) atau Badan Layanan Umum Daerah (BLUD), serta integrasi sanitasi dalam bisnis PDAM. USAID IUWASH Tangguh juga akan mendukung penyusunan studi teknis dan kelayakan keuangan untuk investasi IPLT dan manajemen LLTT.

Kegiatan spesifik yang direncanakan untuk Tahun 3 meliputi revisi panduan desain tangki septik, integrasi layanan lumpur tinja terjadwal ke dalam pengelolaan PDAM (misal, Makassar dan Kota Malang), pembentukan unit layanan sanitasi seperti BLUD (seperti di Gresik dan Sidoarjo), serta mendukung persiapan pembangunan instalasi pengolahan air limbah. Tim akan terus melakukan advokasi kebijakan yang mendukung peningkatan pembiayaan, peraturan yang lebih kuat, dan cakupan 100 persen sanitasi layak, termasuk 70 persen sanitasi aman pada 2045. Tim juga akan terus meningkatkan kemitraan dengan kementerian, pusat pelatihan, pemerintah daerah, dan asosiasi sanitasi.

Proyek akan mendukung Kementerian Pekerjaan Umum dan Perumahan Rakyat, Bappenas, dan

Ministry of Home Affairs to prepare sanitation sector policy, norms, and guidelines to enable local governments to fulfill the SMS criteria. The project will also support the national government in developing the concept note for sanitation financing through private partnership, and the development of sanitation tariff-setting regulation. It will also continue to support the implementation of sanitation capacity-building grand design and preparation of regulation for BLUD guidelines.

To achieve the safely managed sanitation target, every local government should develop an off-site or on-site sanitation system, or both. The sanitation team will facilitate local governments to fulfill all criteria to enable the implementation of LLTT to achieve the SMS target.

In PY3, the project will conduct several activities related to climate resilient sanitation such as facilitating the sanitation framework trial in Makassar and Gresik in collaboration with UNICEF, referring to the WASH climate resilience framework based on consultation with relevant ministries in PY2. USAID IUWASH Tangguh and UNICEF will trial the resilience assessment form to measure the readiness for climate resilient sanitation services. Furthermore, USAID IUWASH Tangguh will facilitate climate resilient workshops to raise the climate change awareness of local government, developing the Sanitation Services Vulnerability Assessment (SSVA) document, and developing local plans for climate adaptation.

Through these activities, the project aims to increase local government awareness of the impacts of climate change on sanitation and to provide input to planning and budgeting for climate change adaptation in the sanitation sector. Overall, the project aims to support local governments and sanitation operators in providing community services to pursue the safely managed sanitation target mandated by the GOI and promote safely

Kementerian Dalam Negeri untuk menyiapkan kebijakan, norma, dan panduan di sektor sanitasi untuk mendukung pemerintah daerah memenuhi kriteria sanitasi aman. Proyek akan mendukung pemerintah pusat membuat nota konsep pembiayaan sanitasi melalui kemitraan swasta, dan penyusunan peraturan penetapan tarif sanitasi. Proyek juga akan terus mendukung pelaksanaan rancangan besar peningkatan kapasitas sanitasi dan persiapan peraturan untuk panduan BLUD.

Untuk mencapai target sanitasi aman, setiap pemerintah daerah harus mengembangkan sistem sanitasi terpusat atau setempat, atau keduanya. Tim sanitasi akan memfasilitasi pemerintah daerah untuk memenuhi semua kriteria yang mendukung pelaksanaan LLTT untuk mencapai target sanitasi aman.

Di PY 3, proyek akan melakukan beberapa kegiatan terkait sanitasi berketangguhan iklim, seperti memfasilitasi uji coba kerangka sanitasi di Makassar dan Gresik melalui kerja sama dengan UNICEF, dengan mengacu pada kerangka ketangguhan iklim WASH berdasarkan konsultasi dengan kementerian terkait di PY2. USAID IUWASH Tangguh dan UNICEF akan mengujicoba formulir penilaian ketangguhan untuk mengukur kesiapan layanan sanitasi yang berketangguhan iklim. Lebih lanjut, USAID IUWASH Tangguh akan memfasilitasi lokakarya tentang ketahanan iklim untuk meningkatkan kesadaran tentang perubahan iklim bagi pemerintah daerah, menyusun dokumen Kajian Kerentanan Layanan Sanitasi (*Sanitation Services Vulnerability Assessment/SSVA*), dan menyusun rencana adaptasi perubahan iklim.

Melalui kegiatan-kegiatan ini, proyek bertujuan meningkatkan kesadaran pemerintah daerah tentang dampak perubahan iklim terhadap sanitasi dan memberikan masukan untuk perencanaan dan penganggaran adaptasi perubahan iklim di sektor sanitasi. Secara keseluruhan, proyek mendukung pemerintah daerah dan operator sanitasi untuk menyediakan layanan bagi masyarakat dalam rangka mencapai

managed sanitation to achieve the national and international targets for sanitation access.

### **Objective 3 – Improved WRM to Support Climate-resilient Drinking Water Services**

Objective 3 of the USAID IUWASH Tangguh project aims to improve Water Resource Management (WRM) and climate-resilient WASH for more sustainable service provision. In Year 3, the team in collaboration with USAID has included new activities and targets around sustainable landscapes and their impacts on water resources for downstream users.

Specific technical activities include conducting climate change vulnerability assessments (CCVAs) for watersheds supplying 20 PDAMs and local governments and with climate resilient action plans. This will involve partnerships with universities and meteorological agencies to analyze climate projections, hydrological flows, and land use impacts. Training will also be delivered on climate resilience, watershed management, and gender inclusion to 150 government, utility, and community stakeholders.

On governance, the WRM team will provide support to establish or strengthen inclusive, multi-stakeholder WRM committees. The team will work on different formats of committees to consider local government and stakeholder interests and preferences. The WRM committees will engage in related WRM activities, including during the CCVA process in 20 cities and districts and the integration of climate change adaptation action plans into local government planning. Awareness campaigns will promote equitable participation in WRM issues, and the team will review regulations to address groundwater conservation gaps. Working with governance specialists, USAID IUWASH Tangguh will prepare guidance together with the Ministry of Environment and Forestry to support climate

target sanitasi aman yang diamanatkan Pemerintah Indonesia dan mendorong sanitasi aman untuk mencapai target akses sanitasi aman nasional dan internasional.

### **Tujuan 3 – Peningkatan Pengelolaan Sumber Daya Air untuk Mendukung Ketangguhan Layanan Air Minum**

Tujuan 3 proyek USAID IUWASH Tangguh fokus pada meningkatkan Pengelolaan Sumber Daya Air (PSDA) dan WASH yang berketangguhan iklim untuk mencapai penyediaan layanan yang lebih berkelanjutan. Di Tahun 3, tim berkolaborasi dengan USAID telah memasukkan kegiatan dan target baru terkait *sustainable landscapes* and dampaknya terhadap sumber air bagi pengguna di hilir.

Kegiatan teknis spesifik termasuk melanjutkan kajian kerentanan perubahan iklim (CCVA) di daerah aliran sungai yang akan digunakan 20 PDAM dan pemerintah daerah, dan akan dilengkapi dengan rencana aksi ketangguhan iklim. Hal ini meliputi kemitraan dengan universitas dan badan meteorologi untuk menganalisis proyeksi iklim, aliran hidrologis, dan dampak tata guna lahan. Pelatihan tentang ketangguhan iklim, pengelolaan daerah aliran sungai, dan inklusi gender juga akan dilakukan bagi 150 pemangku kepentingan dari pemerintah, penyedia layanan, dan masyarakat.

Terkait tata kelola, tim PSDA akan menyediakan dukungan untuk membentuk atau menguatkan komite pemangku kepentingan PSDA yang inklusif. Tim akan mengerjakan berbagai format komite untuk mempertimbangkan minat dan preferensi pemerintah daerah dan pemangku kepentingan. Komite PSDA akan terlibat dalam kegiatan PSDA, termasuk proses CCVA di 20 kota dan kabupaten dan integrasi rencana aksi adaptasi perubahan iklim ke dalam perencanaan pemerintah daerah. Kampanye penyadaran akan mendorong partisipasi setara untuk isu PSDA dan tim akan mengkaji peraturan untuk mengatasi kesenjangan konservasi air tanah. Bekerja sama dengan spesialis *governance*, USAID IUWASH Tangguh akan menyiapkan panduan

adaptation for water resources in local plans and budgets.

Another task of Objective 3 is to provide awareness-raising and training for government officials and WRM stakeholders on gender equity and inclusion, including gender-responsive budgeting. The team will work with the Office of Women's Empowerment and Child Protection to include WRM issues in its work.

Objective 3 also will continue to develop and equip a citizen scientist program to raise awareness of WASH/WRM data use and monitor water quality and quantity. The team will identify communities experiencing water resource issues due to problems related to land use and land use change or weather and climate. These communities will be engaged in the CCVA process and will help raise awareness of threats to water resources among a broader audience.

In addition, Objective 3 plans to conduct a gap analysis in policies and regulations for improved watershed-level WRM to ensure the drinking water provision. The team will facilitate stakeholder discussions and brainstorming to identify issues and develop a scope of needs. The team will also work with local governments and actors to contribute to watershed conservation efforts.

Objective 3 will work with BMKG in improving the quality and accessibility of climate information and promote applied messaging for WRM decision-makers. The team will continue to raise awareness of the importance of addressing interlinking issues, including regulations, and the need for collaboration among actors in a watershed. In PY3, the team will also support 10 institutions to adopt management information systems in support of

bersama dengan Kementerian Lingkungan Hidup dan Kehutanan untuk mendukung adaptasi perubahan iklim bagi sumber daya air dalam perencanaan dan penganggaran daerah.

Tugas lain Tujuan 3 adalah meningkatkan kesadaran dan menyediakan pelatihan bagi staf pemerintah dan pemangku kepentingan PSDA tentang kesetaraan gender dan inklusi, termasuk penganggaran reponsif gender. Tim akan bekerja dengan Dinas Pemberdayaan Perempuan dan Perlindungan Anak untuk memasukkan isu PSDA dalam pekerjaannya.

Tujuan 3 juga juga terus menyusun rencana untuk mengembangkan dan membekali program *citizen scientist* (ilmuwan warga) untuk meningkatkan kesadaran penggunaan data WASH/PSDA dan memantau kualitas dan kuantitas air. Tim juga akan mengidentifikasi masyarakat yang mengalami kendala sumber daya air akibat masalah terkait tata guna lahan dan perubahan tata guna lahan atau cuaca dan iklim. Masyarakat tersebut akan terlibat dalam proses CCVA dan akan membantu meningkatkan kesadaran lebih banyak audiens terhadap ancaman sumber daya air.

Selain itu, Tujuan 3 berencana melakukan analisis kesenjangan kebijakan dan peraturan untuk PSDA di tingkat DAS yang lebih baik guna memastikan penyediaan air minum. Tim akan memfasilitasi pemangku kepentingan untuk berdiskusi dan bertukar pikiran guna mengidentifikasi isu dan menyusun kerangka kebutuhan. Tim juga akan bekerja dengan pemerintah dan aktor di daerah untuk berkontribusi terhadap upaya konservasi daerah aliran sungai.

Tujuan 3 akan bekerja dengan BMKG untuk meningkatkan kualitas dan aksesibilitas informasi iklim dan mempromosikan penerapan pesan bagi para pembuat keputusan PSDA. Tim akan terus meningkatkan kesadaran tentang pentingnya mengatasi isu-isu yang saling terkait, termasuk peraturan, dan kebutuhan untuk berkolaborasi antar para aktor di daerah aliran sungai. Di PY3, tim juga akan mendukung 10 lembaga untuk

water resources management for monitoring weather information, raw water, and for watershed management.

Overall, Objective 3 aims to strengthen national and subnational GOI WRM policy, guidance, and programs to support resilient drinking water services. Through these tasks and activities, Objective 3 expects to improve the knowledge and skills of WRM stakeholders, increase the accountability and equity in WRM and climate-resilient WASH regulatory and management arrangements, and promote the democratization of data and information related to water resources.

#### **Objective 4: Increased Adoption of Behaviors and Improved Women's Participation and Leadership that Contributes to WASH and WRM Outcomes**

For Objective 4, the PY3 workplan will focus on activities to influence social norms, increase consumer awareness, and promote behavior change around sanitation systems, payment for WASH services, and women's empowerment. This will include coordinated efforts across program objectives to catalyze and sustain demand for improved WASH and WRM services. Key activities will promote gender equality, transform perceptions of gender roles, and empower women's participation in the WASH and WRM workforce.

In PY3, Objective 4 will implement a nationwide social and behavior change campaign utilizing the messages of "Tetangga Panutan" (Role Model Neighbor) for WASH and "Jaga Sumber Air" (Take Care of Water Sources) for WRM. Specific activities will include disseminating the SBC strategy to stakeholders, developing comprehensive campaign guidelines, and producing promotional materials. These efforts will increase public knowledge on WASH and WRM topics, empower communities to take action to improve local conditions, and encourage willingness to pay for

mengadopsi sistem informasi manajemen yang mendukung pengelolaan sumber daya air untuk memonitor informasi cuaca, air baku, dan untuk pengelolaan DAS.

Secara keseluruhan, Tujuan 3 bertujuan menguatkan kebijakan, panduan, dan program PSDA Pemerintah Indonesia di tingkat pusat dan daerah untuk mendukung layanan air minum yang tangguh. Melalui tugas dan kegiatan ini, Tujuan 3 berharap meningkatkan pengetahuan dan keterampilan pemangku kepentingan PSDA, meningkatkan akuntabilitas dan kesetaraan dalam peraturan dan pengelolaan WRM dan WASH yang berketangguhan iklim, dan mempromosikan demokratisasi data dan informasi terkait sumber daya air.

#### **Tujuan 4 – Peningkatan Adopsi Perilaku dan Partisipasi dan Kepemimpinan Perempuan yang Berkontribusi dalam Peningkatan WASH dan PSDA**

Untuk Tujuan 4, rencana kerja PY3 akan fokus pada kegiatan untuk mempengaruhi norma sosial, meningkatkan kesadaran pelanggan, dan mendukung perubahan perilaku seputar sistem sanitasi, pembayaran layanan WASH, dan pemberdayaan perempuan. Ini akan meliputi upaya yang terkoordinasi di seluruh tujuan program untuk mengkatalisasi dan melanjutkan permintaan layanan WASH dan PSDA yang lebih baik. Kegiatan kunci akan mendorong kesetaraan gender, transformasi persepsi tentang peran gender, dan pemberdayaan partisipasi perempuan dalam tenaga kerja WASH dan PSDA.

Di PY3, Tujuan 4 akan melaksanakan kampanye sosial dan perubahan perilaku di seluruh Indonesia menggunakan pesan "Tetangga Panutan" untuk WASH dan "Jaga Sumber Air" untuk PSDA. Kegiatan spesifik akan meliputi penyerbarluasan strategi SBC kepada pemangku kepentingan, menyusun panduan kampanye yang komprehensif, dan memproduksi materi promosi. Upaya-upaya ini akan meningkatkan pengetahuan publik tentang topik-topik WASH dan PSDA, memberdayakan masyarakat untuk bertindak guna meningkatkan kondisi setempat, dan

water and sanitation services. Objective 4 will collaborate closely with government entities like the Ministry of Health as well as communities, media outlets, and other stakeholders across Indonesia. Objective 4 will also coordinate with Ministry of Women Empowerment and Child Protection to mainstream gender and promote social inclusion for WASH services.

To increase sanitation demand, Objective 4 will provide technical and financial support for urban community-based total sanitation (*Sanitasi Total Berbasis Masyarakat/STBM*) implementation in priority cities, promoting key behaviors like toilet use and maintenance. The team will also promote handwashing with soap (HWWS) in coordination with the Ministry of Health through inclusive promotional events and by conducting HWWS research to reinforce messaging. For water resources management, Objective 4 will facilitate participatory assessments and inclusive community action planning in specific CCVA target locations such as in Kupang and TTS districts (NTT province), Pasuruan City, Temanggung District, Gowa District and Kubu Raya District.

To encourage willingness to pay for services, Objective 4 will build capacity for service providers on promotion, marketing, and customer service. For example, the team will assist operators like PDAMs to craft comprehensive marketing strategies for both their water and new wastewater services, such as in Makassar city, Malang City, Surakarta City, Kubu Raya District and Pontianak City.

To accelerate gender equity and social inclusion, Objective 4 will strengthen district-level gender mainstreaming institutions and build capacity on gender-responsive planning and budgeting. The team will also facilitate women's leadership by ensuring vulnerable groups access decision-making processes related to WASH and WRM.

mendorong kesediaan untuk membayar layanan air minum dan sanitasi. Tujuan 4 akan berkolaborasi erat dengan lembaga pemerintah, seperti Kementerian Kesehatan, serta masyarakat, media, dan para pemangku kepentingan lainnya di seluruh Indonesia. Tujuan 4 juga akan berkoordinasi dengan Kementerian Pemberdayaan Perempuan dan Perlindungan Anak untuk mengarusutamakan gender dan mendorong inklusi sosial bagi layanan WASH.

Untuk meningkatkan permintaan sanitasi, Tujuan 4 akan menyediakan dukungan teknis dan keuangan bagi pelaksanaan Sanitasi Total Berbasis Masyarakat (STBM) perkotaan di kota-kota prioritas, mempromosikan perilaku kunci, seperti penggunaan dan pemeliharaan toilet. Tim juga akan mempromosikan Cuci Tangan Pakai Sabun (CTPS) melalui koordinasi dengan Kementerian Kesehatan dalam kegiatan promosi yang inklusif dan dengan melakukan penelitian CTPS untuk menguatkan pesan. Dalam hal pengelolaan sumber daya air, Tujuan 4 akan memfasilitasi pengkajian partisipatif dan perencanaan aksi masyarakat yang inklusif di lokasi target spesifik CCVA, seperti di Kabupaten Kupang dan TTS (Provinsi NTT), Kota Pasuruan, Kabupaten Temanggung, Kabupaten Gowa, dan Kabupaten Kubu Raya.

Untuk mendorong kesediaan membayar layanan, Tujuan 4 akan meningkatkan kapasitas bagi penyedia layanan tentang promosi, pemasaran, dan layanan pelanggan. Misal, tim akan membantu operator seperti PDAM membuat strategi pemasaran yang komprehensif bagi layanan air dan air limbahnya yang baru, seperti di Kota Makassar, Kota Malang, Kota Surakarta, Kabupaten Kubu Raya, dan Kota Pontianak.

Untuk mempercepat kesetaraan gender dan inklusi sosial, Tujuan 4 akan menguatkan lembaga pengarusutamaan gender di tingkat kabupaten dan meningkatkan kapasitas tentang perencanaan dan penganggaran responsif gender. Tim juga akan memfasilitasi kepemimpinan perempuan dengan memastikan kelompok rentan mengakses



All the effort of the implementation and collaboration with GOI, LGs and other stakeholders in PY3 will increase awareness of 150,000 people on WASH/WRM importance, ensure target households have soap and water at handwashing stations and increase 2 percent agreement that all genders deserve equal opportunities. Sustained behavior change will contribute to national achievement of access to safely managed WASH and WRM goals.

In PY3, the focus of USAID IUWASH Tangguh's operations encompasses several critical areas. The Human Resource team will primarily concentrate on recruiting Short-Term Technical Assistance (STTA) as planned, with the HR focus shifting towards annual performance reviews using a developed 360-degree review tool for long-term staff. Subcontractor support will increase, with Planet Partnerships focusing on private sector engagement and finance activities, while the Solstice Institute LLC (mWater) expands its role to follow up on PY2 activities with a focus on water quality and quantity monitoring and asset management, among other technical areas. Effective coordination remains paramount, not only with the USAID Indonesia Team via the TOCOR/TOACOR but also with other USAID projects such as ERAT, SEGAR, SINAR, and WASHFIT. This collaborative approach ensures the delivery of high-quality technical assistance, efficient resource utilization, sharing of best practices, and wide dissemination of project activities and success stories. These comprehensive efforts are aligned with the project's mission to achieve greater results and impact in the water, sanitation, and water resources management sectors.

proses pembuatan keputusan terkait WASH dan PSDA.

Seluruh upaya pelaksanaan dan kolaborasi dengan Pemerintah Indonesia, pemerintah daerah, dan pemangku kepentingan lain di PY3 akan meningkatkan kesadaran 150.000 orang tentang pentingnya WASH/PSDA, memastikan rumah tangga target mempunyai sabun dan air minum di sarana cuci tangan pakai sabun, dan meningkatkan kesepakatan bahwa semua gender berhak mendapatkan kesempatan setara hingga 2 persen. Perubahan perilaku yang berkelanjutan akan berkontribusi pada capaian nasional untuk akses WASH aman dan tujuan PSDA.

Di PY3, fokus operasional USAID IUWASH Tangguh terdiri dari beberapa bidang penting. Tim Sumber Daya Manusia (SDM) akan fokus merekrut konsultan jangka pendek (STTA) seperti yang telah direncanakan, dengan perubahan fokus SDM ke penilaian kinerja tahunan menggunakan alat penilaian 360 derajat yang telah dikembangkan bagi staf jangka panjang. Dukungan sub-kontraktor akan meningkat, dengan Planet Partnerships fokus pada kegiatan pelibatan sektor swasta dan pembiayaan, sementara itu Solstice Institute LLC (mWater) memperluas perannya untuk menindaklanjuti kegiatan PY2 dengan fokus pada monitoring kualitas dan kuantitas air serta pengelolaan aset dan area teknis lainnya. Koordinasi efektif masih menjadi hal yang penting, tidak hanya dengan tim USAID Indonesia melalui TOCOR/TOACOR, tapi juga dengan proyek USAID lainnya, seperti ERAT, SEGAR, SINAR, dan WASHFIT. Pendekatan kolaboratif ini memastikan adanya penyediaan dukungan teknis yang berkualitas, penggunaan sumber daya secara efisien, berbagi praktik baik, dan penyebaran kegiatan dan cerita sukses proyek. Upaya komprehensif ini sejalan dengan misi proyek untuk mencapai hasil dan dampak yang lebih besar di sektor air minum, sanitasi, dan pengelolaan sumber daya air.



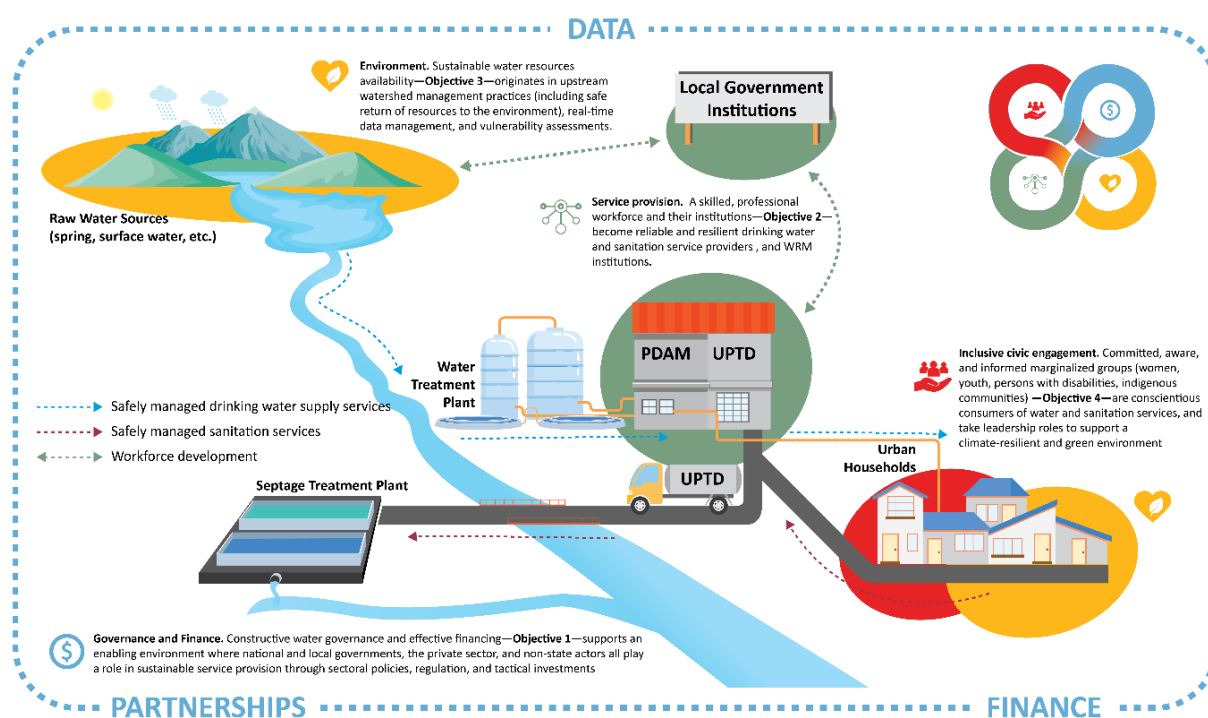
# I. INTRODUCTION

USAID Indonesia Urban Resilient Water, Sanitation, and Hygiene (USAID IUWASH Tangguh) is a five-year program to advance Indonesia's development goals in increasing access to safely managed drinking water, sanitation, and hygiene (WASH) in vulnerable urban areas and strengthening climate-resilient WASH services and water resources management (WRM). Working closely with the Government of Indonesia (GOI), USAID IUWASH Tangguh supports Indonesia's efforts to achieve its Sustainable Development Goal (SDG) targets to ensure access to water and sanitation for all (SDG 6) and to make cities and settlements inclusive, safe, resilient, and sustainable (SDG 11).

Using an Integrated Resilient IUWASH Systems (IRIS) approach—which aligns actions and incentives between upstream and downstream actors, while collaborating with key stakeholders through partnerships that accelerate the enabling environment and key enabling factors, such as finance and data—the USAID IUWASH Tangguh team provides technical assistance to the GOI, the private sector, and civil society stakeholders to achieve four objectives:

1. Strengthened WASH and WRM Sector Governance and Financing.
2. Increased Access to Poor-Inclusive, Climate-Resilient, Safely Managed Drinking Water and Sanitation Services.
3. Improved Water Resources Management to Support Resilient Drinking Water Services; and
4. Increased Adoption of Behaviors and Improved Women's Participation and Leadership Roles that Contribute to Improvements of WASH and WRM.

**Exhibit I. Key Features of the IRIS Approach**



## 1.1. PURPOSE

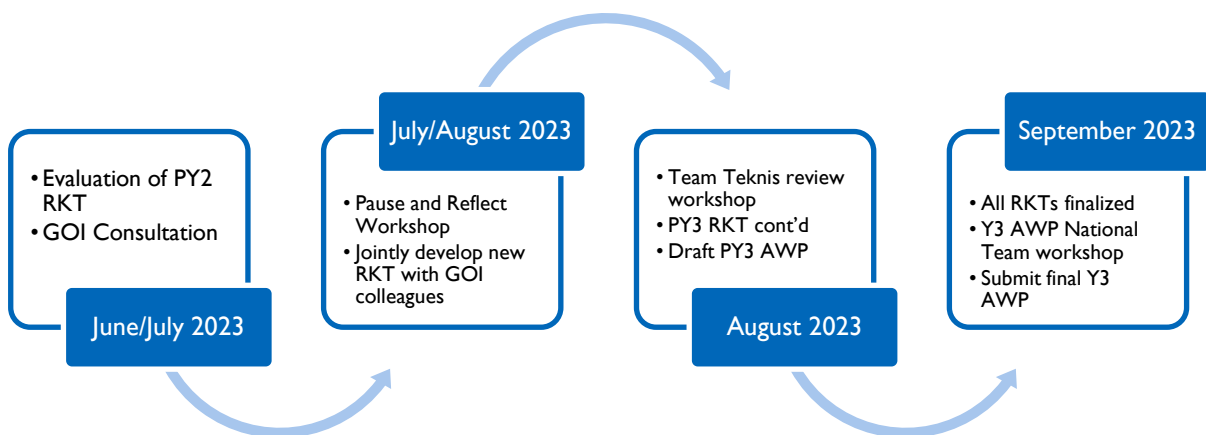
The Annual Work Plan, referenced in section F.5.6 of the contract, guides the USAID IUWASH Tangguh team through the implementation of the project, the details of which are linked to the Project Performance Work Statement (PWS) (Section C of the contract). This work plan covers Program Year 3 (PY3), specifically the period from October 1, 2023, through to September 30, 2024.

## 1.2. ANNUAL WORK PLAN DEVELOPMENT PROCESS

The USAID IUWASH Tangguh team has prepared the PY3 work plan in close consultation with USAID/Indonesia, GOI counterparts, and USAID Washington's Urban WASH Impact Evaluation team. This work plan provides an overview of the program's implementation (referred to as the Life of Activity, or LOA), breaking down the tasks, sub-tasks and interventions in the PWS over the program's duration. It demonstrates our strategy to achieve outputs, outcomes, and impacts over the five years of the USAID IUWASH Tangguh contract.

At the time of work plan development, USAID IUWASH Tangguh had hired and onboarded almost all technical and operations staff and the National Development Planning Agency (Bappenas), partner ministries, and local governments have agreed on all program work sites. Parallel to the development of this work plan, regional teams are in the process of developing site-specific annual work plans (*Rencana Kerja Tahunan*, RKTs) that will serve as the basis for cooperation between city- and district-level governments and USAID IUWASH Tangguh. Therefore, the tasks identified in this work plan will be elaborated and customized based on the unique needs of each local partner.

**Exhibit 2. Key Work Plan Development Dates**



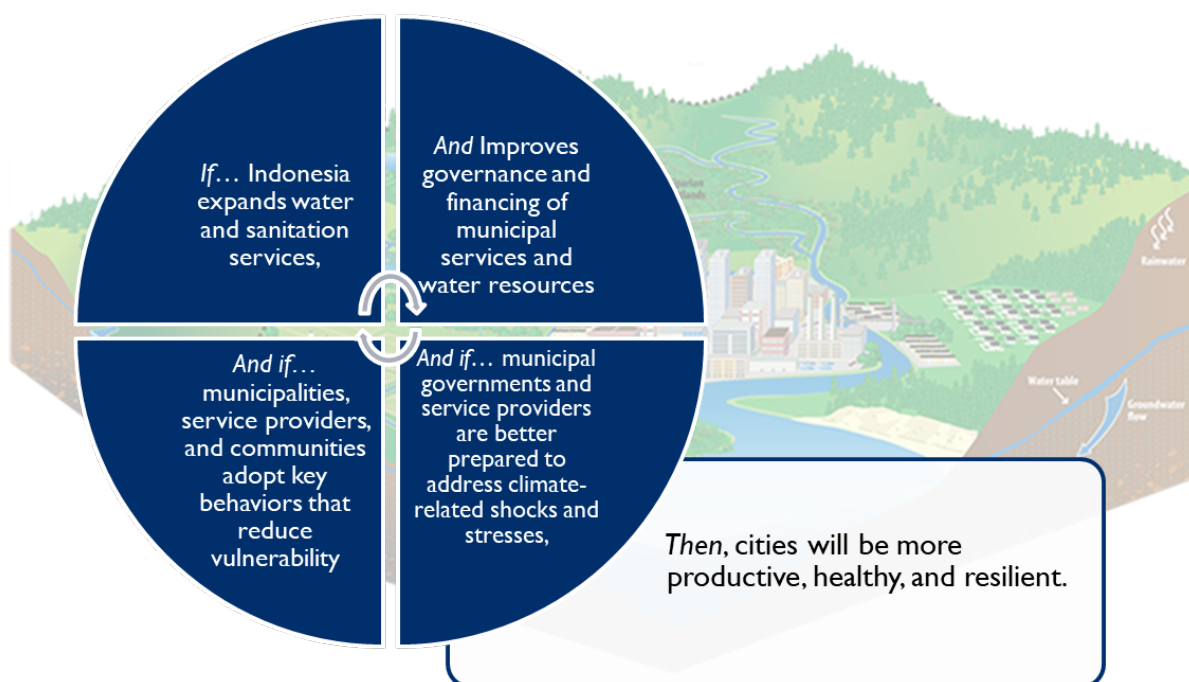
## 1.3. APPROACH TO ACHIEVING USAID IUWASH TANGGUH RESULTS

In this section we highlight our approach to implementing the USAID IUWASH Tangguh project, which includes the project's theory of change, a discussion of the implementation plan through the Year 3 work plan, and the project results framework linking to the USAID Indonesia 2020–2025 Country Development and Cooperation Strategy (CDCS).

## 1.4. THEORY OF CHANGE

The image below highlights the USAID IUWASH Tangguh theory of change.

**Exhibit 3. USAID IUWASH Tangguh Theory of Change**



## **I.5. WORK PLAN ORGANIZATION**

### **Section 1: Introduction**

**Section 2: Project Results Framework** – This section highlights the USAID IUWASH Tangguh results framework demonstrating how tasks and sub-tasks will lead to outputs, outcomes, and high-level impact, as measured through the monitoring, evaluation and learning (MEL) targets over the LOA.

**Section 3: USAID IUWASH Tangguh Technical Objectives** – This section contains a detailed description of the tasks, activities, and interventions to be implemented in Year 3, including how sub-tasks will contribute to results, outcomes, and MEL targets. Additionally, this section discusses how objectives are interrelated and how team members will ensure integration across objectives and cross-cutting themes, especially governance, capacity-building, gender equality and social inclusion (GESI), activity monitoring, evaluation and learning (AMEL), and program communications throughout. At the end of each objective, we present a schedule of milestones to be achieved in the year and an estimated timeframe for sub-tasks. Throughout the objectives, we present discussions on opportunities to coordinate and collaborate with USAID and non-USAID stakeholders.

**Section 4: Regional Technical Activities** – Expanding on Section 3, this section contains detailed descriptions of the specific activities the team will carry out across the targeted regions, along with associated timelines and milestones.

**Section 5: Program Management** – This section includes an overview of general project management, including details on opening our national and regional offices, estimated summary budgets for each task and intervention, a plan for international travel, and resources required to

implement technical programs, including short-term technical assistance (STTA), training, and other support resources. Building on the project's procurement plan, this section also includes a plan for subcontracting and how USAID IUWASH Tangguh will select subcontractors.

Annex 1. Detailed PY3 Targets and The Life of Activity Targets by Region

Annex 2. Regional Targets Towards AMELP Results

Annex 3. Organizational Structure and Matrix Management Chart



## 2. PROGRAM RESULTS FRAMEWORK

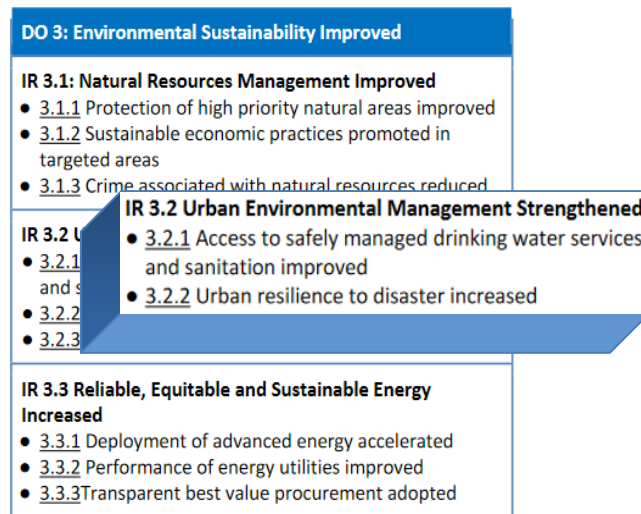
In Year 3 of the USAID IUWASH Tangguh project, the team embraces the theme ‘Elevate and Excel: Aiming High for Greater Achievement and Support’ as the guiding principle for our work. The project aims to take its achievements from the previous years to new heights, setting ambitious targets and building on the solid foundation laid in the initial phases of the project. The focus will be on elevating actions and support to reach greater heights in water resources management and climate-resilient WASH services, ensuring a more sustainable future for communities across Indonesia.

In this section we present the USAID IUWASH Tangguh results framework and discuss the linkages between this framework and the USAID/Indonesia CDCS. In 2020, USAID/Indonesia adopted its new country development and cooperation strategy (CDCS) covering the period 2020-2025. USAID/Indonesia designed USAID IUWASH Tangguh in support of Development Objective 3: Environment Sustainability Improved (see Exhibit 4 below). Specifically, the activity will contribute to Sub-Irs 3.2.1 and 3.2.2 Access to safely managed drinking water services and sanitation improved and urban resilience to disaster increased.

In addition to the intermediate results, USAID IUWASH Tangguh’s approach will help the Mission achieve its alignment with its country development trajectory initiatives, with a particular focus on:

- **Redefining the Relationship** – GOI partners will be out front on USAID IUWASH Tangguh. At the national level Bappenas has already taken a lead role in providing strategic coordination to USAID IUWASH Tangguh through start-up support for site selection and providing feedback on the overall direction of the activity.
- **Financing Self-Reliance** – A major objective and target of USAID IUWASH Tangguh aims to leverage significant GOI and private sector resources to finance access to safely managed drinking water and sanitation.
- **Private Sector Engagement** – USAID IUWASH Tangguh will seek private sector solutions, both as direct service suppliers, especially in the sanitation sector where the private sector plays a substantial role in service delivery, and also in WRM activities related to payment for ecosystems services and engaging the private sector as potential investors in the water sector.
- **Effective Partnering and Procurement Reform** – USAID IUWASH Tangguh will support the capacity building of GOI, Local Government partners and other institution partners, and improved use of data for local solutions.

#### Exhibit 4. USAID IUWASH Tangguh Linkages to CDCS



The Project Monitoring, Evaluation and Learning (MEL) Program is an essential component to the implementation of project activities. MEL program activities will contribute to tracking, documenting, reporting, and sharing best practices in achieving progress against project output and outcomes. USAID IUWASH Tangguh places strong emphasis on program MEL to track and document the project output and outcomes through TAMIS (Technical and Administrative Management Information System), a customizable database system developed by DAI that provides a methodology and structure for organization, planning and sharing of MEL data. TAMIS allows for cost-effective data entry from multiple locations and real-time tracking of activities and results for use in project reporting and communications. The emphasis on MEL is embodied in the project's approved Activity Monitoring, Evaluation and Learning Plan (AMELP), a strategic framework for monitoring project performance vis-à-vis the project's intended results and deliverables. As stated in the USAID IUWASH PLUS AMEP, there are 25 output and outcome indicators. Among these indicators, fifteen (15) indicators are USAID Standard Indicators.

## Exhibit 5. USAID IUWASH Tangguh Indicators and Target

Interventions	Outputs	Outcomes	Impact	
Objective 1: Strengthened WASH and WRM sector governance and financing			Increase access to safely managed drinking water, sanitation and hygiene (WASH) in Indonesia's vulnerable urban areas and strengthening climate-resilient WASH services and water resources management	DO3 Environmental Stability Improved  IR 3.2 Urban Environmental Management Strengthened
<ul style="list-style-type: none"><li>• Provide technical support to LGs, CSOs, and user groups to advocate for revisions of WASH/WRM legislation</li><li>• Develop financial flow tracking system and pipeline of potential WASH/WRM investment opportunities</li><li>• Build sector capacities through mentorship, training, technical exchanges, and tech enhancements</li><li>• Create/expand mechanisms to promote social accountability and inclusivity</li></ul>	<ul style="list-style-type: none"><li>• 65 new and/or revised laws, policies, regulation, or agreements in place that promote access to improved WASH services</li><li>• 50 PPP established with USG support</li><li>• 35 social inclusion and public accountability measures implemented</li></ul>	<ul style="list-style-type: none"><li>• \$300 million mobilized to the water and sanitation sectors with USG assistance (HL8.4-1)</li><li>• 20% increase to overall budget appropriations for WASH/WRM by targeted local governments</li><li>• 100 institutions strengthened to manage the urban environment</li></ul>		
Objective 2: Increased access to safely managed drinking water and sanitation services				
<ul style="list-style-type: none"><li>• Implement workforce development framework for service providers</li><li>• Assist BAPPENAS, MoPWH, and MoHA to further develop the PDAM data reporting system with data-driven KPIs, targets and definitions</li><li>• Expand WASH and WRM service models through a consultation process with communities and potential</li><li>• Integrate data systems for use by service providers and LGs</li></ul>	<ul style="list-style-type: none"><li>• 5,000 WASH/WRM workers with improved skills</li><li>• 10 new financial/operational management tools developed by service providers</li><li>• 35 cities/districts implement improved desludging services</li></ul>	<ul style="list-style-type: none"><li>• 1.5 million people gaining access to safely managed drinking water services with USG assistance (HL8.1-2)</li><li>• People receiving improved service quality from an existing basic or safely managed drinking water service as a result of USG assistance</li><li>• 1 million people gaining access to safely managed sanitation services with USG assistance (HL8.2-3)</li><li>• 100 water and sanitation sector institutions strengthened to manage water resources or improve water supply and sanitation services with USG assistance (HL8.3-3)</li></ul>		
Objective 3: Improved WRM to support climate-resilient drinking water services				
<ul style="list-style-type: none"><li>• Conduct stakeholder consultations, public-private dialogues, community outreach, and youth education to raise awareness of climate change</li><li>• Collect data on the climate-resiliency of watersheds</li><li>• Prepare climate resilient water resource vulnerability assessments and action plans for PDAMs</li><li>• Promote private sector investment to protect natural assets and invest in green infrastructure</li><li>• Implement protection measures for watershed catchment areas</li><li>• Integrate GESI into WRM policies and budgeting</li><li>• Collect and share WRM, ground/surface water data and climate information</li><li>• Develop climate vulnerability assessment reports</li></ul>	<ul style="list-style-type: none"><li>• 60 WRM policies, guidance, and programs to support resilient drinking water services</li><li>• 40 institutions with management information systems and/or data management tools adopted as a result of USG assistance</li><li>• 500 people from the institution using information and/or data management tools or implementing risk-reducing action to improve resilience to climate change</li><li>• 35 climate vulnerability assessment reports produced to support improvement of raw water sources of assisted PDAM</li><li>• 5,000 people trained in climate change adaption and sustainable landscapes supported by USG assistance</li></ul>	<ul style="list-style-type: none"><li>• \$10 million investment mobilized for climate change adaptation as supported by USG assistance (EG.1 I-4 and NRSS CC1.2)</li><li>• 100 institutions with improved capacity to assess or address climate change risks supported by USG assistance (EG.1 I-2 and NRSS CC1.1)</li><li>• 300,000 people benefiting from adoption and implementation of measures to improve water resources management as a result of USG assistance (HL8.5.1 and NRSS O3.5)</li></ul>		
Objective 4: Increased adoption of behaviors and improved women's participation & leadership roles in WASH and WRM				
<ul style="list-style-type: none"><li>• Implement SBC strategies targeted to sustainable sanitation systems and payments for water and sanitation services</li><li>• Publish a gender analysis report</li><li>• Design Inclusive WASH facilities</li><li>• Implement strategy to accelerate women's participation and agency in WASH and WRM institutions</li><li>• Coach and train women to manage WASH facilities</li><li>• Establish GRBP regulations and KPIs</li></ul>	<ul style="list-style-type: none"><li>• 5,000 persons trained with USG assistance to advance outcomes consistent with gender equality or female empowerment through their roles in public or private sector institutions or organizations (GNDR-8)</li><li>• 1 million people reached through SBC campaigns promoting WASH and WRM resilience</li></ul>	<ul style="list-style-type: none"><li>• 30% of households with soap and water at a handwashing station commonly used by family members (HL8.2-5)</li><li>• 20% of participants reporting increased agreement with the concept that males and females should have equal access to social, economic, and political resources and opportunities (GNDR-4)</li></ul>		

### 2.1. SUMMARY OF RESULT INDICATORS

The USAID IUWASH Tangguh team uses a total of 25 indicators to monitor the progress of each result and manage performance for each program year through the implementation of task and sub-tasks activities. The exhibit below provides a summary of the USAID IUWASH Tangguh task and subtasks that contribute to the indicators.

**Exhibit 6. USAID IUWASH Tangguh Indicators and PY3 Target**

Result No.	Indicator	Type	PY3 Target	Life of Activity (LOA) Target
<b>Objective 1: Strengthened WASH and WRM Sector Governance and Financing</b>				
IT 1-1	[Custom] Number of new and/or revised laws, policies, regulations, or agreements in place that promote access to improved WASH services	Output	10	65
IT 1-2	[Custom] Number of public-private partnerships established with USAID support	Output	10	50
IT 1-3	[Custom] Number of social inclusion and public accountability measures implemented by supported institutions	Output	8	35
IT 1-4	[HL.8.4-1] Value of new funding mobilized to the water and sanitation sectors as a result of USG assistance	Outcome	\$23 Million	\$300 Million
IT 1-5	[Custom] Change in overall budget appropriations for WASH and WRM by targeted local governments	Outcome	5%	+20%
IT 1-6	[Custom] Number of institutions strengthened to manage the urban environment	Outcome	25	100
<b>Objective 2: Increased Access to Poor-Inclusive, Climate-Resilient, Safely Managed Drinking Water and Sanitation Services</b>				
IT 2-1	[Custom] Number of WASH and WRM workers' skills and competencies improved as a result of USG assistance	Output	1,500	5,000
IT 2-2	[Custom] Number of new financial/ operational and management tools developed by service providers as a result of USG assistance	Output	3	10
IT 2-3	[HL.8.1-2] Number of people gaining access to a safely managed drinking water services as a result of USG assistance	Outcome	300,000	1,500,000
IT 2-4	[HL.8.1-3] Number of people receiving improved service quality from an existing basic or safely managed drinking water service as a result of USG assistance	Outcome	N/A	N/A
IT 2-5	[HL.8.2-3] Number of people gaining access to safely managed sanitation services as a result of USG assistance.	Outcome	100,000	1,000,000
IT 2-6	[Custom] Number of cities/districts implementing improved desludging services	Output	10	35
IT 2-7	[HL.8.3-3] Number of water and sanitation services sector institutions strengthened to manage water resources or improve water supply and sanitation services as a result of USG assistance	Outcome	15	100
<b>Objective 3: Improved Water Resources Management to Support Resilient Drinking Water Services</b>				
IT 3-1	[EG.11-3, EG.13-3] Number of WRM policies, guidance, and programs to support resilient drinking water services	Output	11	60
IT 3-2a	[Custom], [EG.11-6] Number of institutions with management information systems and/or data management tools adopted as a result of USG assistance	Output	10	40
IT 3-2b	[Custom], [EG.11-6] Number of people from the institution using information and/or data management tools or implementing risk-reducing action to improve resilience to climate change	Output	150	500

**Exhibit 6. USAID IUWASH Tangguh Indicators and PY3 Target**

Result No.	Indicator	Type	PY3 Target	Life of Activity (LOA) Target
IT 3-3	[Custom] Number of climate vulnerability assessment reports produced to support improvement of raw water sources of assisted PDAM	Output	20	35
IT 3-4	[EG.11-4] Amount of investment mobilized for climate change adaptation as supported by USG assistance	Outcome	\$2 Million	\$10 Million
IT 3-5	[EG.11-2] Number of institutions with improved capacity to assess/address climate change risks supported by USG assistance	Outcome	24	100
IT 3-6	[HL8.5-1] Number of people benefiting from adoption and implementation of measures to improve water resources management as a result of USG assistance	Outcome	50,000	300,000
IT 3-7	[EG.11-1], [EG.13-1] Number of people trained in climate change adaption and sustainable landscapes supported by USG assistance	Output	1,500	5,000
<b>Objective 4: Increased Adoption of Behaviors and Improved Women's Participation and Leadership Roles That Contribute to Improvements in WASH and WRM</b>				
IT 4-1	[Custom] Number of people reached through SBC campaigns promoting WASH and WRM resilience	Output	150,000	1,000,000
IT 4-2	[GNDR-8] Number of persons trained with USG assistance to advance outcomes consistent with gender equality or female empowerment through their roles in public or private sector institutions or organizations	Output	350	5,000
IT 4-3	[HL8.2-5] Percentage of households with soap and water at a handwashing station on premises	Outcome	N/A	+30%
IT 4-4	[GNDR-4] Percentage of participants reporting increased agreement with the concept that males and females should have equal access to social, economic, and political resources and opportunities	Outcome	2%	20%

## 2.2. MONITORING, EVALUATION, LEARNING PLAN AND ACTIVITY

Following the initiatives on building strong interrelation between performance indicators and its activity implementation across all locations, USAID IUWASH Tangguh MEL program will strengthen mainstreaming learning activities, as part of CLA approach, to the national and regional key activities throughout the PY3.

The plan initiates with the development of a learning framework, guided by six learning questions generated from IR 3.2 (Sub-IR 3.2.1 and Sub-IR 3.2.2), enabling the objective teams to collect, analyze, and apply lessons learned while implementing key activities. The framework will align with USAID's learning references and the team will tailor it to the WASH/WRM sectors. DAI senior staff will support the preparation of the framework, slated for completion in the first quarter. Concurrent with framework development, USAID IUWASH Tangguh will conduct learning events at national and regional offices. The MEL team will carry out beneficiary feedback mechanisms in the second quarter, followed by Pause and Reflect sessions in the third quarter. The team will integrate this process into the timeline of RKT/AWP evaluation and the development of the next RKT/AWP. Specifically, for Pause & Reflect sessions, the team will conduct them at both national and provincial levels, involving a broader array of local partners under the coordination of Tim Teknis. The ultimate

goal of mainstreaming learning is to produce valuable learning products that enhance USAID IUWASH Tangguh's efforts in supporting the Government of Indonesia in achieving WASH and WRM goals.

Secondly, the USAID IUWASH Tangguh MEL team will complete the development of a management information system (MIS) that displays the targets of all performance indicators and their progress for internal monitoring and evaluation. The team will integrate this MIS into the program's website and, to some extent, be publicly accessible. Generating the MIS will involve coordination between the MEL, Communications, and Technical Teams. The MEL team will utilize mWater applications as the platform for this system, with continued support from the Solstice Institute.

Additionally, the program will focus on ensuring an increased understanding and usage of the Activity MEL Plan by all program staff. The achievement of indicators in the past year has been highly dependent on how well each objective team comprehends the performance indicators and develops a coherent strategy to meet the targets. As a result, the MEL team will continue to conduct regular training sessions and meetings with objective teams to enhance their understanding. Moreover, the MEL team will conduct quarterly training on TAMIS (Technical Assistance for Monitoring and Information Systems) and MEL activities.

Thirdly, the MEL team will conduct the first marginalized population survey in PY3. This survey will utilize a representative sample of households that have gained new access to safely managed water and sanitation services. The team will use the analysis to report disaggregated data for marginalized populations, including B40 households, people with disabilities, or individuals from specific marginalized tribes, who have benefited from the program under IT 2-3, IT 2-4, and IT 2-5. The MEL team will conduct the survey separately for water and sanitation during the second and third quarters.

The MEL specialists at regional office will regularly support the objective teams' activity by conducting spot check and cross check at the beneficiary level to track the alignment between the workplan and its implementation progress. This field monitoring will also involve the Communications and Outreach team to ensure the continuity of developing impact stories from the monitored key activities. The MEL team will also continue tracking participants' attendance through the usage of digital attendance form. The use of "Pamulang" podcast for disseminating program updates and critical issues for internal will be continued in close coordination with national communication team.

For the Impact Evaluation (also referred to as "independent study"), USAID IUWASH Tangguh will continue to partner with USAID's Urban WASH project and NORC to conduct progress and fidelity monitoring as well as disseminating results from the baseline.

In the exhibit below, we present the detailed PY3 MEL Team Activities.

Exhibit 7. PY3 MEL Key Activities												
ACTIVITY	INPUT	OUTPUTS	YEAR 1 TIMEFRAME									
			OCT	NOV	DEC	JAN	FEB	MAR	APR	MAY	JUN	JUL
Disseminating Activity Monitoring, Evaluation and Learning Plan	Meeting and desk study	Common and deep understanding among USAID IUWASH Tangguh staff										
Conducting regular MEL Workshop training for internal		MEL and Workplan sections created and populated in the USAID										

**Exhibit 7. PY3 MEL Key Activities**

ACTIVITY	INPUT	OUTPUTS	YEAR 1 TIMEFRAME											
			OCT	NOV	DEC	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEP
(TAMIS, mWater, Track3 system)		IUWASH Tangguh TAMIS												
Conduct regular meetings with MEL team, Comms Team and mWater	Workshop, LTТА, STТА	Capacity building on data tracking and monitoring tools and planning using mWater												
Conduct Marginalized Population Survey	Workshop. LTТА	PY3 target developed and agreed												
Beneficiary Feedback														
Pause and Reflect Sessions														
Field monitoring														
Support Implementation of Impact Evaluation	Workshop, Meeting and LTТА	Input to methodology of Impact Evaluation and baseline data collection supported												



### 3. PY3 AWP: DETAILED TASK DESCRIPTIONS

This chapter provides a detailed description of each objective and highlight tasks and activities for both the life of activity and what we aim to achieve in Year 3. It also presents key partnerships, cross-objective integration plans, contributions of activities under each objective to the MEL targets, and key milestones and timelines for PY3 implementation.

#### 3.1. OBJECTIVE I: STRENGTHENED WASH AND WRM SECTOR GOVERNANCE AND FINANCING

The WASH and WRM financing and governance activities in the Integrated Resilient IUWASH System (IRIS) approach connect partnerships, data, and finance with the GOI and other stakeholders from the public and private sectors to design, shape, and enforce the policies and regulations governing WASH services and water resources development. The activities promote equity and build the capacity of local governments, PDAMs, and other stakeholders to prepare and analyze budgets while identifying opportunities for further investment and revenue generation. USAID IUWASH Tangguh will optimize alternative financing by inviting the private sector to participate in financing economically viable WASH and WRM activities. Private sector investment in WASH and WRM improvement is expected to fill GOI funding gaps. Additionally, strengthening WASH and WRM service governance by improving related national and local level policies and regulations will strengthen the enabling environment, and thereby help to achieve the target of safely managed drinking water and safely managed sanitation for RPJMN 2020–2024 and the SDG 2030.

In PY3 the team will build on the successes of PY2, such as supporting the issuance of 25 new local regulations to improve water and sanitation access across regions. Additionally, the engagement of 9 private sectors, including partnerships with private hauling companies to transport domestic wastewater to wastewater treatment plants, will continue in PY3. These achievements will drive the team to further facilitate partners at both the national and local levels in strengthening governance and financing for WASH and WRM service improvements to achieve the RPJMN 2024 and SDG 2030 targets. Activities during the program's third year will support the development of local and national level policy and advocate local governments to build capacity and commitments for WASH and WRM development. They will utilize various local and central government funding sources as well as private sector investment and CSR program grants.

##### 3.1.1. PARTNER COLLABORATION

In PY3, the Objective I team will continue to collaborate with related local and national partners to facilitate several programs to strengthen WASH and WRM service governance and financing. The exhibit below briefly highlights the key partners the team will engage with and the activities that will be carried out across broad areas of collaboration.

Exhibit 8. Objective I Key Partners	
Partner	Activity
Bappenas	Facilitate the Directorate of Housing and Settlements to support the development of regulation for sanitation tariff VAT exemption and GOI funding for the WASH microfinance program.
Ministry of Finance	Support the Directorate of Investment Management Systems (SMI) to develop the GOI funding facility to support the WASH microfinance program.

**Exhibit 8. Objective 1 Key Partners**

<b>Partner</b>	<b>Activity</b>
Ministry of Investment	Coordinate on the Inventory and Industry Network through Mol's Indonesia Investment Coordination Board/BKPM
FORKALIM	Facilitate FORKALIM to develop regulation of domestic wastewater tariffs that are exempt from VAT.
Ministry of Home Affairs	Support the Directorate of SUPD2 to issue a national regulation on wastewater tariffs and guidance for the establishment of BLUD sanitation services.
Ministry of Public Works and Housing	Support the Directorate of Water Resources to enable regional SPAM to absorb water from the system as part of the off-taker's distribution networks expansion program, such as those in Karian Serpong and Mamminasata.
Asosiasi Pemerintah Kota Seluruh Indonesia (APEKSI)	Collaboration in achieving 100% access to drinking water in six cities, i.e., Pematang Siantar, Surabaya, Malang, Pontianak, Salatiga, and Magelang.
PDAMs/LGs	Support PDAMs/LGs to access various of funding sources to finance the water and sanitation sectors to improve the services.
Microfinance institutions (BPR and Koperasi)	Facilitate microfinance institutions to provide micro credit for household access to WASH services.
USAID ERAT	Collaborate to encourage local governments to optimize and develop SP4N Lapor to increase public accountability and social inclusion (SIPA)

### 3.1.2. ACTIVITY INTEGRATION

The Objective 1 team will continue its collaboration with other objective teams on tasks to strengthen the governance and financing of WASH and WRM services. In strengthening the governance aspect, the team will continue to work closely with the Objective 2 – Sanitation team to develop the sanitation tariff regulation coordinated by the Directorate of SUPD2 of MOHA with support from the Directorate of Sanitation of MPWH. In the water supply sector, the team will also work with the Objective 2a – Water team at the national and regional level to support the regional SPAMs of Mamminasata in South Sulawesi and Wosusoka in Central Java. Establishment of the regional Mamminasata SPAM operator will involve the governance team and a water supply specialist in the South Sulawesi Regional Office work area.

Additionally, as part of the financing aspect, the Objective 1 team will collaborate with the Objective 2 – Water team to assist PDAMs to obtain the investment required for improvements such as building new treatment plants, expanding distribution networks, and other infrastructure development that increases service coverage. Similarly, in the sanitation sector the team will work closely with the sanitation team of Objective 2b on activities such as promoting IPLT development to be financed by the private sector and the GOI if budgeting allows. For the WRM improvement program, the team will also continue to work with the Objective 3 team on activities including seeking financing from relevant funding sources such as the Environmental Fund Management Agency (BPDH) and the Green Climate Fund, as well as optimizing funds from the Indonesia Impact Fund under the Mandiri Capital corporation. Finally, with the Objective 4 team's behavior change and gender program, the team will advocate local governments to allocate more funds to support GESI programs and to develop the Citizen Engagement Mechanism (CEM), ensuring it takes incorporates social inclusion and gender equality improvement.

### 3.1.3. TASK BY TASK DETAILED DESCRIPTION

#### **Outcome 1.1. Safely managed WASH and water security/WRM policies and regulation created or improved, implemented, monitored, and enforced at the national and regional government levels**

To support the achievement of the RPJMN 2024 and SDGs 2030 targets in the WASH and WRM sectors, it is necessary to strengthen governance, service improvement, and the enabling environment. Strengthening efforts include encouraging and improving policies and regulations at the national and subnational levels. In PY3, USAID IUWASH Tangguh will continue to improve policies at both these levels, as well as encourage the involvement of stakeholders in the WASH and WRM sectors in policymaking for improved safely managed drinking water and sanitation services. To accelerate governance improvements through the drafting of national regulations, USAID IUWASH Tangguh continues to coordinate and support related ministries. This includes support for the Directorate of Water Supply of the MPWH regarding a regulation for the new PDAM performance measurement which would be designed to include parameters of PDAM Index such as WRM and governance aspects. Additionally, in this period the program will anticipate the support for next RPJMN 2025-2029 development process which Bappenas to coordinate. Support will include facilitating the development of the calculation of modelling investment costs used by local governments to set their investment plans in their new RPJMN. At the regional level, the team will assist to establish and set the tariff for the Mamminasata SPAM, including drafting of the required regulations.

In the sanitation sector, the team will support the Directorate of Sanitation of the MPWH and SUPD II MOHA to develop the Domestic Wastewater Tariff and BLUD institutional regulations. Currently there is no regulation in Indonesia to calculate and determine wastewater tariff unlike the water sector where MOHA regulations 71/2016 jo. And 21/2020 on Calculation and Determination of Drinking Water Tariffs regulate tariffs. Furthermore, the team will continue to support the Directorate of Investment Management Systems of the Ministry of Finance (MOF) to develop the GOI funding facility regulation for the WASH microfinance program, which has been on hold due to MOF-related reasons. In PY3, USAID IUWASH Tangguh, together with FORKALIM, will continue to support the development of a regulation that exempts VAT in wastewater process chain, thereby making the service more attractive to households due to reduced service tariff with this VAT exemption. Additionally, this initiative will also reduce the cost to install septic tanks or connections for piping services and give more households access.

To support the target of 100 percent access to safely managed drinking water at six USAID IUWASH Tangguh locations, in PY3 the team will also continue its partnership with APEKSI to support local governments to commit to issue new required regulations and allocate local budget to achieve the target. The project along with APEKSI will be intensively involved in the activities of the regulation development and conduct coordination meetings among stakeholders to ensure the program is acceptable. For other local governments across the regions, the team in PY3 will continue advocating local governments to achieve the WASH/WRM development target through related regional regulations, or PERKADA. Furthermore, USAID IUWASH Tangguh will continue to identify and support local governments to develop the required WASH and WRM regulations to help increase access to water and sanitation, such as the establishment of regional technical implementing units (UPTD), the adjusting of water tariffs, improving climate-resilient WASH and WRM services, and mainstreaming GESI issues.

### ***Task 1.1.1. Develop and facilitate policies and regulations for improved WASH/WRM processes at national and local government levels***

In PY3, USAID IUWASH Tangguh will continue to identify gaps and areas in which to strengthen WASH and WRM governance systems through the development of regulations and policies at the national and local government levels. These efforts will be carried out through the following activities:

- Facilitate the Directorate of Water Resources of the MPWH and the Regional Autonomy Policy (OTDA) of the MOHA in developing regulations and policies for regional SPAMs and water tariffs, such as for the regionalized water supply system of Mamminasata, South Sulawesi. Activities include supporting assessments, consultations, workshops, research, formulation, drafting, dissemination of the required regulation to operate the system.
- Facilitate the Directorate of Water Resources of the MPWH to develop regulations and policies related to the integration of the National PDAM Performance Assessment with the PDAM index; support to develop the regulation of the roadmap for capacity-building of human resources involved in drinking water BUMD; facilitate to revise the technical guidelines for the improvement of chlorination systems; and facilitate to develop a ministerial regulation for national work competency standards (SKKNI) for water supply projects (WSP)/RPAM.
- Work with Directorate of Implementation of Infrastructure and Settlement Financing, MOPW to issue the technical guideline of PDAM business to business with private sector which will be regulated under the ministerial decree.
- Support Bappenas to develop guidelines, an SOP, or a tool to calculate the investment required for water and sanitation improvement programs at the local level.
- Facilitate local governments to develop sanitation sector regulations and policies related to the establishment of UPTD domestic wastewater management systems (PALD), such as in Tangerang City, Surabaya City, and Maros.
- Facilitate local governments to develop sanitation sector regulations and policies related to the establishment of UPTD/BLUD PALD institutions, such as in at Simalungun, Deli Serdang, Kubu Raya, Surabaya, Barru and Takalar Facilitate local governments to develop sanitation sector regulations and policies related to sanitation tariffs in Surakarta City and Malang City. .
- Facilitate local governments to develop climate-resilient regulations and policies.
- Facilitate the capacity-building of local WASH/WRM institutions such as the Housing and Residential Areas Working Group (Pokja PKP) at several locations, including Deli Serdang, Tangerang City, Takalar, Barru, and Jayapura City.
- Facilitate the capacity-building of local WASH/WRM institutions such as the Minimum Standards Implementation Team (Tim Penerapan SPM) at Binjai City and Pematang Siantar City.

### ***Task 1.1.2. Prioritize pathways for passage and implementation of draft policy and regulations***

In PY3, USAID IUWASH Tangguh will prioritize issues that offer the most promise for reform of WASH processes built during year 1 and year 2 under the USAID IUWASH Tangguh program. Under this task, the team considered continued economic growth that encompasses the WASH sectors' development as a crucial issue, as large investments are required to fulfill its development

targets. In PY3, the project will closely work with the Ministry of Finance to complete pending regulations on WASH microfinance financing facility and VAT exemption for wastewater tariff. These initiatives are expected to become the catalyst to reach WASH development targets. Similarly, to strengthen sanitation systems, the team will continue to facilitate the Directorate of SUPD2 of the MOHA to develop sanitation tariff regulations as the national standard for wastewater operators. Additionally, facing the 2024 election year with many districts and cities led by interim governments, the team plans to expose the project's WASH and WRM programs to acting government caretakers, where future elected officials are expected to implement them. To do so, the team in PY3 will work closely with the Ministry of Home Affairs, SUPD 2 through workshops or discussions specifically with USAID IUWASH Tangguh' LG partners.

The following activities to be conducted in PY3 prioritize these issues:

- Support Bappenas and the MOF to continue developing the regulation for the WASH microfinance financing program supported by GOI funds.
- Support FORKALIM and the MOF to continue developing the regulation for the wastewater VAT exemption.
- Support the MPWH and MOHA to develop the sanitation tariff regulation.
- Work with Directorate of SUPD2 of the MOHA to provide technical assistance to local governments for implementation, monitoring, and data collection of WASH/WRM Minimum Standards (SPM).
- Support the Directorate of SUPD2 of the MOHA to develop technical guidelines for establishing regional public service agencies (BLUDS) for sanitation services.
- Facilitate SUPD2 of MOHA to conduct the workshop of WASH and WRM development program being attended by USAID IUWASH Tangguh's partners.

### ***Task 1.1.3 Stimulate participation of diverse stakeholders in broader policy reform and enforcement initiatives agenda***

To increase public support for developing policies, regulations, and other reforms for WASH/WRM service improvement, in PY3 USAID IUWASH Tangguh will continue to conduct inclusive stakeholder consultations to ensure a transparent process for commenting on pending government policies and regulations.

In PY3, USAID IUWASH Tangguh will work closely with the Association of Indonesian City Governments (APEKSI) to support the acceleration of achieving the 100 percent access to safely managed drinking water target in six cities, through advocating local governments and developing related regional regulations (PERKADA). For sanitation sector improvements, the team will closely engage with FORKALIM to facilitate the Directorate of SUPD2 of the MOHA to develop the regulation for the sanitation tariff VAT exemption.

At the local level, the team will continue to encourage and provide support to the Pokja PKP and the SPM Implementation Team in developing the regulation to support the WASH/WRM service improvement program.

Activities to stimulate stakeholders to support the regulatory development process at the national and local levels are as follows:

- Engage with APEKSI to support local governments to develop related documents and support activities in the areas of (1) drafting the local development plan document to support the 100 percent access to drinking water target; (2) develop the local regulation for accelerating achievement of the 100 percent target; and (3) build commitment among local governments to achieve the 100 percent target through local budget allocation.
- Engage with the Association of Regencies/Cities that Care About Sanitation (AKOPSI) to support USAID IUWASH Tangguh's sanitation program interventions at the city/district level.
- Identify potential partnerships with APEKSI and the Association of Indonesian District Governments (APKASI) to encourage the development of the next RPJMD policies that support the improvement of WASH/WRM services at the local level.
- Facilitate the capacity-building program for the WASH/WRM local institution Pokja PKP by developing the regional budget planning regulation.
- Facilitate the capacity-building program for the WASH/WRM local institution SPM Implementation Team through developing SPM regulations and policies.
- Facilitate the capacity-building program for the Gender Mainstreaming Working Groups (Pokja PUG) by developing WASH/WARM sector regulations and policies for gender-responsive regional budgeting and planning.

**Outcome 1.2. Increased public and private budgets and expenditures that prioritize equitable, gender-responsive, climate-resilient, and sustainable WASH and WRM services**

USAID IUWASH Tangguh outlines a strategic approach to achieve Outcome 1.2, which focuses on increasing public and private budgets and expenditures that prioritize equitable, gender-responsive, climate-resilient, and sustainable WASH and WRM services. This goal underscores the project's commitment to fostering positive changes in the water and sanitation sector that have a lasting impact on community wellbeing and the environment. The USAID IUWASH Tangguh Annual Work Plan for the upcoming program year will encompass a dynamic range of activities aimed at strengthening the project's impact and reach. These activities include conducting thorough reviews and assessments of PDAM financial statements and local government fiscal capacities, thereby establishing a comprehensive understanding of the current financial landscape. Parallel to this, the team will provide technical assistance in the formulation of robust service expansion plans and development of project investment pipelines, which are strategically designed to attract the necessary private financing for the realization of these pipelines.

***Task 1.2.1. Improve data flows to identify financial flows and gaps at the WASH/WRM sectoral level***

A pivotal component of this objective involves the development and implementation of a comprehensive sector financial flow tracking system to address the multifaceted challenges associated with budget allocation and expenditures within the WASH and WRM sectors. This innovative system will enhance the visibility and comprehension of critical financial aspects, including tariff structures, operations and maintenance expenses, credit worthiness, and capital improvement programs. By meticulously monitoring and analyzing the financial health of local governments annually in relation to WASH and WRM sector development, this system will provide invaluable insights to guide informed decision-making and optimize resource allocation.



Furthermore, USAID IUWASH Tangguh is committed to capturing a comprehensive financial picture by acquiring local budget (APBD) data for the year 2024. Through this data collection process, the project will identify specific WASH and WRM allocations within the local budgets and perform rigorous city/district fiscal capacity assessments. The resulting insights, including annual income, debt payments, existing budgets, planned projects, and potential for additional public debt, will guide strategic decision-making to optimize resource utilization. Through the establishment of the sector financial flow tracking system and the assessment of local government financial dynamics, this plan embodies the commitment to shaping a more resilient and sustainable future for the WASH and WRM sectors, and ultimately, the communities they serve.

USAID IUWASH Tangguh will continue to examine the performance of PDAMs and sanitation service providers by using the PDAM and Sanitation Performance Index. This index serves as a valuable tool that encompasses crucial information on various aspects of the PDAMs' and sanitation service providers' functions and credit worthiness. It includes essential data related to a PDAM's background, water supply and sanitation service coverage, operational performance, financial indicators, human resources and gender equity, environmental quality, customer relationships, as well as investment and financing sources. By leveraging the PDAM and Sanitation Performance Index, USAID IUWASH Tangguh gains in-depth insights into the overall effectiveness and efficiency of the PDAMs' functions. The index acts as a comprehensive benchmark, facilitating a holistic assessment of performance across multiple dimensions critical to sustainable and equitable water services. This evidence-based approach enables informed decision-making and strategic planning, allowing for targeted interventions and capacity-building initiatives to enhance PDAM and sanitation service provider performance in areas such as service delivery, operations, financial sustainability, and attracting private investment. This approach helps to optimize the impact of the program's investments, support long-term development, and maximize community benefits of the WASH and WRM sectors in Indonesia.

### ***APBD Tracking***

In PY3, USAID IUWASH Tangguh will continue to analyze local government budget allocation capacity for the WASH and WRM sectors in cities/districts as well as at the provincial level using the APBD Tracking Tool. The tool categorizes local budget allocation with nomenclatures (referring to Ministerial Decision of Home Affairs—Keputusan Menteri Dalam Negeri No. 050-5889 in 2021 and Keputusan Menteri Dalam Negeri No. 900.1.15.5-1317 in 2023) specifically for WASH and WRM-related sub-programs. The sub-programs are in the Public Works and Housing Office, Environment Office, Communication and Information Office, Agriculture Office, and Community Empowerment and Village Office. Through the APBD Tracking Tool, local governments will learn of the funding gaps between their budget allocation and the required amount of funding to achieve safely managed drinking water and sanitation. Moreover, by utilizing the APBD Tracking Tool, USAID IUWASH Tangguh will identify, propose, and advocate programs in relation to nomenclature on WASH and WRM.

The APBD Tracking Tool will also identify local government capacity to propose municipal loans and/or bonds using the Debt Service Coverage Ratio (DSCR). The ratio is calculated by dividing annual net operating revenues (calculated by subtracting total operating expenses excluding depreciation from total operating revenues) by the system's annual principal and interest payments on all long-term debt. The median debt service coverage ratio regulated by the Ministry of Finance is 2.5. This means that city/district governments have sufficient capacity to pay for 250 percent of their debt service.



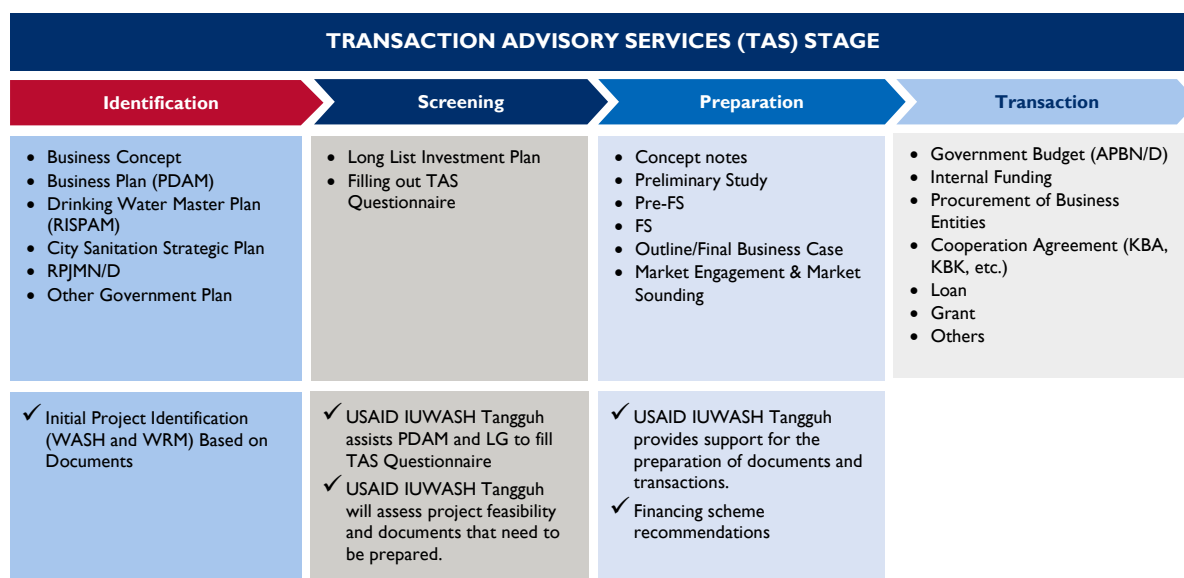
Key activities for PY3 include:

- Collect and analyze local budget (APBD) data for year 2024, identify WASH and WRM allocation, and conduct a regional fiscal capacity assessment of local governments and discussions in cities and districts. The result from the analysis will be used for LGs to identify their fiscal gap in achieving minimum service standard.
- Collect data on PDAMs' and sanitation service providers' historical financial performance. This will be implemented by using the PDAM and Sanitation Performance Index, as the basis for each project locations' investment development plan.

***Task 1.2.2. Support financial planning and analysis at LG, PDAM, and UPTD service provider levels***

USAID IUWASH Tangguh provides integrated technical assistance to its stakeholders (LGs, PDAMs, and UPTDs) in performing financial planning and analysis. Financial assessment is a critical function that helps stakeholders make better strategic decisions by providing insights into financial health, forecasting future financial performance, and identifying attractive areas for investment related to WASH and WRM projects. Overall, USAID IUWASH Tangguh supports its stakeholders to achieve long-term financial success by establishing financial targets, collecting, and analyzing financial data, monitoring, and forecasting future performance, and developing budgets and financial plans.

In PY3, USAID IUWASH Tangguh will work closely with PDAMs and LGs for projects listed in Transaction Advisory Services (TAS) analysis. The TAS analysis tool conducted during PY2 is to identify and assess potential WASH projects and conclude with total 120 projects. The TAS analysis is carried out in four stages (i.e., identification, screening, preparation, and transaction). The tool generates an overall score and description, along with specific recommendations and guidelines for each subsection. The minimum score required for each subcategory and the final project score threshold, which is set at 50 percent, can be adjusted based on market risk tolerance. Projects surpassing this threshold and meeting minimum subcategory scores are classified as high priority. This stage helps in shortlisting projects that hold the most promise for successful implementation. For this classification, USAID IUWASH Tangguh has shortlisted 20 highest score projects. USAID IUWASH Tangguh will present the shortlisted projects and showcase all other projects identified in TAS and continue to have confirmation and approval from PDAMs and LGs whether the projects can proceed to Investor and Industry Network (IIN). USAID IUWASH Tangguh will provide necessary support and financing schemes to facilitate the implementation of the selected projects.



Furthermore, USAID IUWASH Tangguh will work with local stakeholders to assess these factors and develop a tariff structure that balances the needs of the service provider with the needs of the community. Setting prices for water and sanitation services is an integrated process that requires consideration of a range of factors, including the cost of infrastructure, maintenance and operation, the needs of the community, and the affordability of the services for diverse groups of people. This is important to ensure these services are sustainable, financially viable, and accessible to all community members. The tariff calculation assistance for water and sanitation will be given to USAID IUWASH Tangguh's partners. For example, preparing tariff calculations for water for PDAM Medan and sanitation for UPTD PALD Sidoarjo. The table below shows several PDAMs and UPTDs that will receive technical assistance regarding tariff calculations.

Exhibit 9 Technical Assistance for Tariff Setting		
No	Organization	Activity
1	PDAM Medan Tirtanadi North Sumatera	<ul style="list-style-type: none"> <li>• Preparing tariff options calculation</li> <li>• Preparing supporting data (water supply and demand)</li> </ul>
2	PDAM Pematang Siantar City	<ul style="list-style-type: none"> <li>• Preparing tariff options calculation</li> <li>• Preparing supporting data (water supply and demand)</li> </ul>
3	PDAM Binjai City	<ul style="list-style-type: none"> <li>• Preparing tariff options calculation</li> <li>• Preparing supporting data (water supply and demand)</li> </ul>
4	PDAM Deli Serdang	<ul style="list-style-type: none"> <li>• Preparing tariff options calculation</li> <li>• Preparing supporting data (water supply and demand)</li> </ul>
5	PDAM Simalungun	<ul style="list-style-type: none"> <li>• Preparing tariff options calculation</li> <li>• Preparing supporting data (water supply and demand)</li> </ul>
6	Tangerang City	<ul style="list-style-type: none"> <li>• Preparing Fecal Sludge Collection tariff calculation</li> <li>• The tariff proposal has been submitted</li> </ul>
7	PDAM Sragen	<ul style="list-style-type: none"> <li>• Preparing tariff options calculation</li> <li>• Tariff options have been submitted to the PDAM's Director and team</li> </ul>
8	PDAM Sukoharjo	<ul style="list-style-type: none"> <li>• Preparing tariff options calculation</li> <li>• Tariff options have been submitted to the PDAM's Director and team</li> </ul>
9	PDAM Karanganyar	<ul style="list-style-type: none"> <li>• Preparing tariff options calculation</li> <li>• Tariff options have been submitted to the PDAM's Director and team</li> </ul>

**Exhibit 9 Technical Assistance for Tariff Setting**

No	Organization	Activity
10	PDAM Gresik	• Preparing tariff adjustment calculation
11	PDAM Malang City	• Preparing ALD tariff calculation for LLTT implementation
12	PUPR Blitar City	• Preparing ALD tariff calculation
13	UPTD PALD Sidoarjo	• Preparing tariff adjustment/options calculation
14	PDAM Maros	• Preparing tariff adjustment calculation
15	PDAM dan UPT Makassar	• Preparing ALD tariff options for IPAL Losari
16	PDAM Barru	• Preparing tariff adjustment calculation

To ensure the investment projects are aligned with the stakeholders' business strategy and financial performances, the Objective 1 team will work closely with the Objective 2 team and Regional Offices to define the most viable investment projects. The Regional Offices are responsible for obtaining an overview of stakeholders' business expansion by coordinating with the stakeholders. The team will also assist the Objective 3 team to develop a WRM business plan/project proposal for Kapuas River development in West Kalimantan (Pontianak and Kubu Raya). Furthermore, USAID IUWASH Tangguh will assist them in further developing selected projects through the preparation of a business plan, Pre-FS, and/or FS. The preparation of a business plan, pre-FS, and/or FS can be instrumental in developing selected investment projects. A business plan can provide a clear understanding of the project's objectives, financial projections, and potential risks and opportunities. For example, the team will continue to support the development of Business Plan 2023–2027 for PDAM Tangerang City, after which the pre-FS and FS will be prepared based on the business plan to acquire private investment. The table below shows several PDAMs that will receive technical assistance regarding business plans, pre-FS, and FS.

**Exhibit 10. Technical Assistance to Develop Business Plan**

No	PDAM	Activity
1	Medan, Tirtanadi	Review Business Plan 2021–2025
2	Deli Serdang	Preparation of Business Plan 2023–2027
3	Binjai City	Preparation of Business Plan 2023–2027
4	Temanggung	Preparation of Business Plan 2024–2028
5	Tangerang City	Preparation of Business Plan 2023–2027
6	South Tangerang City	Preparation of Business Plan 2023–2027
7	Kubu Raya	Review Business Plan 2023–2027
8	Gresik	Review Business Plan 2022–2026
9	Sidoarjo	Review Business Plan 2020–2024
10	South Central Timor	Review Business Plan 2022–2026

## Exhibit 11. Technical Assistance for Pre-FS and FS

No	PDAM	Activity
1	South Tangerang City	Preparing pre-FS based on Business Plan 2023–2027
2	Tangerang City	Preparing pre-FS based on Business Plan 2023–2027
3	Surakarta City	Review FS for SPAM Wosusoka pipeline distribution with capacity of 250 lps.
4	Malang District	Developing FS for new WTP Wendit with estimated capacity of 200 lps with funding sourced from the private sector and/or PT. SMI
5	Malang City	Preparing FS for new IPA Bunga Desember with capacity of 50 lps
6	Surabaya City	Review FS from PT SMI's consultant (funded by Project Development Facility-PDF) for SPAM Karangpilang 4 development with capacity of 1,000 lps. Review FS for SPAM revitalization, prepared by PT Moya Indonesia as part of cooperation between PT Moya and PDAM Surabaya Review/develop FS for WTP Patekan with capacity of 500 lps
7	Sidoarjo	Review and finalize FS for pipeline distribution installation Dusun Bangah – Pabrik Soda – Wedoro, Sidoarjo District

Key activities for PY3 include:

- Organize integrated technical assistance for stakeholders (LGs, PDAMs, and UPTDs) linking to their own time and process to optimize their budget allocation in WASH and WRM development plans.
- Utilize the TAS analysis to shortlist and prioritize investment projects that meet or exceed the specified scoring thresholds and provide possible USAID IUWASH Tangguh support.
- Calculate a detailed tariff analysis that considers the full spectrum of factors influencing pricing, including infrastructure development, maintenance, operation, margins, and community needs. Financial model of tariff analysis is developed using Microsoft excel by regional investment specialist. The location is requested based on request of PDAMs and LGs.
- Work closely with the selected high-priority projects to further develop and refine their business plans, pre-FS, and/or FS.

### **Task 1.2.3. Identify financing opportunities and create pipeline of WASH-IWRM-related investments**

USAID IUWASH Tangguh actively identifies financing opportunities and establishes a robust pipeline of investments in the WASH and WRM sectors. By engaging with diverse stakeholders such as financial institutions, private investors, government agencies, and development partners, the program explores various funding sources and innovative financing mechanisms. Through market assessments and feasibility studies, USAID IUWASH Tangguh identifies promising investment projects that address critical gaps in the WASH and WRM sectors, prioritizing sustainability and impact. The program facilitates partnerships and provides technical support to prepare investment proposals and develop sound financial structures. By mobilizing resources and attracting capital, USAID IUWASH Tangguh drives transformative projects that improve access to clean water, enhance sanitation services, and promote effective water resources management, contributing to the overall wellbeing of communities.

### **Investor and Industry Network (IIN)**

In PY3, USAID IUWASH Tangguh will launch an Investor and Industry Network (IIN). Selected investors from the team's database and potential projects from the TAS analysis will be invited to

register to join the IIN. The Network will serve as a collaborative platform to build business relationships, facilitate knowledge exchange, create investment and financial opportunities, generate investor interest in new project opportunities, forge public-private partnerships, and promote the adoption of cutting-edge technologies. By joining the Network, members will be able to gain access to project information associated with projects that receive support from USAID IUWASH Tangguh. Selected members will also be periodically invited to request no-cost transaction support from USAID IUWASH Tangguh to support their respective projects and investment opportunities. The advisory services provided to project owners (PDAMs and LGs) include business case and feasibility study review, financial modelling, economic cost-benefit analysis, market sounding, technology evaluation, fundraising and investor engagement, procurement planning, investment due diligence, and deal negotiation.

### ***WASH Micro Credit Program***

During PY3, USAID IUWASH Tangguh will continue to promote WASH micro credit programs through development of micro credit products in financial institutions, including cooperatives, rural banks (BPRs), venture capital, and regional development banks (BPDs). The Objective 1 team will support the partnerships between financial institutions and water supply providers (PDAMs) to provide water supply micro credit to households. USAID IUWASH Tangguh will also develop sanitation micro credit products with financial institutions to enable households to have access to individual sanitation facilities.

Furthermore, in PY3 USAID IUWASH Tangguh will work closely with PT. Sarana Multigriya Financial (SMF), the Special Mission Vehicle under the Ministry of Finance, with a one-year work plan to identify potential financial institutions that can be promoted for access to the WASH financing facility.

### ***Indonesia Impact Fund (IIF) Program***

In PY2, USAID IUWASH Tangguh collaborated and partnered with PT. Mandiri Capital Indonesia (MCI) and Mandiri Capital Investment Singapore (MCIS) to collaborate on the Indonesia Impact Fund (IIF) to expand their portfolio to water resources investments. The Fund has a particular focus on mobilizing finance for early-stage technology development and equipment manufacturing start-ups to build the ecosystem for water and sanitation service providers and water resources conservation. It is expected that the IIF will leverage around USD 20–25 million capitalization.

In PY3, through the IIF, USAID IUWASH Tangguh and MCI will develop a portfolio of high quality, investment ready start-up enterprises that are aligned with the impact objectives of the SDGs, as well as lead fundraising and investor engagement activities to successfully capitalize on the fund. With USAID IUWASH Tangguh support, MCI is also responsible for managing funds raised for start-up enterprises that are aligned with the following SDGs: SDG5 Gender Equality; SDG 6 Clean Water and Sanitation; SDG 9 Industry, Innovation, and Infrastructure; SDG 11 Sustainable Cities and Communities; and SDG 13 Climate Action.

### ***Indonesia Water Fund (IWF)***

The team held a courtesy meeting with the IWF in the beginning of PY2 to seek the potential collaboration to support water utility (PDAM) investment programs, specifically in project financing. The IWF is a platform established by the Ministry of State-Owned Enterprises (SOE), under PT. Danareksa, to attract and facilitate the participation of institutions and individuals as equity investors

in existing (concessional and shares acquisition) and new water projects. Strategic partners for IWF include Moya Asia, CITIC group, and Suez. The main criteria for IWF investments are: (1) brownfield and greenfield projects; (2) integrated water projects (from upstream to downstream); (3) majority project ownership; (4) for greenfield project, the project acquisition is after construction period; and (5) a combination for household and commercial/industrial connection projects.

Reviewing the IWF support to finance upstream to downstream water projects and their sponsor to one of PDAM's non-revenue reduction programs, the team in PY3 will work closely with the IWF to promote and attract financial support for potential water projects listed above.

### ***Indonesia Environment Fund (IEF), or Badan Pengelola Dana Lingkungan Hidup (BPD LH)***

USAID IUWASH Tangguh will work with the Indonesia Environment Fund in PY3 to develop projects relating to water resources as well as conservation. One potential project is designing a program activity for West Kalimantan to be proposed to the Green Climate Fund. The Objective 1 team will collaborate with the Objective 3 team to explore specific projects in West Kalimantan's Kubu Raya region that may be submitted to IEF to be included in the proposal. The project will include developing a District Action Plan on Climate Change (RAP/RAK-API); conducting trainings on climate-resilient development, land-use planning for climate risk reduction, and other relevant adaptation topics; and development of technical guidebooks for climate-resilient land use plans for district and village governments. Along with this potential project, USAID IUWASH Tangguh will explore other potential WRM projects/programs with IEF during PY3.

### ***CSR Programs***

In PY3, the Objective 1 team will accelerate the social investment scheme with participation from the private sector through corporate social responsibility (CSR) programs in the WASH and WRM sectors. USAID IUWASH Tangguh activities will focus on introducing WASH and WRM projects to private sector CSR programs by developing concept notes and proposals for projects that ultimately benefit the public or communities.

Project proposals will be developed for Cargill, Djarum Foundation, PT Freeport Indonesia, and Coca Cola Foundation, and the team will also continue implementing projects during PY3. For Cargill, USAID IUWASH Tangguh will focus on WRM-related projects, while for Coca Cola Foundation the focus will be on water (master meter) projects. These projects, which are both located in East Java, will also target empowering communities through micro businesses development. Djarum Foundation, the focus of CSR relates to developing individual septic tank in Wonogiri and Surakarta. Along with these projects, USAID IUWASH Tangguh will continue to promote other private sector engagement through CSR programs in the WASH and WRM sectors.

### ***Accelerating Private Sector Participation in Sanitation Financing***

To support the achievement of the national water and sanitation target by the year 2024 as stated in the National Medium-Term Development Plan (RPJMN) 2020–2024, alternative financing includes involving the private sector in financing infrastructure. To accelerate private sector participation in the sanitation sector (wastewater and fecal sludge treatment), by the end of PY2, USAID IUWASH Tangguh had started developing a study to provide comprehensive information on private sector practices in all sanitation chain segments, as well as to tap new engagement opportunities with the private sector for sanitation infrastructure financing and operation. In PY3, USAID IUWASH

Tangguh will continue the study by interviewing several key actors from the GOI, regional governments, utilities, and the private sector, and aim to finalize the report.

To support the sanitation sector, USAID IUWASH Tangguh also engages PT SMI to promote its products such as regional loans for cities or districts that require financing for the development or revitalization of wastewater or fecal sludge treatment plants. In PY3, USAID IUWASH Tangguh will conduct a knowledge sharing workshop for PT SMI to deliver information on the current condition of the sanitation sector in Indonesia.

Various support projects for PY3 are described in the table below:

Exhibit 12. Project Pipeline for Financing			
No	Project Holder	Activity	Financiers
1	PDAM Depok City	Preparation of FS for reducing NRW by revitalizing piping network	PDAMs, APBD, and BPKH (Haji Fund)
2	PDAM Tangerang City	Transaction advisory for WTP development Tangerang City area (Zone 2 and 3) through PPP scheme (BROT+BT and KBA)	Private sector
3	Dinas Perkim Tangerang City	Technical assistance in budget allocation for IPLT Bawang optimization (belt filter press procurement)	APBD
4	Dinas Perkim Tangerang Selatan District	Technical assistance in budget allocation for construction of IPLT Balaraja	APBD
5	Dinas Perkim Tangerang Selatan District	Technical assistance in budget allocation for construction of IPLT Cisauk	APBD
6	PDAM Wonogiri	Technical assistance in budget allocation for piping network development for SPAM Wosusoka (JDU and JDB)	APBD and Province DAK (Special Allocation Fund) Province, APBD Regency
7	PDAM Sukoharjo	Technical assistance in budget allocation for piping network development for SPAM Wosusoka (JDU and JDB)	APBD and DAK (Special Allocation Fund) Province, APBD Regency
8	PDAM Karanganyar	Technical assistance in budget allocation for piping network development for SPAM Wosusoka (JDU and JDB)	APBD and DAK (Special Allocation Fund) Province, APBD Regency
9	Sragen District (UPTD)	Transaction advisory for construction of IPLT Geneng Duwur with required capacity of 43,6 m3/day	Identifying financing sources
10	PDAM Surakarta	Technical assistance in budget allocation for Uprating IPLT Putri Cempo to 200m3/day	APBN 2024
11	PDAM Surabaya	Transaction advisory for revitalizing existing pipeline distribution volume to households	PT SMI
12	PDAM Sidoarjo	Transaction advisory for distribution pipeline installation Dusun Bangah – Pabrik Soda – Wedoro, Sidoarjo District	PT Rafa Karya Indonesia, other interested parties
13	Sidoarjo District (UPTD)	Transaction Advisory for construction of IPLT (at alternative location Desa Sambungrejo) with ultimate capacity at 150m3/day	Identifying financing sources
14	Gresik District (UPTD)	Technical assistance in budget allocation for construction of IPLT Belahan Rejo	Multilateral Bank
15	Malang City (UPTD & PDAM)	Transaction advisory for construction of IPLT Malang City with capacity of 200m3/day	Identifying financing sources
16	SPAM Regional Mamminasata	Transaction advisory for Project Stage I with capacity of 500 lps to supply 4 PDAMs (Makassar City 100 lps, Maros Regency 130 lps, Gowa Regency 200 lps, and Takalar Regency 70 lps)	ABPN and APBD Province



Key activities for PY3 include:

- Compile the projects pipeline from stakeholders in each city/district, while simultaneously promoting the projects for private investment (for project details refer to Exhibit 12. Project Pipeline for Financing).
- Facilitate private sector financing access that includes assistance for market consultation, market sounding, and negotiation support (for project details refer to Exhibit 12. Project Pipeline for Financing).
- Launch an Investor and Industry Network (IIN) as a collaborative platform to generate investor interest and forge public-private partnerships (for project details refer to Exhibit 12. Project Pipeline for Financing).
- Promote WASH micro credit to financial institutions to encourage them to provide it to households. This includes establishing partnerships with PDAMs to provide water supply micro credit.
- Work closely with PT. SMF and the Association of Rural Banks Owned by Regional Governments throughout Indonesia (PERBAMIDA) in identifying and supporting financial institutions for access to the financing facility from PT. SMF.
- Finalize the study of private sector participation in the sanitation sector.

### **Outcome 1.3 Increased WASH and WRM sector institutional capacity**

#### ***Task 1.3.1 Build capacity of WASH/WRM coordination institutions***

Institutional capacity is an essential element to help local government or utilities achieve WASH and WRM service improvement targets. USAID IUWASH Tangguh will analyze the need for each local government/utility provider to improve its capacity, especially those that can accelerate water and sanitation service coverage and fulfill the national requirement of the minimum service standards (SPM) for the sectors.

The training provided to local government institutions will use the indices of the sectors as the basis for identifying training needs. The team will continue to revise the indices developed during the USAID IUWASH PLUS program. It will also collaborate with Bappenas or the National Working Group for Housing and Sanitation (Pokja AMPL) to support local governments to socialize and disseminate the next RPJMN targets (2025–2029), as well as Regional Medium-Term Development Plans (RPJMD), local government planning and budgeting (RENJA), and SPM.

In PY3, USAID IUWASH Tangguh will continue capacity-building activities for related WASH and WRM institutions at the subnational level. Under Objective 1, the training will relate to sectoral governance and finance, such as SPM, local government planning and budgeting (RENJA), and financial aspects of the WASH sector including tariff structuring and calculation.

Following the success of the APBD workshops conducted in every region in PY2, USAID IUWASH Tangguh will continue the workshops annually. All relevant technical agencies and the Regional Development Planning Agency (BAPPEDA) participated in the APBD workshops to identify and crosscheck each activity and nomenclature according to their regional budgets. One of the inputs from local government was that the event should be conducted before RENJA is carried out for the following budget year. Additionally, the team considered to the new regulation of MOHA of the nomenclature of the development and financing at regional level (no. 900.1.15.5-1317 TAHUN 2023)

issued in 2023 that has become the crucial agenda to the local government training being held in PY3. Reconciliation of the nomenclature specifically for WASH and WRM sectors between central and regional level is needed to match it in the annual local budget (APBD).

To help close project funding gaps based on the project pipeline developed as part of Outcome I.2—which aims to involve the private sector in WASH project financing through collaborations with the PPP Joint Office of the MPWH and PT Penjaminan Infrastruktur Indonesia—several trainings for local governments will be conducted, on topics including PPP project preparation and procurement preparation.

Key activities for PY3 include:

- Provide advocacy and technical assistance for local governments in developing the regional planning documents (RPJPD 2025–2045 and RPJMD 2025–2029) in line with the long-term and medium-term national targets and priority issues in the WASH and WRM sectors.
- Provide training and technical assistance to local government (Pokja PKP and Provincial Regional Apparatus, or OPD) in the WASH/WRM sectors through the RENJA Workshop, including integrating climate resilience into local government workplans and budgets to utilize information from climate change vulnerability assessments (under Objective 3), and integrate resulting climate adaptation strategies and investments in their annual plans and budgets.
- Provide training and technical assistance to local government (Pokja PKP and OPD in the WASH/WRM sectors) through the APBD Workshop (tagging nomenclature, leverage, and realization)
- Training for accelerating the fulfillment of national Minimum Service Standards (SPM) for the WASH sector.
- Governance Index (Godex) Workshop for collecting government performance data.
- Assess the capacity of local government and utilities (PDAMs, UPTDs, and BLUDs) in business and financial management and develop training plans. Training materials will include WASH tariff setting, training for real demand survey and customer survey (SKP), and utility business planning.
- Conduct the training based on the project pipeline assessment for local government and utilities (PDAMs), which includes PPP project preparation training, and capacity building for project procurement.

## **Outcome I.4. Increased accountability and inclusivity in WASH and WRM governance**

### ***Task I.4.1. Expand mechanism to promote social accountability and inclusivity***

USAID IUWASH Tangguh will continue to develop and promote the social inclusion and public accountability (SIPA) mechanism with local governments to ensure that WASH and WRM aspects are included in the mechanism. Improvement of the existing CEM will be closely monitored by fixing weaknesses, identifying new needs, and providing technical assistance to increase public accountability. The development of social inclusivity is carried out by improving communication and feedback channels so that they are easily accessible to marginalized populations (defined as poor households, persons with disability or those from specific marginalized tribes)

In PY3, the Objective 1 team will work closely with the Office of Communications and Informatics (Diskominfo), PDAMs, and other stakeholders at the subnational level that have developed public accountability applications and/or systems to assure the application administrators thoroughly understand WASH and WRM aspects and issues. In PY3, to ensure the WASH and WRM sectors are included in the mechanism, USAID IUWASH Tangguh will assist with the development of SOPs, guidelines, work plans, and related regulations to support the mechanism, as well as promotion of the mechanism and applications to the public.

Key activities for PY3 are as follows:

- Support and work closely with Diskominfo in 14 cities/districts to develop public accountability mechanisms that incorporate WASH and WRM, including in Pematang Siantar City, Simalungun, Binjai City, Pontianak City, Depok City, DKI Jakarta, Tangerang City, Salatiga City, Surakarta City, Pasuruan City, Malang City, Gowa, Maros, and Takalar.
- Develop as necessary SOPs, guidelines, work plans, or related regulations to support SIPA mechanisms, and promote activities for public awareness of the mechanism in 14 cities/districts.
- Maintain and supervise the implementation of existing SIPA mechanisms so that WASH and WRM issues are included.

Exhibit I3. Objective I PY2 Activities and Timelines

SUB-TASK	INPUTS	OUTPUTS	LOCATION	YEAR 3 TIMEFRAME											
				OCT	NOV	DEC	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEP
<b>Task I.1.1. Develop and facilitate policies and regulations for improved WASH/WRM processes at national and local government levels.</b>															
Advocate and facilitate the development of national and local level policies and regulations, including the following:															
Regulation for Institution and SPAM Regional Tariff	Desk review, meetings, workshop, FGD, PO	Academic study, policy paper, draft policies and regulations for WASH/WRM improvement	National												
Regulation for Integration of National PDAM Performance Assessment with PDAM Index			National												
Regulation for technical guidelines for improvement of chlorination systems			National												
Regulation for SKKNI for WSP/RPAM			National												
Regulation for guidelines/SOPs/tools for calculating the total cost required by local governments for safely managed drinking water services			National												
Regulation to encourage UPTDs to be upgraded to BLUDs, or BLUDs to become BUMDs			Subnational												
Regulation for regional WRM institutions			Subnational												
Regulation for WASH/WRM institutions (Pokja PKP, SPM Implementation Team, Pokja PUG)			Subnational												
Regulation of technical guidance of PDAM business to business with private sector (work with DIT, PPIP, DJPI, MOPWH)		Decree of DJPI, MOPWH	National												
<b>Task I.1.2. Prioritize pathways for passage and implementation of draft policy and regulations.</b>															
Advocate and facilitate the development of national and local level policies and regulations, including the following:															
Regulation on the WASH microfinance financing program	Desk review, meetings, workshop, FGD, PO	Academic study, policy paper, draft policies and regulations for	National												
Regulation on Wastewater VAT Exemption															
Regulation/guidelines for sanitation tariffs															
Regulation/guidelines for SPM implementation and monitoring tools															

Exhibit I3. Objective I PY2 Activities and Timelines

SUB-TASK	INPUTS	OUTPUTS	LOCATION	YEAR 3 TIMEFRAME											
				OCT	NOV	DEC	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEP
Regulation/guidelines for establishing BLUDs, implementation and monitoring tools		WASH/WRM improvement													
<b>Task I.1.3. Stimulate participation of diverse stakeholders in broader policy reform and enforcement of initiatives agenda.</b>															
Engage with APEKSI to support national and subnational programs	Desk review, meetings, workshop, FGD, PO	Work plan and activities implemented	National												
Engage with APKASI to support national and subnational programs															
Engage with FORKALIM to support national and subnational programs															
Engage with AKOPSI to support national and subnational programs															
Engage with Pokja PKP, SPM Implementation Team, and Pokja PUG at the city and district level and with DPD PERPAMSI			Subnational												
<b>Task I.2.1. Improve data flows to identify financial flows and gaps at the WASH/WRM sectoral level.</b>															
Collect historical data of local government budgets (APBD) for the year 2024, identify the WASH and WRM allocation, and conduct regional fiscal capacity assessment of LGs and discussion		APBD analysis completed													
Collect data on PDAMs' and sanitation service providers' historical financial performance by using PDAM and Sanitation Performance Index		PDAM Performance Index completed													
<b>Task I.2.2. Support financial planning and analysis at LG, PDAM and UPTD service providers.</b>															
Organize integrated technical assistance for stakeholders (LGs, PDAMs, and UPTDs) to optimize their budget allocation in WASH and WRM development plans	Meeting	Financial planning completed	Local												
Utilize the TAS analysis to prioritize and shortlist investment projects that meet or exceed the specified scoring thresholds and provide possible forms of support from USAID IUWASH Tangguh	Meeting	TAS analysis completed	National												

Exhibit I3. Objective I PY2 Activities and Timelines

SUB-TASK	INPUTS	OUTPUTS	LOCATION	YEAR 3 TIMEFRAME											
				OCT	NOV	DEC	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEP
Calculate a detailed tariff analysis that considers the full spectrum of factors influencing pricing, including infrastructure development, maintenance, operation, margin, and community needs	Meeting, FGD	Tariff calculation completed	Local												
Work closely with the selected high priority projects to further develop and refine their business plans, pre-FS, and/or FS	Meeting, FGD, STTA	Financial planning completed	Local												
<b>Task I.2.3 Identify financing opportunities and create pipeline of WASH/WRM related investment.</b>															
Compile the project info from potential cities/districts or PDAMs into the pipeline, while simultaneously promoting the project for private investment.	Meeting	Potential projects identified	Local												
Facilitate financing access that includes assistance for market consultation, market sounding, and support in negotiations with potential investors.	Meeting, workshop	Potential investors identified	National and Local												
Launch the Investor and Industry Network (IIN) as a collaborative platform to generate investor interest and forge public-private partnerships	Meeting, event	IIN launched	National												
Continuing Study of Private Participation in Sanitation Financing	Meeting, FGD, interview, STTA	Study report	National												
<b>Task I.3.1 Build capacity of WASH/WRM coordination institutions.</b>															
APBD Workshop (tagging nomenclature, leverage, and realization)	Work plan and budget (RKA), budget implementation list (DPA), workshop	WASH/WRM activity per nomenclature supported by USAID IUWASH Tangguh	National												
RENJA/RPJMD Workshop	Workshop	WASH/WRM improvement program included in annual plan,	Local												

**Exhibit 13. Objective 1 PY2 Activities and Timelines**

SUB-TASK	INPUTS	OUTPUTS	LOCATION	YEAR 3 TIMEFRAME											
				OCT	NOV	DEC	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEP
		activities, and budget													
SPM Training	Workshop	Improvement of WASH/WRM in achieving national SPM	Local												
National Meeting for Godex (review and evaluation)	Workshop	Godex, APBD tracking	National/Subnational												
Business and financial management training as needed (tariff calculation, RDS and customer survey workshop, utility business plan)	Workshop, STTA	FCR tariff structure, RDS and customer survey plan, utility business plan	Local												
PPP project preparation and procurement workshop, as needed	Project pipeline, workshop, training, STTA	PPP project concept, preliminary study, pre-FS, FS, procurement documents	National/Local												
<b>Task 1.4.1. Expand mechanisms to promote social accountability and inclusivity.</b>															
Support and work closely with Diskominfo in 14 cities/districts	Workshop	Work plan, SOP, related regulation documents	Local												



### 3.2. OBJECTIVE 2A: INCREASED ACCESS TO POOR-INCLUSIVE, CLIMATE-RESILIENT, SAFELY MANAGED DRINKING WATER SERVICES

USAID IUWASH Tangguh aims to increase access to safely managed drinking water for 1.5 million people (375,000 households) over the duration of the program's implementation. In PY3, the team will target 300,000 people to access safely managed drinking water. In doing so, it will contribute to the National Medium-Term Development Plan (RPJMN) 2020–2024, which aims to enable 15 percent of households to have access to safely managed drinking water by 2024. To achieve this, USAID IUWASH Tangguh will provide extensive technical support to PDAMs, with a focus on improving internal operational performance (technical, financial, and institutional). It will also encourage factors such as good governance, increased financing, linkages to WRM objectives, stronger promotion and marketing, gender inclusiveness, and development of robust citizen engagement mechanisms.

Activities under Objective 2a Water are divided into: Task 2.1.I Apply workforce development framework to support service providers; Task 2.2.I Develop portfolio approaches to improving operational and financial efficiencies; Task 2.3.I Expand menu of service model options for PDAM and local government integration and adoption; and Task 2.4.I Support adoption of novel data systems by service providers.

#### 3.2.1. PARTNER COLLABORATION

The Objective 2a Water team collaborates with various government, donor, university, and private sector partners. In PY3, USAID IUWASH Tangguh will collaborate with the Ministry of Public Works and Housing (MPWH) and Bappenas to continue to revise PDAM performance assessment guidelines and to develop water safety plans (RPAM). It will also improve chlorination systems; develop and pilot asset management tools; conduct national level training on energy efficiency (EE) and water treatment; and support regional water supply systems (SPAM). In addition, USAID IUWASH Tangguh will involve the Ministry of Health (MOH) to develop and pilot tools to monitor water quality and quantity (WQQ), especially for USAID IUWASH Tangguh partner PDAMs. It will also continue collaboration with the Agency for Water Technology (BTAM) and the National Association of Water Utilities (PERPAMSI) under Yayasan Pendidikan Tirta Dharma (YPTD), as well as the PDAMs of Pontianak City, Tangerang District, and Malang City, to encourage the implementation of the capacity-building roadmap for regional-owned enterprises (BUMDs), which supports PDAMs to become PDAM training centers.

**Exhibit 14. Objective 2a Key Partners**

Partner	Activity
Bappenas	Coordination to assist the progress of USAID IUWASH Tangguh
MPWH Directorate of Drinking Water	Continue to revise PDAM performance assessment guidelines and develop an RPAM; conduct national level training on EE and water treatment; improve chlorination systems; develop and pilot asset management and WQQ tools
BTAM	Continue to encourage BTAM and the PDAMs of Pontianak City, Tangerang Regency, and Malang City to become PDAM training centers
MOH	RPAM and Water Quality Monitoring
YPTD PERPAMSI	Capacity-building, training, and certification

**Exhibit 14. Objective 2a Key Partners**

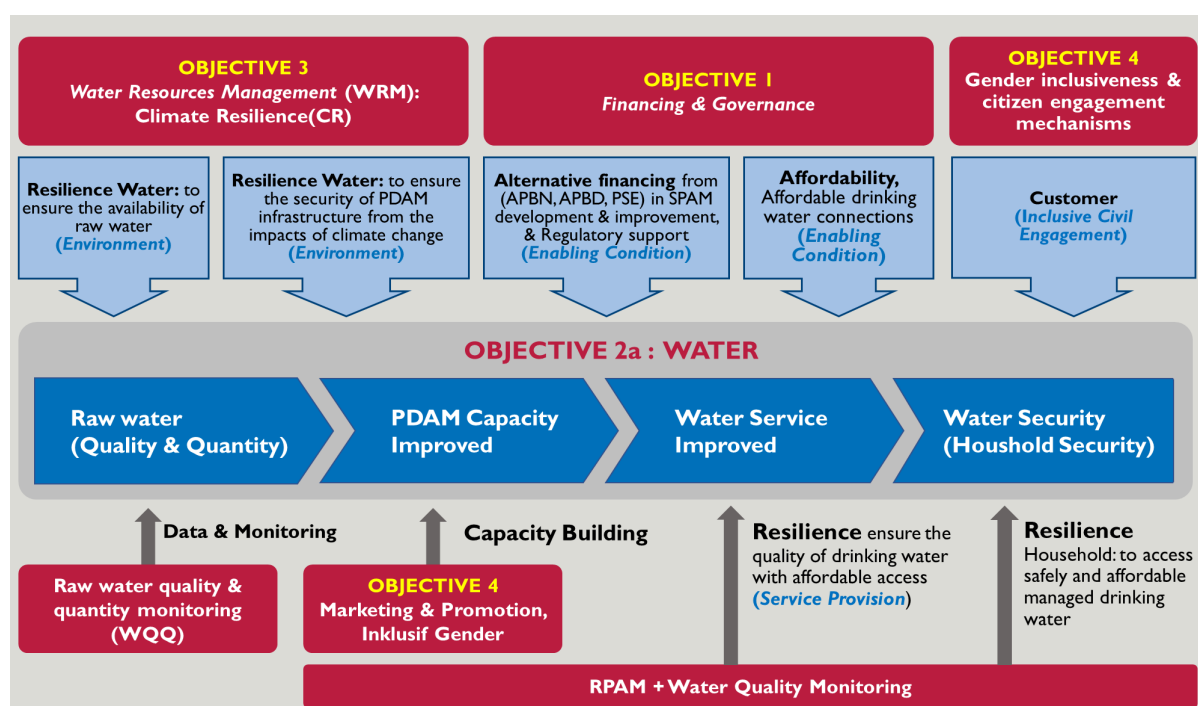
Partner	Activity
USAID SINAR	Collaboration in preparation of the Energy Efficiency (EE) capacity building program in PDAMs in NTT, East Java, and South Sulawesi
Imagine H2O	Collaboration in preparation of non-revenue water (NRW) capacity building program in PDAMs in Surabaya City, Pontianak City, Bogor Regency

**3.2.2. ACTIVITY INTEGRATION**

In the program's third year, the Objective 2a Water team will continue collaboration with the Objective 1 team for the development, improvement, and optimization of SPAM, which includes supporting the regional SPAMs of Karian Serpong and Mamminasata (Makassar, Maros, Gowa, and Takalar). The Objective 2a team, in collaboration with the Objective 1 team and the West Java, DKI Jakarta, and Banten (WJDB), and South Sulawesi (SSRO regional team, will support the regional SPAMs of Karian Serpong and Mamminasata, including through institutional preparation, business plan and tariff review, and capacity-building for off-takers. It will also monitor collaboration with the Association of Indonesian City Governments (APEKSI) to advocate regional heads to support 100 percent basic water service coverage; advocate regulation; integrate water policy into the PDAM National Performance Assessment using the PDAM Index; advocate the legalization of the roadmap for capacity-building of human resources involved in drinking water BUMD; and advocate for water policy/a draft MPWH regulation stipulating national work competency standards (SKKNI) for water supply projects.

In addition, the Objective 2a Water team will continue collaboration with the Objective 3 team in the implementation of climate-resilient WASH in SPAM, including all upstream to downstream processes. Further, collaboration with the Objective 4 team will include mainstreaming GESI into EE and water treatment training, resulting in a certificate of competency from the National Professional Certification Agency (BNSP). The teams will also collaborate on social and behavioral change (SBC) through the development of promotional and marketing strategies with PDAMs in six cities/districts that have been targeted for 100 percent water service coverage.

**Exhibit 15. Integration and Collaboration**



### 3.2.3. TASK BY TASK DETAILED DESCRIPTION OUTCOME 2.1. INCREASED CAPACITY OF PROFESSIONALIZED WASH AND WRM WORKFORCE

#### Task 2.1.1. Apply workforce development framework to support service providers

To improve the technical knowledge and management capacity of PDAM staff in the implementation of Task 2.1.1, USAID IUWASH Tangguh will focus on capacity-building activities for PDAM workers, with a well-documented training process, measurable training results, and user-friendly training delivery tools. The team will support BTAM in the implementation of the PDAM/BUMD Capacity-Building Roadmap, by making the Tirta Wiyata Environmental Engineering Academy (Akatiirta) a competency-based and certified training center of excellence. The team will encourage ongoing financing for capacity building, training in the PDAM Index, and adoption of ongoing capacity development of PDAM workers into the PDAM Business Plan. To achieve this, in accordance with the Performance Work Statement, the following activities will be carried out under Objective 2:

- Convening a workshop with PDAM partners, key ministries, and PERPAMSI to identify gaps in water provider capacity, especially among PDAMs whose status is classed as “sick”, “unhealthy”, and “healthy”, and provide recommendations for strategies to improve PDAM performance based on PDAM Index indicators. One such indicator is improving human resources through training and capacity-building, which provides PDAM management with the basis for competency-based training and career pathways for staff.
- Supporting BTAM and Akatiirta’s efforts to socialize and implement the PDAM/BUMD Capacity-Building Roadmap, with a focus on competency-based training; and supporting them by building the capacity of their existing instructors and managers. Support for resources on how to mainstream gender considerations into curricula will also be provided, as well as for

increasing opportunities for female instructors and managers. USAID IUWASH Tangguh will also support in-house capacity building activities for BTAM and Akatirta.

- Delivering a technical support package to BTAM and Akatirta that is tailored to advancing their progress toward achieving PDAM Training Center of Excellence status.

In PY3, USAID IUWASH Tangguh will focus on capacity-building activities for PDAM workers, with a well-documented training process, measurable training results, and user-friendly training delivery tools. During this period, activities will support BTAM and training institutions in the implementation of the PDAM/BUMD Capacity-Building Roadmap. The activities will encourage competency-based and certified trainings, as well as financing in the context of developing human resource capacity among PDAMs.

To support capacity-building in PY3, USAID IUWASH Tangguh will conduct the following activities under Objective 2a:

- Registering the occupational map of the drinking water sector in the Indonesian National Qualifications Framework (KKNI) as part of the Bappenas Occupational Mapping .
- Preparation of modules within the scope of BTAM.

Mapping training topics for each training institution, including BTAM and the respective consumer protection agencies (LPKs) of the PDAMs of Malang City, Pontianak City, and Tangerang Regency, and encouraging the LPKs to develop teaching materials that adhere to standards. During this period, USAID IUWASH Tangguh collaboration with MPWH, PDAM Pontianak City, and PDAM Tangerang District will conduct training covering EE and water treatment topics at LPK PDAM Pontianak City and LPK PDAM Tangerang.

- Refinement of the Indonesian National Work Competency Standards (SKKNI) for the Drinking Water Safety Plan (RPAM).
- Increasing the number of assessors in the field of drinking water. This is an effort to meet the number required for BTAM to establish a professional certification body (LSP) as part of the licensing process from the Construction Services Development Institute (LPJK) and the National Professional Certification Agency (BNSP).

## **Outcome 2.2. Increased performance of drinking water and sanitation service providers**

### ***Task 2.2.1. Develop and apply portfolio approaches to improve operational and financial efficiencies***

Task 2.2.1 will focus on improving the efficiency of PDAM operational and financial performance. This activity uses a data-driven approach by applying the PDAM Performance Index that developed under USAID IUWASH PLUS—and which uses PDAM performance assessment indicators from the Directorate of Drinking Water of the MPWH—to evaluate PDAM performance. After assessing performance against the Index and establishing a baseline, PDAMs will set performance targets, identify positive deviations, and respond to trends in performance data monthly. Task 2.2.1 will also ensure that drinking water is safely managed by ensuring the reduction and prevention of bacteriological contamination (E. coli) in the PDAM distribution network, which it will do by decreasing non-revenue water (NRW). The NRW reduction methodology must be supported by thorough mapping, which is conducted through a geographical information system/management

information system (GIS/MIS), standard operating procedures (SOPs), and EE improvements. The methodology must also ensure PDAMs are financially healthy, and that all recommended programs are included in the business plan. In accordance with the Performance Work Statement, specific activities include:

- Increasing water access to the poor through collaboration with GOI programs. The team will target relevant households by conducting technical mapping of access levels and gender and wealth parameters through the mWater application, and then carry out marketing and promotion to target areas.
- Developing and improving PDAM GIS/MIS to support improved PDAM operations so they can better serve customers.
- Strengthening PDAM capacity for engagement with NRW Reduction Program. The NRW Reduction Program will also be encouraged to participate in the World Bank's Performance-Based Grant (PBG) program.
- Strengthening PDAM capacity for engagement with the Energy Efficiency Improvement Program to reduce operating costs and improve service delivery. The Energy Efficiency Improvement Program will also be encouraged to participate in the PBG.
- Supporting PDAM business planning, which will serve as a precursor to securing financing for service improvements. To ensure PDAMs continuously and sustainably carry out USAID IUWASH Tangguh programs that encourage the achievement of safely managed drinking water, all programs need to be adopted into the PDAM business plan to ensure budgeting and commitment.
- Facilitating the fulfillment of full cost recovery (FCR) tariff setting and roll-out.
- Developing tools and SOPs (finance, technical, customer handling) to align with best practices and guide PDAM-led operations over the long-term.

To support efforts to improve the efficiency of PDAM operational and financial performance in PY3, the following activities will be conducted as part of Objective 2a:

- Continuing activities to improve access to drinking water for the poor, which are carried out through the GOI's Special Allocation Fund (DAK). This fund serves as one of the alternative financing options that districts and cities can utilize to develop safe drinking water infrastructure, including expanding access to PDAM house connections. Assistance activities include surveys to identify potential beneficiaries through the mWater application (developed by Solstice Institute LLC), as well as promotion and marketing activities. USAID IUWASH Tangguh supports these DAK-financed schemes in multiple locations including Sukoharjo district, Kubu Raya district, Deli Serdang district, Medan City, Tangerang City, Binjai City, Sidoarjo district, Malang district, Pontianak city, Wonogiri district, Surakarta city, Magelang city, Pasuruan city, Sragen district, Pasuruan district.
- Continuing activities to develop the asset management application, which commenced in the middle of PY2 (June 2023). Up to this point, the framework of the asset management process and technical application development materials have been developed. In PY3, activities will continue to build the mWater application, conduct training and implement in five PDAMs. To determine the application's reliability, USAID IUWASH Tangguh will

conduct a pilot test, monitoring and evaluation of its use and utilization was piloted at one PDAM.

- Strengthening PDAM capacity for the NRW Reduction Program and Energy Efficiency Improvement Program to improve PDAM operational and financial performance. This will be carried out through collaboration with institutions that are able to develop the necessary technology and human resources. PY3 activities will be socializing the development of the NRW Reduction Program technology and conducting capacity-building for its utilization. Meanwhile, for the Energy Efficiency Improvement Program, the activities will be socialization of the cooperation activities with other institutions and training activities for EE at the provincial level.
- Achieving 100 percent water service coverage to improve PDAM performance. The PDAMs' efforts to achieve this must be supported by their respective local governments in the form of policies, regulations, and budgeting. USAID IUWASH Tangguh collaborates with the Association of Indonesian City Governments (APEKSI) to advocate local government heads to support 100 percent service coverage. This activity was initiated in PY2 and will be continued in PY3. Another activity to support the achievement of 100 percent service coverage is the implementation of the 100% Target Achievement Strategy Study, including promotion and marketing strategies.

### **Outcome 2.3. Established and expanded city-wide inclusive, climate-resilient, and financially viable WASH and WRM institutional arrangements and service models**

#### ***Task 2.3.1. Expand menu of service model options for PDAM and LG integration and adoption***

Under Task 2.3.1, USAID IUWASH Tangguh will establish and expand city-wide inclusive, climate-resilient, financially viable, and sustainable WASH and WRM institutional arrangements and service models. This will be achieved by encouraging water resilience in ensuring the availability of raw water and security of PDAM infrastructure in the face of disasters, as well as through alternative financing—including through the national government budget (APBN), local government budgets (APBD), and private sector engagement (PSE)—in the development and improvement of SPAM and regulatory support. This will also be achieved by encouraging water resilience in ensuring safely managed drinking water quality through a Water Safety Plan (RPAM) and Prime Drinking Water Service Zone (ZAMP); gender equality and social inclusion (GESI); and that all recommended programs are included in the Business Plan. In accordance with the Performance Work Statement, under Task 2.3.1, USAID IUWASH Tangguh will deliver the following activities over the duration of the program's implementation:

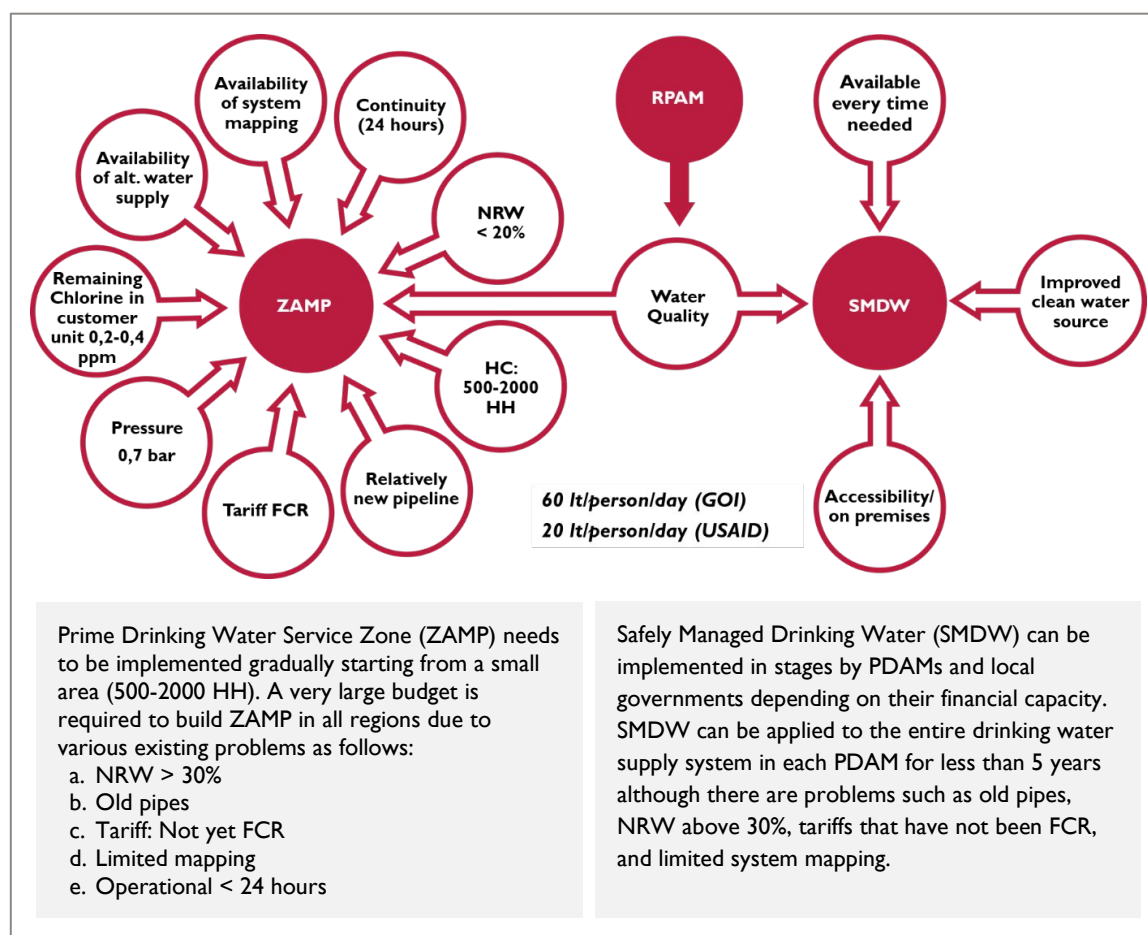
- Assessment and identification of technical needs for the development and improvement of SPAM service models through a feasibility study (FS), real demand survey (RDS), etc., as well as identification of potential beneficiaries eligible for financing through APBD, APBN, and other PSE measures.
- Development and promotion of a water resilience service model through PDAM raw water quality and quantity (WQQ) monitoring, including installation of Climate and Water Information Systems (CWIS). WRM Objective 3 requires this data to conduct a study of raw water vulnerability and of PDAM infrastructure vulnerability to disasters and climate change. The data is also needed for the preparation and evaluation of the RPAM.



Development and promotion of a water resilience service model through the RPAM and training for senior PDAM managers to develop action plans and mobilize resources and skills (partly through twinning arrangements) to manage risk and ensure business continuity.

- Development and improvement of a water resilience service model through a ZAMP, including improvements to chlorination systems and regular WQQ for distribution network and consumers.

**Exhibit 16. The Link Between the Water Safety Plan (RPAM), Prime Drinking Water Zone (ZAMP), and Safely Managed Drinking Water (SMDW)**

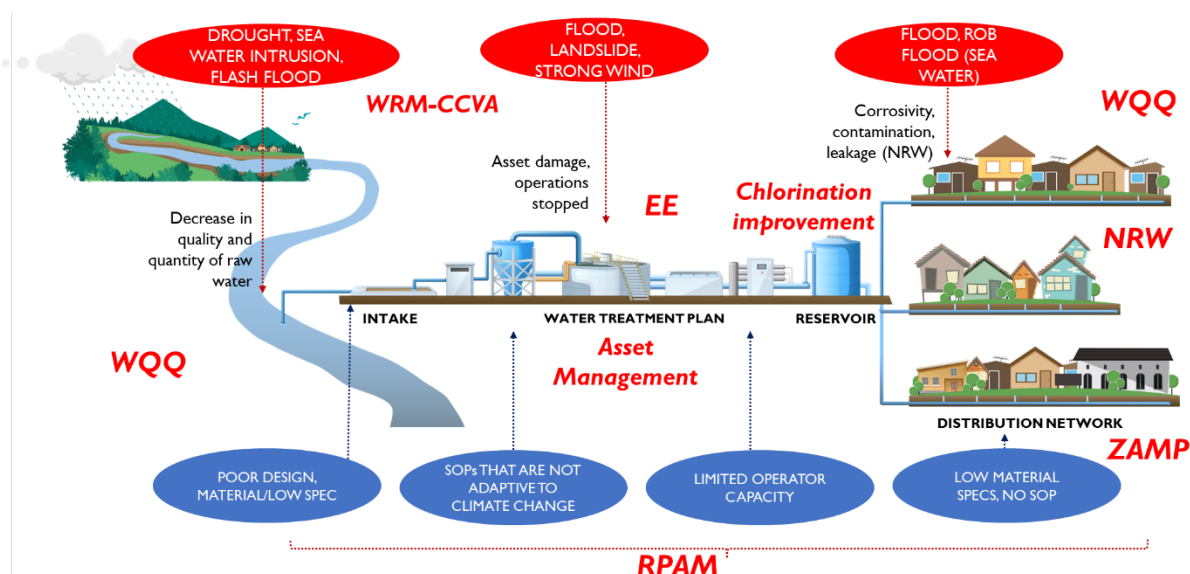


As previously mentioned, to achieve SMDW, USAID IUWASH Tangguh will develop the RPAM and ZAMPs. The RPAM is a risk-based analysis to secure drinking water from upstream to downstream, with a focus on quality. Meanwhile, a ZAMP is a special zone or area designed as a service area with water quality that meets drinking water standards without being processed (potable water). A ZAMP has higher requirements than safely managed drinking water. However, both require water quality assurance that meets Minister of Health Regulation 492 through RPAM implementation.

In PY3, climate-resilient WASH will be implemented by encouraging the integration of Objective 2a with Objective 3 to mainstream climate change resilience into the SPAM process from upstream to downstream, as shown in the following Exhibit:



**Exhibit 17. Water and WRM Integration**



- The RPAM is an integrated approach for risk analysis and management in SPAM, including risks associated with climate change impacts. The results of the water resources management-Climate Change Vulnerability Assessment (CCVA) will provide input data for RPAM preparation, particularly related to hazard identification and events, and risk assessment, in accordance with the recommendations from the Impact Evaluation results. The Objective 3 WRM team is responsible for conducting WQQ activities in water resources, which include evaluating existing and potential alternative water sources for the future.
- Objective 3 WRM ensures access to safe drinking water accounts for climate change impacts on raw water resources including PDAM raw water sources by helping make them more climate resilient. This involves the use of disaster resistant infrastructure to mitigate damage. Objective 3 WRM contributes to the development and implementation of SOPs and ZAMP, which incorporate climate resilience aspects.
- SOPs and WQQ tools are being prepared to enable PDAMs to measure water quality and quantity during the lead up to and in the aftermath of hydrometeorological disasters, such as floods, landslides, and sea water intrusion. This adaptation to climate change is important. Objective 3 WRM contributes to the development of WQQ SOPs and tools that address climate resilience aspects.
- The design and SOPs for the chlorination systems should consider the need for chlorine chemicals during flash floods or periods of high turbidity. Objective 3 WRM provides input for chlorination system SOPs, incorporating climate resistance aspects.
- SOPs and asset management tools are being developed to help PDAMs plan for and mitigate asset damage caused by hydrometeorological disasters resulting from climate change, such as floods, landslides, and sea water intrusion. Objective 3 WRM contributes to the development of asset management SOPs and tools, which consider climate resilience aspects.
- Non-Revenue Water (NRW) reduction programs should incorporate climate change adaptation measures. For example, into piping system design and SOPs for reducing water loss, while operator capabilities should anticipate hydrometeorological disasters that may lead to piping

system leaks. Objective 3 WRM provides input for SOPs and NRW reduction programs, focusing on climate resilience aspects.

- PDAMs are encouraged to conserve energy in pumping systems through regular energy audits, implementation of climate-resilient and environmentally friendly energy management SOPs, and the use of energy-saving technologies. This includes designing pumping systems that can adapt to the impacts of climate change such as floods, landslides, and flash floods. Objective 3 WRM provides input for EE SOPs and tools, incorporating climate resilience aspects.

To identify the technical needs for the development and improvement of the water supply system (SPAM) service model, USAID IUWASH Tangguh has supported the acceleration of house connections absorption for regional SPAMs, which includes those of Medan, Binjai, and Deli Serdang (MEBIDANG); Karian Serpong; Wonogiri, Sukoharjo, Surakarta, and Karanganyar (WOSUSOKAS); Umbulan; and Mamminasata. In PY2, the following activities were carried out in these regional SPAMs: strengthening of the management organization (MEBIDANG); the establishment of a management organization (Mamminasata), accelerating the absorption of house connections through the identification of potential areas (Karian Serpong); review of distribution network development planning (WOSUSOKAS); and review of alternative financing for house connection absorption (Umbulan). PY3 activities will continue those conducted in PY2 but will be adjusted to the progress of each regional SPAM.

Continuing the activities of PY2, in PY3 the Objective 2a team, in collaboration with the Directorate of Drinking Water of the MPWH, will develop a WQQ monitoring platform. This application aims to assist PDAMs in monitoring the quality and quantity of water in accordance with applicable regulations, especially MOH Regulation No. 2 Year 2023. By the end of PY2, the consultant recruited by USAID IUWASH Tangguh developed the framework and technical materials for the application, including SOPs for monitoring PDAM water quality and quantity. The framework includes safety criteria for PDAM water that is grouped into aspects of quality, quantity, and continuity. This framework will also include aspects of climate resilience as additional information related to the quality of the raw water sources used by PDAMs. In PY3, the consultant will work closely with Solstice Institute LLC (mWater) on the application. After it has been developed, USAID IUWASH Tangguh will conduct socialization, training, and mentoring for the use of the application in five PDAMs. Monitoring and evaluation of its effectiveness will be piloted in one of these five PDAMs.

In terms of water safety planning (RPAM), in PY3 the Objective 2a team will continue collaboration with the Directorate of Housing and Settlements and Bappenas to strengthen the RPAM National Secretariat (SEKNAS RPAM). This activity will be carried out by recruiting an individual consultant to oversee the RPAM Roadmap 2021–2025 implementation and monitoring process. During PY2, three coordination meetings and one field visit were conducted, and involved ministries and development partners including the Ministry of Public Works and Housing (MPWH), Ministry of Health (MOH), Ministry of Home Affairs (MOHA), the World Health Organization, the Indonesia Australia Partnership for Infrastructure (KIAT), the Community-Based Water Supply and Sanitation Program (Pamsimas) Next Generation, and the United Nations Children’s Fund (UNICEF). In PY3, these coordination meetings will continue to accelerate the implementation of the RPAM Roadmap 2021–2025, which will expand the implementation of RPAM to achieve the target of 100 percent access to safe drinking water. To ensure the effective preparation and implementation of RPAM, in PY3 the Objective 2a team will support the MPWH to socialize the RPAM audit technical guidelines as well as contribute to the RPAM auditor training that will be organized by the MOH. Meanwhile, at the

regional level, USAID IUWASH Tangguh will continue assisting in the preparation of the RPAM document and facilitate the use of the RPAM management information system in the targeted districts and cities.

Regarding the Prime Drinking Water Zone (ZAMP), in PY3 the Objective 2a team will support the Directorate of Drinking Water of the MPWH to socialize the RPAM Roadmap and Technical Guidelines to several of the USAID IUWASH Tangguh-assisted PDAMs. By the end of PY2, the MPWH was still drafting the two documents. After their ratification, these documents will become a reference for ZAMP development and disseminated in several USAID IUWASH Tangguh locations. Therefore, in PY3, USAID IUWASH Tangguh will also assist PDAMs in developing ZAMPs, including the preparation of detailed engineering design (DED), feasibility studies, and maintenance and operational SOPs. This activity will be conducted by procuring consultants who will carry out preparations for the construction of ZAMPs in several of the targeted districts and cities.

As an effort to ensure access to safe drinking water, the Objective 2a team, in coordination with the Directorate of Drinking Water of the MPWH, will improve the chlorination systems in PDAMs and community-based SPAMs (otherwise known as communal SPAMs). In PY3, Objective 2a activities will include the development of typical chlorination systems for PDAMs. This will aim to help PDAMs identify suitable chlorination systems, either through upgrading existing systems or developing new ones depending on the needs of each PDAM. In addition, the Chlorination Guidelines prepared by the MPWH will be reviewed as part of Objective 2a. The existing guidelines are considered outdated and PDAMs are not implementing them effectively. Therefore, the guidelines need to be reviewed to update and improve them and to ensure they are in line with the latest technological developments. Meanwhile, for communal SPAM, Objective 2a activities will develop guidelines and design and prepare SOPs for installation, operation, and maintenance of hydrodoser chlorination systems. This is a continuation of the trial installation of the hydrodoser system, which was carried out during PY2 at the Magelang City Communal SPAM.

## **Outcome 2.4. Developed and strengthened monitoring, learning, and innovation platforms**

### ***Task 2.4.1. Support adoption of novel data systems by service providers***

Under Task 2.4.1, USAID IUWASH Tangguh will develop a sustainable monitoring and evaluation system based on data gathered through assessments carried out in Tasks 2.1.1 and 2.2.1. The team envisions that PDAMs can use this system to evaluate themselves and recognize negative and positive deviations (measured against the PDAM Performance Index baselines), which can be used to formulate annual improvement programs (RKAP) and five-year business plans. This data-based monitoring and evaluation system will then be linked to the local and national government data systems (Godex and SPM), as well as to the national assessment system for PDAM Performance Indicators conducted by the Directorate of Drinking Water of the MPWH. In accordance with the Performance Work Statement, activities during the five years of implementation include:

- Support MPWH and contribute to development of PDAM Performance Indicator national tools through the development of the management information system (Wali Data).
- Review and improve PDAM Performance Index tools.
- Conduct annual monitoring of PDAM Performance Index workshops.

To achieve the target of safely managed drinking water (SMDW), whether upgraded from the existing connection (clean water to SMDW) or the new connection (which already had SMDW),

USAID IUWASH Tangguh intervened in the PDAMs by encouraging performance improvements that were divided into several aspects, including: (1) financial (Full Cost Recovery Tariff); (2) services (Water Grant for House Connections); (3) operations (NRW, EE, water quality); (4) HR (GESI mainstreaming); (5) administration (SOP, Business Plan); and (6) climate resilience (WRM and RPAM). These aspects are monitored through the PDAM Performance Index. Therefore, USAID IUWASH Tangguh will implement several interventions that can be measured by the PDAM Index to achieve SMDW. As stated in the chart above, IT 2–4 can be achieved through intervention on existing connections and IT 2–3 can be achieved through intervention on new connections.

Data collection for the PDAM Index tool was initiated in PY2 and the resulting data was defined as the baseline data. In addition to the development of the Index baseline, the project also undertook the integration of the National PDAM Performance Assessment using the PDAM Performance Index. This activity was started in PY2 with the involvement of an individual consultant, who has reviewed the indicators in the National PDAM Performance Assessment.

In PY3, the activity will continue with the focus group discussion (FGD) process, which will discuss the results of the review as well as the integration of the National PDAM Performance Assessment and PDAM Performance Index. Once the integration is complete, the activities will be followed up with the application development process.

In addition to the development of tools that incorporate PDAM performance assessment, to support the “National Wali Data” (one data for all), USAID IUWASH Tangguh developed an integration of two applications: the Water Supply System MIS application developed by USAID IUWASH Tangguh and the Water Supply System MIS application developed by the MPWH. The purpose of the integration is PDAM’s progress in preparing the RPAM document and its implementation can be easily monitored by the Directorate of Drinking Water of the MPWH.

Activities for PY3, including associated outputs and implementation timelines are presented in Exhibit I 8.

**Exhibit 18. Objective 2a PY3 Activities and Timelines**

SUB-TASK	INPUTS	OUTPUTS	YEAR 3 TIMEFRAME													YEAR 4 (CONT' D)
			OCT	NOV	DEC	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEP		
Task 2.1.1: Apply workforce development framework to support service providers																
Meeting and FGD with PDAMs of “sick”, “unhealthy” and “healthy” status	FGD, workshop	Dissemination workshop on Training Needs Assessment (TNA) Results														
Review and refine documents for BUMD Drinking Water HR Development	FGD	Advocacy for the registration process of Occupational Map into Bappenas Occupational Map														
Identify potential training topics in 3 PDAM training centers	PO, FGD	Review and refinement of SKKNI of WSP modules														
	FGD	Certification of PDAM training centers from Lembaga Akreditasi – Lembaga Pelatihan Kerja (LA-LPK)														
Conduct FGD and meetings to identify training needs to increase the number of instructors and managers and increase PDAM performance	FGD	Capacity-building of PDAM training centers (e.g., encourage the training centers to become competency test centers)														
	Training	Capacity-building of PDAM human resources to become competency assessors for drinking water														
Organize and implement training series packages for instructors and managers of BTAM and 3 PDAM training centers.	PO, FGD	Module development for BTAM														
	Training	Pilot PDAM training centers to hold trainings														
	FGD	Preparation of nomenclature for Program Study in Akatirta														

**Exhibit 18. Objective 2a PY3 Activities and Timelines**

SUB-TASK	INPUTS	OUTPUTS	YEAR 3 TIMEFRAME													YEAR 4 (CONT' D)
			OCT	NOV	DEC	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEP		
Task 2.2.1: Develop and apply portfolio approaches to improving operational and financial efficiencies																
Conducting FGDs and meetings with the MPWH Dir. of Drinking Water on the planning, agenda, and forms of collaboration regarding the national Water Grant program, the national PBG program, the World Bank National Urban Water Supply Project, NRW, and EE	Meeting, Coordination	Monitoring progress of DAK process to increase house connections														
	FGD, survey, PO, training	Development of asset management application, training and implementation in 5 PDAMs (continued from PY2)														
Asset management socialization and training using the mWater app	FGD	Pilot monitoring and evaluation of the application in 1 PDAM														
Strengthening PDAM capacity for NRW Reduction Program	FGD, workshop	Socialization of NRW Technology Development Program in collaboration with others donor														
	Training	Supporting NRW technology development capacity-building														
Supporting NRW development technology capacity-building	FGD, workshop	Socialization of EE program in collaboration with others donor														
	FGD, workshop, training	Supporting EE program capacity-building at the provincial level (South Sulawesi, East Java, and East Nusa Tenggara)														
Improving the 100% coverage strategy	FGD, workshop	Monitoring of collaboration with APEKSI to advocate regional heads to support 100% coverage (continued from PY2)														
	PO, FGD	Study of 100% Target Achievement Strategy in 6 cities														

**Exhibit 18. Objective 2a PY3 Activities and Timelines**

SUB-TASK	INPUTS	OUTPUTS	YEAR 3 TIMEFRAME												
			OCT	NOV	DEC	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEP	YEAR 4 (CONT' D)
Task 2.3.1: Expand menu of service model option for PDAM and LG integration and adoption															
Identification and pre-assessment of new locations and improvement of SPAM with the MPWH (including one of the Regional SPAM cities/districts)	Meeting, Long-term technical assistance (LTTA)	Monitoring the implementation of Regional SPAM assistance													
Developing water quality monitoring tools for raw water, distribution, and consumers	FGD, Survey, PO, Training	Development of WQQ application, training, and implementation in 5 PDAMs (continued from PY2)													
	FGD	Pilot monitoring and evaluation of application in 1 PDAM													
Conducting the RPAM Training of Trainers at the provincial level	FGD	Contribute to socialization of Guidelines and Technical Guidelines of Water Safety Plan Audit													
	FGD	Contribute to Training of Water Safety Plan Auditor													
	Meeting, Field Visit	Monitoring the preparation of RPAM documents and MIS in PDAMs													
Supporting the RPAM of the National Secretariat (SEKNAS RPAM) (continued from PY2)	FGD, Short-term technical assistance (STTA)	Encourage synergy between institutions and ministries at the national level in the acceleration of RPAM													
	FGD	Socialization of Roadmap and Technical Guidelines													
Prime Drinking Water Zone development	PO, FGD, Training	Development of Prime Drinking Water Zones													
	PO, FGD	Development of typical chlorination systems for PDAM													



**Exhibit 18. Objective 2a PY3 Activities and Timelines**

SUB-TASK	INPUTS	OUTPUTS	YEAR 3 TIMEFRAME												YEAR 4 (CONT'D)
			OCT	NOV	DEC	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEP	
Improve chlorination systems	FGD	Revise Chlorination System Technical Guidelines													
	PO, FGD, Workshop	Develop design, guidelines, and SOPs for installation, operation, and maintenance of the hydrodoser system													
<b>Task 2.4.1: Support adoption of novel data systems by service providers</b>															
PDAM Index data collection	FGD, Workshop	Support PDAM Index monitoring and evaluation													
Conduct FGD with MPWH (the sub-directorate head of region 3 and their staff) and other institutions (MOH, MOHA and Ministry of Finance) to support “National Wali Data” (one data for all)	FGD/Workshop, PO	Integration of PDAM National Performance Assessment with PDAM Index including the technical application (continued from PY2)													
	FGD/Workshop	Advocacy for water policy regulation and integration of water policy into PDAM National Performance Assessment with PDAM Index													
	FGD/Workshop, PO	Integration of WSP MIS and Drinking Water Supply MIS with the MPWH SIMSPAM application (continued from PY2)													
	FGD/Workshop	Advocacy for the legalization of the roadmaps and capacity-building of drinking water BUMD human resources													
Conduct and advocate for water policy/draft Permenpu SKKNI for WSP	FGD/Workshop	Advocacy for regulation of water policy and revision of technical guidelines for improvement of chlorination systems													
	FGD, Workshop	Integration of WSP Module into the SKKNI scheme													

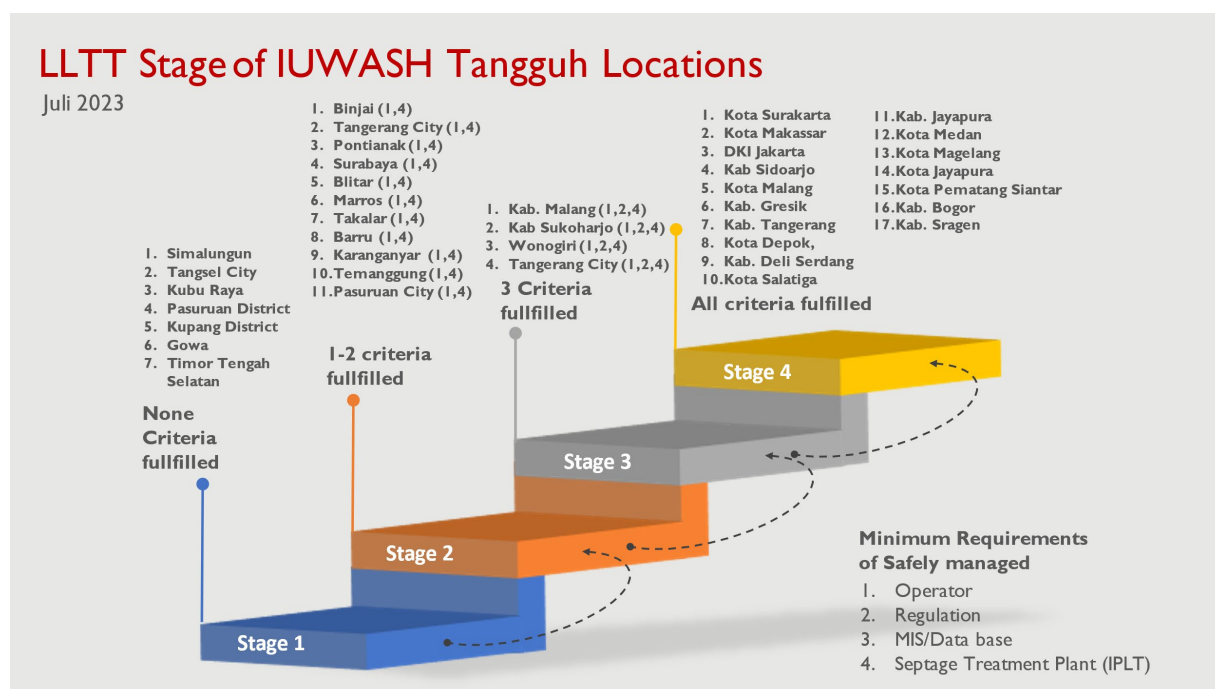
### **3.3. OBJECTIVE 2B: INCREASED ACCESS TO POOR INCLUSIVE, CLIMATE-RESILIENT, SAFELY MANAGED SANITATION SERVICES.**

The outcome of Objective 2b is to ensure one million people gain access to safely managed sanitation (SMS). The major activities in Objective 2b will be promoting safely managed sanitation to achieve the national target of 15 percent gaining access to safely managed sanitation as stated in RPJMN 2020–2024, the upcoming target of RPJMN 2025–2029, and SDG 6, that 30 percent of people should gain safely managed sanitation. Further activities will focus on capacity-building of local governments and sanitation operators to strengthen the foundation of local government in achieving the sanitation target of 70 percent for Indonesia Emas 2045. In PY3, the Objective 2b team as part of USAID IUWASH Tangguh pledges to contribute 100,000 people gaining access to safely managed sanitation in 19 local governments (LG). Assuming that there are two local governments will improve the readiness criteria to implement the safely managed sanitation—as result of USAID IUWASH Tangguh facilitation—as additional to the 17 LGs as seen in Exhibit 19. USAID IUWASH Tangguh team will support cities with sewerage systems to increase their service coverage through sanitation behavior change promotion and marketing of household connections, and to expand systems to serve more densely populated areas. For cities without sewerage systems, USAID IUWASH Tangguh will continue to promote city wide sanitation systems including both off-site and on-site systems. USAID IUWASH Tangguh will provide input to review the GOI's city sanitation strategy (SSK), sanitation master plan (RISPAL), and other sanitation planning documents to adopt city-wide sanitation systems.

In the development of the PY3 program, the USAID IUWASH Tangguh team consulted with local governments to evaluate the PY2 work plan (RKT) and to create the RKT for PY3. At the national level, discussions were held with the Directorate of Sanitation at the Ministry of Public Works and Housing (MPWH), the Ministry of Home Affairs (MOHA), the Ministry of Health (MOH), and the National Development Planning Agency (Bappenas). These talks focused on evaluating the PY2 work plan and shaping the PY3 program. Fundamentally, most activities in the sanitation sector are extensions of PY2 initiatives, primarily aimed at providing safely managed sanitation services to meet the objectives of the National Medium-Term Development Plan (RPJMN), the Sustainable Development Goals (SDG), and Indonesia Emas targets.

Despite the ambitious target for sanitation, the capacity of local governments still needs improvement in terms of institutional, regulation, technical, social, and environmental aspects. Meanwhile, the national level still lacks a roadmap for capacity-building, guidance of private sector participation, and technical guidelines for the design of sanitation facilities at the household level. In this regard, USAID IUWASH Tangguh will support both national and local stakeholders in filling the gap of policy, regulation, and the capacity of the government staff in managing domestic wastewater to achieve safely managed sanitation target.

**Exhibit 19. LLTT Stage of USAID IUWASH Tangguh Locations**



To achieve a safely managed sanitation target, every local government should develop an off-site or on-site sanitation system, or both. Since the cost of an off-site sanitation system is relatively high, the on-site system is the best option for local governments. Several local governments received financial support from the central government to build a sewerage system, but most local governments still rely on on-site systems. Four local governments in the USAID IUWASH Tangguh work area have sewerage systems, i.e., Medan, Jakarta, Surakarta, and Makassar, which only serve a small portion of these cities. Desludging services of individual septic tanks still dominate sanitation services, so the need for a septage treatment plant (IPLT) and regular desludging service (LLTT) management is still relevant. In PY3, USAID IUWASH Tangguh will continue to support local governments in the implementation of LLTT to achieve the safely managed sanitation target. There are at least four minimum requirement criteria for local governments to implement SMS, i.e., the existence of a functional operator, the regulation of wastewater, a customer database, and a functioning IPLT.

As shown in Exhibit 19, out of the 38 USAID IUWASH Tangguh locations, 17 LGs have fulfilled all the criteria but still need to improve services; 7 LGs have not fulfilled any criteria; and 15 LGs have fulfilled 2-3 criteria. USAID IUWASH Tangguh will facilitate local governments to fulfill all criteria to enable the implementation of LLTT to achieve the SMS target. LGs that are still at Stage I (have fulfilled none of the criteria), can start with any doable activity such as initiating relevant regulation, developing the detailed engineering design (DED) for IPLT construction, and seeking cooperation with the nearest LG to share the IPLT.

The challenges faced by local governments include the lack of awareness and capacity in setting the SMS target, calculation of the budget needed to achieve it, and gauging local financial capacity for budget calculation. The bottom line is, each local government should be aware of the budget required to achieve the SMS target, understand the local financial capacity, maximize the capacity of local budget allocation, and attempt to obtain potential alternative financing to fill the gap.

USAID IUWASH Tangguh will support local governments in facilitating the safely managed sanitation target calculation; exercise the sanitation costing; encourage local governments to invest in basic

infrastructure such as IPLT construction; and access potential funding for accelerating sanitation services. It will also support behavioral change initiatives to gain community contribution to the construction of an individual facility such as a septic tank; the establishment of sanitation operators such as regional technical implementing units (UPTDs) or regional public service agencies (BLUDs); and integration of sanitation into PDAM business; and facilitate collaboration between UPTDs/BLUDs and PDAMs. USAID IUWASH Tangguh also provides support to develop technical and financial feasibility studies for IPLT investment and LLTT management.

At the national level, USAID IUWASH Tangguh will support the Ministry of Public Works and Housing (MPWH), Bappenas, and the Ministry of Home Affairs to prepare sanitation sector policy, norms, and guidelines to enable local governments to fulfill the SMS criteria. USAID IUWASH Tangguh will continue to support the national government in developing the concept note for sanitation financing through private partnership, and the development of sanitation tariff setting regulation. It will also continue to support implementation of sanitation capacity-building grand design, and preparation of regulation for BLUD guidelines.

In the development of PY3 program, USAID IUWASH Tangguh team has discussed with local governments in term of evaluation of PY2 workplan (RKT) and development of RKT for PY3. At national level, USAID IUWASH Tangguh discussed with Directorate of Sanitation MPWH, MOHA, MOH, and Bappenas on evaluation of PY2 workplan and development of PY3 program. In principle, majority of activities for sanitation sector is continuation of PY2 activities, that mainly in pursuit of safely managed sanitation services to achieve RPJMN, SDG, and Indonesia Emas targets.

### 3.3.1. PARTNER COLLABORATION

As part of Objective 2b Sanitation, USAID IUWASH Tangguh will collaborate with national ministries, related donor projects, training institutions, and sanitation-related associations in promoting safely managed sanitation. A list of partners and potential activities can be seen in Exhibit 20.

Exhibit 20. Objective 2b Key Partners	
Partner	The activity
Bappenas	Coordination in SMS target breakdown at the local government level SMS costing Development of technical guidelines for wastewater at household level (including grey water) Sanitation Sector Vulnerability Assessment (SSVA) and Sanitation Safety Plan (SSP) development
MOHA, SUPD2 Directorate	Collaborating with Objective 1 activities to continue the process of Ministry of Home Affairs (MOHA) decree (Permendagri) on sanitation tariff and BLUD development guidelines
MOHA, BLUD, BUMD, village-owned enterprises (BUMDES) directorate	Collaborating with Objective 1 activities to identify potential support to the directorate of BLUD, BUMD, BUMDES in MOHA for upgrading UPTD to BLUD, PDAM management of wastewater, and local government tariff guidelines for domestic wastewater
MPWH Directorate of Sanitation	Implementation of the sanitation capacity-building grand design

**Exhibit 20. Objective 2b Key Partners**

Partner	The activity
	<p>Collaborating with Objective 1 activities to continue the development of the public private partnership (PPP) concept for sanitation facilities.</p> <p>Review, BLUD domestic wastewater guidelines Development of IPLT assessment guidelines</p> <p>Coordination on Hibah, DAK Sanitasi, and OPOR program</p>
Balai Teknologi Sanitasi (BTS)	<p>Collaboration on training management for LG staff for LLTT and IPLT design</p> <p>Develop a business plan for Sanitation Training Center (BTS)</p> <p>Review of domestic wastewater training module</p>
UNICEF	Coordination of WASH climate resilience piloting at the local government level
The World Bank	Coordination of city-wide inclusive sanitation project to support Gresik and Surakarta in fulfilling the loan program's readiness criteria
KIAT	Coordination of sanitation program in co-locations: Medan, Surakarta, and Makassar
Association of Water Operators (PERPAMSI)	Coordination of expansion of PDAM business on wastewater
Association of Domestic Wastewater Operators (FORKALIM)	Continuing to support the secretariat and facilitating its webinar series on LLTT and IPLT operation and maintenance

**3.3.2. ACTIVITY INTEGRATION**

As part of collaboration activities under Objective 1, the Objective 2b team will support the development of the PPP concept for sanitation, specifically with technical advice and by coordinating with the MPWH. It will also support the preparation of the Permendagri on sanitation tariff setting, and preparation of the directorate general decree on BLUD guidelines. Collaboration activities with Objective 2a include the coordination of advocacy for potential PDAMs to manage the LLTT program; collaborative activities with Objective 3 include the coordination of sanitation system vulnerability assessment (SSVA) concept development; and collaborative activities with Objective 4 include the marketing, promotion, and development of the technical and administrative SOP for LLTT services at the local government level.

**3.3.3. TASK BY TASK DETAILED DESCRIPTION****Outcome 2.1. Increased capacity of professionalized WASH and WRM workforce*****Task 2.1.1. Apply workforce development framework to support service providers***

The USAID IUWASH Tangguh team will strengthen the capacity of sanitation operators at the local government level in providing community services to pursue the safely managed sanitation target mandated by the GOI. In PY3, USAID IUWASH Tangguh activities to support the MPWH in implementing the grand design of sanitation capacity-building include:

- Review of the BTS business plan
- Training of Trainers for BTS staff and partners on training methodology conducted by the National Professional Certification Agency (BNSP)

- Review and update the existing training model to be competency-based.
- Support BTS in conducting the LLTT program and IPLT operation and maintenance.
- Support FORKALIM in delivering workshops and horizontal learning among sanitation operators; in the facilitation of a twinning program; in the implementation of FORKALIM business plans; and in strengthening partnerships with stakeholders.

## **Outcome 2.2. Increased performance of drinking water and sanitation service providers**

### ***Task 2.2.1. Develop portfolio approaches to improve operational and financial efficiencies.***

The USAID IUWASH Tangguh team will provide technical assistance to stakeholders in scaling up the LLTT program. As listed in the Performance Work Statement, USAID IUWASH Tangguh has identified the following main activities over the five years of the program's implementation:

- Conduct a lesson-learned exercise on the primary existing sanitation programs such as LLTT, expand septic tanks through micro-credit, and innovative IPLT design.
- Promote PDAMs to become domestic wastewater operators.
- Identify alternative customer registration for LLTT billing where issuing water bills is not possible.
- Identify IPLT conditions, especially the capacity to provide recommendations on the ideal capacity needed, budget requirements, and sources.
- Promote increased financial efficiency of potential UPTDs to become BLUDs.
- Facilitate LLTT implementation in 35 local governments.
- Facilitate collaboration among local governments for IPLT sharing.

In PY3, USAID IUWASH Tangguh will focus on:

- Updating septic tank design guidelines including in-house piping systems
- Integrating the LLTT program into PDAM management.
- Promoting UPTDs to become BLUDs.
- Conducting a national UPTD workshop.
- Continuing the IPLT assessment.
- Facilitating LLTT implementation at the local government level.
- Developing inclusive SOPs for LLTT services.

## **Outcome 2.3. Established and expanded city-wide inclusive, climate-resilient, and financially viable WASH and WRM institutional arrangements and service models**

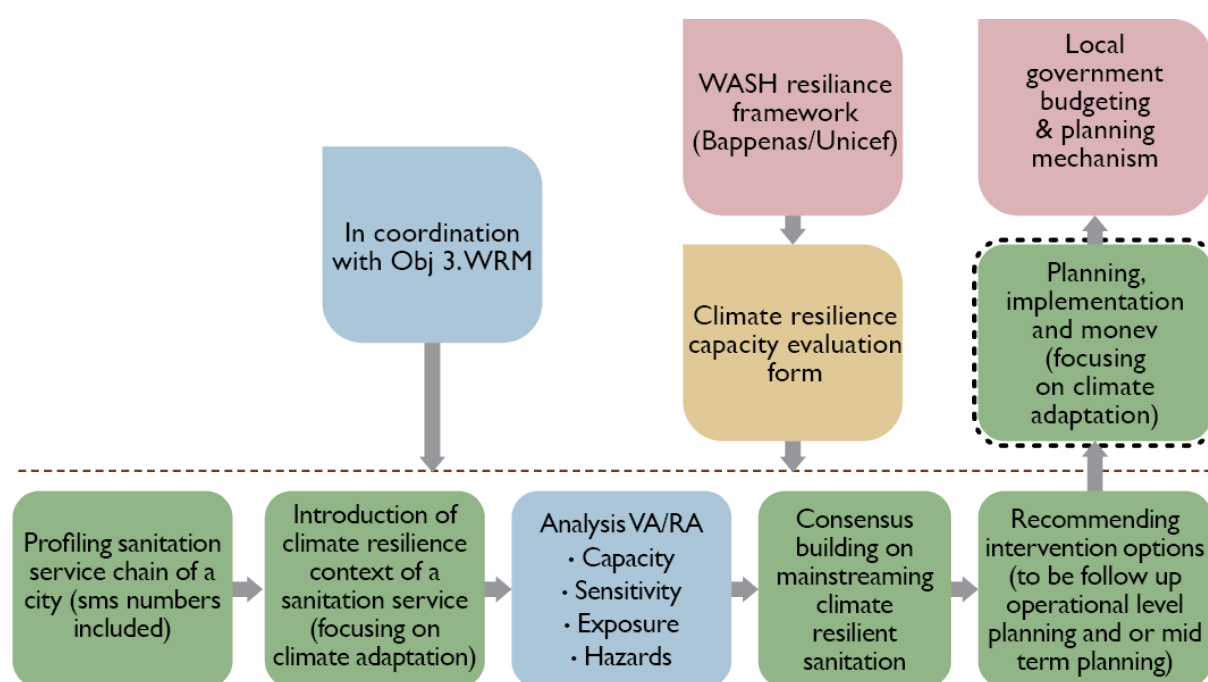
### ***Task 2.3.1. Expand menu of service models for PDAM and LG integration and adoption***

USAID IUWASH Tangguh has been collaborating with UNICEF in the development of the WASH climate resilience concept. The concept comprises understanding of WASH climate resilience, the

framework of WASH strengthening, and mainstreaming WASH resilience. The framework has been formulated in consultation with Bappenas and the Directorate of Sanitation of the MPWH. In PY3, USAID IUWASH Tangguh and UNICEF will collaboratively pilot the framework at selected local governments focusing only on the sanitation aspect of WASH.

In line with WASH resilience, USAID IUWASH Tangguh will also facilitate the development of the sanitation sector vulnerability assessment (SSVA). The objective of the SSVA is to increase local government awareness of the impacts of climate change on sanitation and to provide input to planning and budgeting for climate change adaptation in the sanitation sector. The SSVA will comprise the development of a sanitation profile, vulnerability assessment and risk analyses, a consensus on climate resilience mainstreaming, climate adaptation planning, and local budgeting. The SSVA development methodology will be through a participatory approach that aims for local stakeholders to be actively engaged in the process, so they can gain an understanding of the sanitation climate resilience concept and adopt it into planning, operations, and maintenance (O&M), and monitoring and evaluation. The development of the SSVA will refer to the WASH resilience framework and use its evaluation form to evaluate the resilience status of the sanitation facilities. The SSVA process development will be a collaborative activity with those under Objective 3, especially regarding the basic concept of climate resilience, and discussion on the vulnerability assessment and risk assessment (VA/RA), as seen in Exhibit 21.

**Exhibit 21. SSVA Development Process**



In PY3, USAID IUWASH Tangguh will conduct several activities related to climate resilience:

- In collaboration with UNICEF, hold a kick-off meeting for piloting the WASH framework at the local government level.
- Facilitate the sanitation framework trial in two local governments.
- Following on from the trial results, facilitate the climate resilience workshop at two local governments to develop the SSVA document and plan for climate adaptation.



## **Outcome 2.4. Developed and strengthened monitoring, learning, and innovation platforms**

### ***Task 2.4.1. Support adoption of novel data systems by service providers***

USAID IUWASH Tangguh will support the national government in pursuing the target of safely managed sanitation at the local government level through the following activities:

- Facilitating provincial events to calculate SMS targets for local governments.
- Facilitating SMS costing to calculate the total cost of investment in sanitation required.
- Implementing the management information system.
- Monitoring the Sanitation Index (Sandex).

**Exhibit 22. Objective 2b PY3 Activities and Timelines**

SUB-TASK	INPUTS	OUTPUTS	YEAR 3 TIMEFRAME												OCT	NOV	DEC	OCT	NOV	DEC
			OCT	NOV	DEC	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEP						
Task 2.1.1. Apply workforce development framework to support service providers.																				
• Development of BTS Business Plan	Meeting, workshop	Updated BP																		
• Sanitation training module improvement	Meeting, workshop	Training modules improved																		
• TOT for BTS and partners on training methodology that engages the National Professional Certification Agency (BNSP)	Workshop	10 persons certified																		
• Continue supporting BTS in LLTT and IPLT O&M training	Long Term Technical Assistance (LTTA)	Participants pre- and post-tested																		
• Continue supporting FORKALIM on capacity building of wastewater operators	Purchase Order (PO), webinar, workshop																			
Task 2.2.1 Develop portfolio approaches to improving operational and financial efficiencies.																				
• Updating septic tank design guidelines to include in-house piping system	Short-term technical assistance from designer	Guidelines updated																		
• Promote PDAM to manage wastewater (assessment of potential PDAMs)	PO, workshop	List of PDAM and CB needs																		
• Improve the financial efficiency of potential UPTDs to become BLUDs (assessment of potential UPTDs)	PO, workshop	BLUD action plan																		
• Conduct national UPTD workshop	PO, workshop	Progress review and plan																		
• Develop concept of public-private partnerships (PPP) in sanitation management	Workshop	PPP concept																		
• IPLT assessment	PO, meeting	Recommendation for IPLT Guidelines improvement																		
• Facilitation of LLTT program	LTTA	Fulfilment of 4 pillars																		

**Exhibit 22. Objective 2b PY3 Activities and Timelines**

SUB-TASK	INPUTS	OUTPUTS	YEAR 3 TIMEFRAME												OCT	NOV	DEC
			OCT	NOV	DEC	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEP			
<ul style="list-style-type: none"> <li>Development of inclusive SOP for LLTT services in local governments</li> </ul>	LTТА	SOP template available															
Task 2.3.I Expand menu of service model for PDAM and LG integration and adoption	LTТА, workshop																
<ul style="list-style-type: none"> <li>Pilot relevant climate adaptation in local government</li> </ul>	LTТА, meeting workshop	Lessons learned and feedback															
<ul style="list-style-type: none"> <li>Development of SSVA</li> </ul>	LTТА, Workshop	2 LGs develop the SSVA doc															
Task 2.4.I. Support adoption of novel data systems by service providers <ul style="list-style-type: none"> <li>Sanitation index monitoring at local government</li> </ul>	LTТА, meeting, workshop	Current index discussed and agreed on															
<ul style="list-style-type: none"> <li>Facilitation of MIS application for LLTT program at local government</li> </ul>	Workshop	5 LGs have adopted the MIS															
<ul style="list-style-type: none"> <li>Set SMS target</li> <li>SMS costing</li> </ul>	PO, meeting, workshop	10 provinces have updated SMS status, Costing tools															
<ul style="list-style-type: none"> <li>Apply Climate and Water Information Systems (CWIS) approach to sanitation map for update to selected local governments District/City Sanitation Strategy (SSK)</li> </ul>	STТА, workshop	SMS target setup															
<ul style="list-style-type: none"> <li>USS Meeting</li> </ul>	LTТА																

### **3.4. OBJECTIVE 3: IMPROVED WATER RESOURCES MANAGEMENT TO SUPPORT RESILIENT DRINKING WATER SERVICES**

In PY3, Objective 3 programming will address all the output and outcome targets under Objective 3, including the recently added IT 3-7. The PY3 targets include: twelve WRM policies, guidance, and programs to support resilient drinking water services and/or addressing sustainable landscapes (IT 3-1); ten institutions with management information systems and/or data management tools adopted (IT 3-2a), 150 people from these institutions using information and/or data management tools or implementing risk-reduction actions to improve climate change resilience (IT 3-2b); 20 climate vulnerability assessment reports produced to support improvement of the raw water sources of assisted PDAMs (IT 3-3); \$2 million of investment mobilized for climate change adaptation and/or addressing sustainable landscapes (IT 3-4); 20 institutions with improved capacity to assess/address climate change risks and/or sustainable landscapes (IT 3-5); 50,000 people benefiting from adoption and implementation of measures to improve water resources management (IT 3-6); and 1,500 people trained in climate change adaptation and sustainable landscapes (IT 3-7). All the regional and national activities will contribute to the achievement of these targets.

The Objective 3 team will continue to work in its current locations by deepening interventions that address the output and outcome targets, while in new districts and cities, the team will implement foundational activities that center on building partnerships, improving data, and exploring potential financing for WRM. In PY2, the Objective 3 team mapped key water resources and watershed stakeholders that are now used as an important reference for identifying stakeholders in new locations. Building on the work undertaken in PY2 that engaged national ministries, e.g., the Ministry of Environment and Forestry (KLHK), the team will emphasize alignment with national guidance and priorities on water resources and watershed management.

As part of overarching coordination and consultation, the Objective 3 team will work with Directorate of Housing and Settlements, Bappenas. The work with the Directorate will focus on ensuring sustainability of raw water needed for water supply. As such, the team will also seek collaboration with Directorate of Water Resources, Bappenas that programming of Objective 3 is in alignment with the Directorate's policy, strategy, and priority.

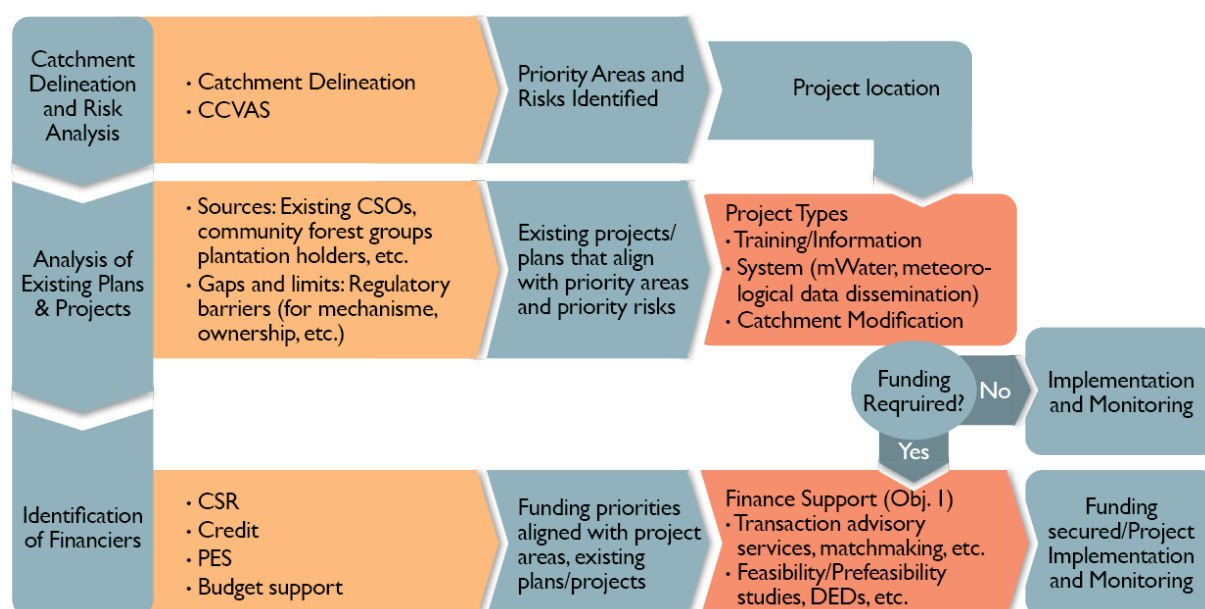
At the national level, the Objective 3 team will continue USAID IUWASH Tangguh's partnership with KLHK, particularly the Directorate of Inland Waters and Mangrove Rehabilitation, to collaborate on the protection of springs. In addition, the team will also continue to collaborate with the KLHK's Directorate of Planning and Control of Watershed Management on strengthening watershed management, while collaboration with the Directorate of Climate Change Adaptation will focus on alignment with national guidance on vulnerability assessment methodology and climate change adaptation. This will contribute to Indonesia's Nationally Determined Contribution, mainly to building the water resilience pillar. The team will also seek broader collaboration with other related ministries, e.g., the Directorate of Technical Programming of the Directorate General Water Resources of the MPWH.

Collaboration with local stakeholders will emphasize building their capacity so they will be more knowledgeable of climate change, how it is addressed, and how it is integrated into planning and operation of WRM and watershed management. As data is an important pillar of IRIS, working with local universities and research centers will be prioritized, as they are essentially locally available think tanks that may be able to influence policymaking to make it more effective. Partnerships with local universities may take various forms but will focus on improving their capacity to gain knowledge, e.g.,

through the Climate Change Vulnerability Assessment (CCVA) process, and by linking them with the national initiative on climate change adaptation. This will be conducted as the mandate is now clear, as per the President's Decree No. 98/2021 on Carbon Pricing, which stipulates local government shall develop climate change mitigation and adaptation methods.

In PY3, the Objective 3 team will also emphasize creation of the demand side of water resources and watershed management activities. Results of the CCVA will inform priority areas for watershed conservation and land/forest rehabilitation that are essential from the sustainable landscapes (SL) perspective. Parallel to this, Objective 3 programming will engage key watershed actors to identify their current conservation and rehabilitation practices. The need for conservation and rehabilitation will be the basic rationale which, when overlaid with other data, e.g., climate threats to critical water infrastructure, watershed actors and beneficiaries, will narrow down options for intervention in the potential project pipeline. Following this, matchmaking with the supply side will occur, e.g., with potential alternative funding, which will be worked on jointly with the Objective 1 team.

**Exhibit 23. Approach for WRM project pipeline creation**



### 3.4.1. PARTNER COLLABORATION

As part of Objective 3, in PY3 USAID IUWASH Tangguh will continue partnerships with national and subnational stakeholders that play regulatory and operational roles, as well as those concerned with water resources and watershed management. The main partners will include ministries, local government agencies, universities/research institutes, water utilities, multi-stakeholder organizations, the private sector, and community groups.

**Exhibit 24. Objective 3 Key Partners**

Partner	Activity
National Development Planning Agency (Bappenas)	Coordination with Bappenas' Directorate of Housing and Settlements (PKP) on general strategy and approach to Objective 3 activities.
National Development Planning Agency (Bappenas)	Coordination with Bappenas' Directorate of Water Resources in ensuring that water supply is addressed in the Directorate's policy framework and strategy

**Exhibit 24. Objective 3 Key Partners**

<b>Partner</b>	<b>Activity</b>
Ministry of Environment and Forestry (KLHK)'s Directorate of Inland Waters and Mangrove Rehabilitation	Coordination and collaboration with the Directorate of Inland Waters and Mangrove Rehabilitation on spring protection.
KLHK's Directorate of Planning and Control of Watershed Management	Coordination and collaboration with the Directorate of Planning and Control of Watershed Management on watershed management, which may include strengthening of watershed forums.
KLHK's Directorate of Climate Change Adaptation	Coordination and collaboration with the Directorate of Climate Change Adaptation on the CCVA and action plan for climate change adaptation on water resources management.
Meteorology, Climatology, and Geophysics Agency (BMKG)	Coordination and collaboration with BMKG (its Climate Change Information Center at the national level and Climatology Station at the regional level) for use of weather, climate, and climate change data and information and their dissemination and use, e.g., for the CCVA.
Ministry of Public Works and Housing (MPWH)	Coordination and collaboration with the Directorate of Water Resources Technical Development and Directorate General of Water Resources on climate resilient water resources.
Regional Development Planning Agency (Bappeda) at the city/district level	Collaboration and alignment on water resources, forestry, catchment areas, and land rehabilitation management.
Provincial Forest Service	Collaboration and data/information sharing on land rehabilitation programming.
Provincial and city/district water resources agency	Joint programming on protection of water resources and watersheds.
Watershed and Protected Forest Management Office (BP DAS HL)	Joint programming and implementation of catchment area rehabilitation and protection.
River Management Authority (BBWS)	Joint programming and implementation of water resources conservation.
Perum Jasa Tirta	Joint programming and implementation of water resources conservation.
Water utilities/PDAMs	Joint activities on climate change vulnerability assessments, action planning, and implementation of climate adaptation actions.
Private sector	Joint programming on watershed and water resource protection.
Universities, research centers, e.g., Center of Climate Change	Source of data/information and knowhow, collaboration on vulnerability assessments and climate change adaptation, advocacy to local government.
Community groups/civil society organizations (CSOs)	Building awareness and conducting community-based activities and promotion of behavioral change interventions aimed at water resource protection.
USAID SEGAR	Coordination and collaboration in a number of areas, e.g., strengthening the CCVAs by addressing biodiversity and forest carbon consideration, working with oil palm plantation on watershed improvement

**3.4.2. ACTIVITY INTEGRATION**

Building from PY2, the Objective 3 team will continue integration with the other objectives at both the national and subnational levels. Not only will this strengthen inter-objective programming, but more importantly will bring further positive impacts to partners and beneficiaries. The other

objectives teams will be involved in the regular Objective 3 coordination meeting to discuss relevant themes, which will ensure mutual understanding among the teams on substantive matters and allow for agreement on the planning and implementation of joint activities.

In terms of the indices (Godex, PDAM Index, and Sandex), the Objective 3 team will work with the related objective teams to ensure WRM and climate resilience aspects are regularly captured in the indices. WRM specialists in the regions will work closely with governance specialists, urban water specialists, and sanitation specialists. For example, toward the end of PY2, the Objective 3 team worked with governance specialists on identifying budget spending for WRM activities captured in the Godex.

In PY3, integration of Objective 3 and Objective 1 will be broadened to focus on creating demand for WRM activities. For example, in West Kalimantan, where the province's biophysical profile has been developed to show the rationale for the importance of watershed conservation, the two teams will jointly define potential projects that may be funded through alternative financial sources, be it BPD LH, GCF, or other potential sources. At the subnational level, Objective 3 will integrate the climate resilience perspective into local governance, e.g., through development of local government work plans (RENJA).

Regarding water supply, activities under Objective 3, particularly the climate change vulnerability assessment (CCVA), will be aligned with the Objective 2a activities on the Drinking Water Safety Plan (RPAM), where climate change risks will be taken into account during action planning. The CCVA results will be provided during the RPAM process so that the RPAM team will have an opportunity to better understand the climate hazards they need to address. The Objective 3 team will also support the development of a raw water sources management information system (MIS), which will be installed at and managed by PDAMs, resulting in the PDAMs becoming better informed on the raw water quality.

In PY3, the Objective 3 team will support the Objective 2b team on the Sanitation Services Vulnerability Assessment (SSVA). The Objective 3 team will help ensure the SSVA follows the climate change adaptation guidance stipulated in the Ministry of Environment and Forestry's regulation. At the subnational level, the WRM specialists will support the urban sanitation specialists (USS) in several ways, e.g., involving the USS in Objective 3's activities with the Climatology Station of BMKG, and engaging USS in watershed forum discussions related to issues on water pollution from untreated sanitation, etc.

The Objective 3 team will integrate various forms of GESI into related tasks. The CCVA process, which is essential to WRM programming, will engage local government agencies responsible for GESI in discussions on how the community can be involved in action planning. The CCVA will classify locations/villages in the watershed based on their vulnerability index. Therefore, high vulnerability locations will lead the action planning to ensure they are prioritized. The Objective 3 team will work with Objective 4 to design an action plan suitable for the socio-cultural characteristics of the community on the ground.

Objective 3 team will also work with Objective 4 on messaging and outreach on WRM issues, e.g., messaging at community level to take on important roles in water resources conservation by not polluting rivers or waterways in their area. This work will start in a few villages first, e.g., in the upper watershed and then will be scaled up through local government and/or water resources-watershed authorities such as river management agency Balai Wilayah Sungai so that the messaging will reach more communities.



With USAID SEGAR, the Objective 3 team will coordinate and collaborate on strengthening the CCVA process and its action planning so that biodiversity and sustainable landscapes issues are taken into account. Collaboration between the two programs will support governance of the watershed, particularly the Kapuas watershed in West Kalimantan.

### 3.4.3. TASK BY TASK DETAILED DESCRIPTION

In PY3, the Objective 3 team will implement all specified tasks at the national, provincial, city/district, and community levels, including working with the private sector and other key stakeholders. At the city/district level, tasks will mainly align with the Annual Work Plans (RKT) and ensure their implementation contributes to the output and outcome targets satisfactorily. As the RKTs essentially cover city/district level activities, Objective 3 will also address cross-boundary and/or provincial level WRM and watershed management-related issues.

#### **Outcome 3.1. Improved water quality, quantity, and reliability in watersheds which supply raw water drinking water services**

##### ***Task 3.1.1. Raise awareness of the impact of climate change on water availability for watershed stakeholders, including national and local government, communities, utilities, and private sector***

In PY3, the Objective 3 team will continue to work on raising awareness, particularly in new city and district work locations. Lessons learned from PY2 implementation show that it takes time to get stakeholders to become aware of WRM, climate change, and climate change threats to water resource sustainability. Raising awareness will be implemented through various avenues, e.g., workshops and socialization that enables stakeholders to learn about the issues from national ministries, universities, experts, and other related sources. The engagement of experts in the CCVA process will be strategic as they will be able to comprehend WRM issues in the face of climate change. Stakeholder awareness and understanding is vital as the team builds its commitment to taking an active role in being part of solutions through the CCVA and/or Sustainable Landscape (SL) action planning.

As such, Objective 3 will ensure stakeholder engagement in the CCVA process so, from the outset, they have the opportunity to understand the process step by step and be part of problem identification and solution making. In addition, the Objective 3 team will implement a capacity-building program on water resilience for key provincial stakeholders. Their improved capacity will then enable smooth advocacy for the Objective 3 team at the subnational level to translate the concept and context of water resilience into local government policy and programming. As part of advocacy at the subnational level, in addition to PDAMs, the team will also reach out to private sector stakeholders, particularly those related to water.

At the community level, the Objective 3 team will primarily work with Objective 4 to promote behavior change aimed at ensuring and improving water resource quality. This intervention's target audience will begin with those residing around or relying on water resources, e.g., along a riverbank with untreated sanitation practices that pollute water resources. This activity will start with one or two communities in a particular district or city and will then be expanded to other locations vulnerable to water quality pollution.

***Task 3.1.2. Map upstream water systems, downstream consumption patterns, and potential pollution sources, and prepare climate-resilient water resource vulnerability assessments and action plans***

The Objective 3 team will continue to work on the CCVAs in the five clusters covering 15 cities and districts (Mebidang, Kapuas, Wosusoka, Pasuruan, and Mamminasata) that were started in PY2, as well conducting the CCVAs in five new cities/districts. Hence, the team will work on the CCVAs in 20 cities and districts. The main output of the CCVAs will include the water balance aspect, which addresses how demand for water across various uses is met with water resource availability in the face of climate change and threats from uncontrolled land use changes. The climate aspect will present changes in both temperature and rainfall through climate projections that have been downscaled as appropriate for the watersheds. The climate projections developed by BMKG will be used as a reference, along with other data that may be developed during the assessment. Further, the hydrological aspect shows the interaction of rainfall runoff that may affect water resource sustainability.

Implementation of the CCVA will engage local institutes or universities as part of building local knowledge. In alignment with government strategy, the team will continue to follow the methodology developed by the Directorate of Climate Change Adaptation of the KLHK. This approach is important to ensure that CCVA results may be used by the ministry and other stakeholders to understand water resource vulnerabilities, particularly in the USAID IUWASH Tangguh assisted locations, and from there used to prioritize interventions as part of building water resilience.

The CCVA process will be participatory, with water utility and key water resource and watershed stakeholders involved in either data sharing or recommendation development. Their engagement will build their sense of ownership in the process, leading to smoother integration into planning. Climate change action plans will only be meaningful if they become part of wider planning and are implemented. CCVA results address watershed conservation needs, therefore engagement of actors in watersheds from the outset is key to building their buy-in. This is especially so for the action planning that will be integrated into the annual, medium-term, or even longer planning windows such as the Strategic Environment Study (*Kajian Lingkungan Hidup Strategis*, KLHK), Medium Term Regional Development Plan (*Rencana Pembangunan Jangka Menengah Daerah*, RPJMD), or the PDAM business plans.

***Task 3.1.3. Promote private sector investment in WRM activities to protect natural assets and invest in green infrastructure***

The CCVA will result in recommendations for building water resilience that may comprise broad types of activities such as conservation, land rehabilitation, or identifying needs for the construction of a raw water retention basin for PDAMs. The recommendations will partly be aligned with local government planning to obtain funding for implementation. The other part of the recommendations will be pitched to gain private sector interest. Hence, the team will focus on identifying potential members of the private sector to fund WRM while the CCVA recommendations are taking shape.

The team will work to gauge the interest of corporations that have contributed to previous USAID projects, such as Cargill, Coca-Cola, and Nestle, and also identify those operating in the watersheds in which USAID IUWASH Tangguh is working. In West Kalimantan, the team will seek the opportunity to work with oil palm concessionaires that are managing a large area in the Kapuas

watershed. The team will align with the palm oil business requirements, e.g., in managing their high conservation value area.

USAID IUWASH Tangguh will also work with CSR forums in its respective work locations. Through these platforms, the team expects to gain a clearer picture of private sector priorities and the types of mechanisms used to engage with CSR funding. This approach will require working with local governments as they formally establish the regulations for working with the private sector. The Objective 3 team's collaboration with the Objective 1 team will mainly be agreeing on the approach and design of the program, e.g., initial engagement in CSR forum gatherings and subsequently developing a plan to work with specific members of the private sector.

Building on the initial discussions with the Green Climate Fund (GCF) and the Indonesia Environment Fund (IEF, or BPDH in Indonesian) in PY2, USAID IUWASH Tangguh will work with the two fund channeling initiatives when the team has developed a project pipeline with clear project proponents. The project pipeline will mainly be part of the CCVA recommendation that has been developed in consultation with key stakeholders and project proponents. The team has learned that the GCF and BPDH are open to projects that meet their requirements, e.g., for GCF funding, climate-oriented projects that make a clear contribution to Indonesia's Nationally Determined Contribution (climate commitment).

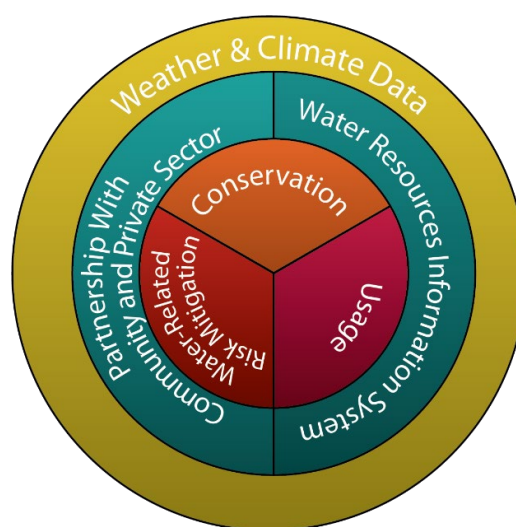
#### ***Task 3.1.4. Implement and manage protection measures for watershed catchment areas to conserve biodiversity and water sources and improve sustainable water services***

Action planning for WRM activities—which mainly comprise technical-civil interventions or revegetation for conservation and land rehabilitation—will essentially build on CCVA recommendations. Parallel to this, the team will also work on identifying potential projects that watershed actors are engaging in. For example, in forest areas, potential projects may include forest conservation in watersheds that benefit the community. In terms of technical-civil interventions, the team will work on water utilities/PDAMs that require raw water infrastructure for their raw water sources. In PY2, the team initially identified that PDAM Pontianak and PDAM Kubu Raya see a raw water retention basin as a viable option for ensuring a more reliable supply of raw water for their water treatment plants.

Anticipated activities under this task will mainly address the five water resources management pillars, which consist of: conservation, usage of water resources, water-related risk mitigation, water resources information systems, partnership with community and private sector. The five pillars are illustratively overlaid with the climate layer for sustainable water resources that may take various forms on the ground. For example, conservation of upper watersheds that receive higher rainfall, or construction of raw water retention basins as an emergency measure if the dry season is prolonged.

Work with the private sector will also aim to build action plans for implementation on the ground. The types of intervention will suit each private sector member's specific requirements and may also fulfill

**Exhibit 25. Climate resilient water resources management pillars**



Source: Water Act 17/2019 (modified)

their respective environmental-social-governance (ESG) initiatives. Hence, the team's approach will build on this perspective that aims for collaboration to be mutually beneficial. Community involvement in implementation of the action plans will be essential, as not only are they the beneficiaries, but more importantly as part of building sustainability. For example, in tree planting activities, the community needs to understand the importance of land rehabilitation through the planting and how they can continue the initiative in the future.

***Task 3.1.5. Build capacity of local workforce to carry out watershed management activities such as construction of infiltration wells, and improved sloping and management***

Based on the Training Needs Assessment conducted in PY2, USAID IUWASH Tangguh will develop training modules on specific topics, engage resource persons, and implement training programs in the regions. Once the modules are ready, the team will carry out pilot training to ensure the training materials/modules are satisfactory, the resource persons are competent, and the training is ready for regional implementation. Training topics will mainly focus on building water resilience, and cover hydrology, climate and climate change, action planning, and integration into planning.

In PY2, the team worked with research centers such as the Centre for Climate Risk and Opportunity Management (CCROM) on CCVA methodology. The team will potentially engage the center as a resource institution in the training program. In PY3 the team will also collaborate with other research organizations that are competent in the topic of water resilience, e.g., Bandung Institute of Technology's Center for Climate Change, while local universities such as UPN Veteran Jogjakarta will also be involved as training providers.

The training target audience will primarily include water utilities/PDAMs, water resources and watershed authorities (regulators and operators) that include those related to local government agencies, the private sector, and community groups. Training participants will be those who hold roles in planning and/or operations, to ensure the knowledge and skills gained from the training will be used to strengthen planning. For instance, with improved knowledge, a PDAM planning staff member will be able to address climate hazards and risks in business planning and incorporate climate resilient aspects.

**Outcome 3.2. Increased accountability and equity in WRM and climate-resilient WASH regulatory and management arrangements**

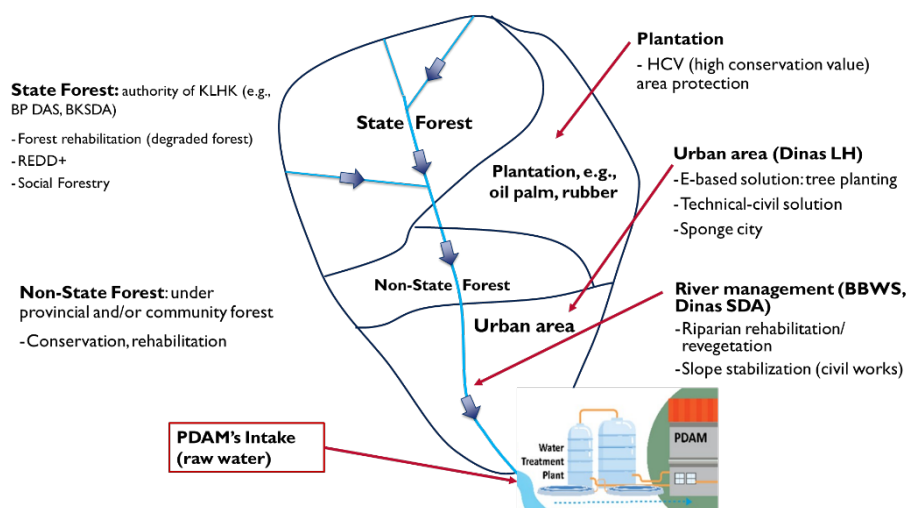
***Task 3.2.1. Establish or strengthen inclusive WRM committees including local government, private sector, communities, and utilities***

Building on activities undertaken in PY2, the Objective 3 team will continue to work on strengthening and/or establishing WRM committees in PY3. The types of committees will address different formats and take into account local government and stakeholder interests and preferences. In essence, the WRM committees should include stakeholders across water resources, watersheds, and water users. Depending on the local context, the team's support will focus on the Water Resources Management Coordination Team (*Tim Koordinasi Pengelolaan Sumber Daya Air*, or TKPSDA), the Water Resources Board (*Dewan Sumber Daya Air*), the Watershed Forum (*Forum Daerah Aliran Sungai*), the Housing and Settlements Working Group (*Kelompok Kerja Perumahan dan Kawasan Permukiman*), the Water Resources Coordination Forum (*Forum Koordinasi Sumber Daya Air*), or on other forms. Toward the end of PY2, the team worked on the National Watershed Forum (*Forum DAS Nasional*) under the coordination of the Ministry of Environment and Forestry. At the

national level, the team will continue to work on a number of issues, e.g., strengthening coordination, leveraging success stories, and mitigating conflict.

The team's support for WRM committees will essentially strengthen communication and coordination in addressing emerging issues, particularly in the context of rapid changes in the biophysical characteristics of watersheds, climate change, and the roles of watershed actors. Overall, this coordination should ensure effective watershed management, e.g., maintaining and improving watersheds as water regulators in the hydrological cycle.

**Exhibit 26. Typical watershed stakeholders with their respective climate change adaptation-sustainable landscape intervention**



As part of building capacity and ownership, the WRM committees will be engaged in related WRM activities, including during the CCVA process, and integration of climate change adaptation action plans into local government planning, etc. In addition, members of the WRM committees are also the target audience for the training program. This will ensure their understanding and knowledge will be improved and they will be better equipped to address WRM issues on the ground.

### **Task 3.2.2. Provide awareness-raising and training for government officials and WRM stakeholders on gender equity and inclusion, including gender-responsive budgeting**

Under this task, the Objective 3 and Objective 4 teams jointly working on WRM awareness raising will integrate GESI perspectives into programming. Building on the joint works undertaken in PY2, the Objective 3 team will continue this approach through various types of activities that consider the four pillars: access, participation, control, benefit. The team will ensure that women, people with disabilities, youth, and marginalized groups will have the same opportunity as non-marginalized groups to voice their concerns and expectations toward better WRM. Under Task 3.1.5, in which training modules will be developed, GESI issues will be integrated into the development.

The target audience of the awareness raising and training program will mainly include water utility PDAMs, water resources and watershed authorities, local government agencies, as well as community stakeholders. The team will work with the Office of Women's Empowerment and Child Protection as it is the focal point of GESI issues at the provincial, city, and district level. The Office's engagement is important for encouraging WRM issues to be included in its work. The target audience's awareness will also be the precursor for GESI/gender-responsive planning and budgeting in its respective agencies.

***Task 3.2.3. Ensure that relevant WRM information and data are publicly available, including production from springs and water usage statistics***

In PY3, USAID IUWASH Tangguh will work on developing systems or methods to enable water resources data and information to be publicly available where appropriate. Data and information will be important in cases where there is a causal effect between water resources and people living in or relying on a watershed, e.g., reduction of a water resource's capacity due to degraded land upstream. Monitoring of water resources will be important as when, for example, a reduction in capacity is identified early, the cause can be tackled while the problem is still easily manageable. The team will encourage communities relying on water resources to use the mWater application and provide hands-on training to the community on its use.

The team will also identify and develop a similar system for weather and climate information which will have a broader user base that includes communities that may be affected by weather events, e.g., heavy rainfall that may be anticipated through weather forecasts issued by the meteorological agency BMKG. In this regard, the team will work with BMKG's meteorological stations.

In addition, USAID IUWASH Tangguh will facilitate an opportunity for those in charge of water resources and weather and climate data and information, as well as water users, universities, other related stakeholders, and communities can sit together to discuss emerging issues and share their respective data. For example, in anticipation of a long drought caused by El Niño, BMKG shares their predictions and recommendations for how to respond to it. This way the team indirectly promotes democratization of data, making relevant data available to those who need it. At the same time this will improve understanding of WRM issues that are data-based.

**Outcome 3.3. Expanded information, analysis, and advocacy for climate-resilient decision making in policy, programs, and operations**

***Task 3.3.1. In partnership with BMKG improve quality and accessibility of climate information and promote applied messaging for WRM decision makers***

In PY3, USAID IUWASH Tangguh will continue to work with BMKG. In PY2, the team's work with the agency focused on climate change data used in the CCVA, while in PY3 collaboration with BMKG will also address meteorological data production and dissemination. Parallel to this, the team will work with water utility PDAMs and other related WRM stakeholders on identifying their data needs. Activities under this task will include facilitating BMKG to gain an understanding of what data PDAMs need, and through this the agency will be able to select and package the needed data for PDAMs. A similar process may be carried out for other stakeholders. The team will seek the use of the mWater application to capture the data provided by BMKG, with the users of mWater mainly being PDAMs.

As part of building climate literacy, USAID IUWASH Tangguh team will work with BMKG in introducing the Climate Field School (CFS), or *Sekolah Lapang Iklim* in Indonesian that the participants include water utility PDAMs, water resources and watershed authorities, local government, community groups, and other stakeholders. The team will seek the possibility to work with BMKG on the development of a CFS on water resources. It is expected that through the field school, understanding of water utility and WRM stakeholders on weather and climate will be improved, further allowing climate-resilient water resources and watershed planning.



### ***Task 3.3.2. Provide PDAMs with a real-time groundwater and surface water monitoring information system***

In PY3, USAID IUWASH Tangguh will continue to work on the development of the Management Information System (MIS) for raw water used by PDAMs, with the use of the mWater platform. The platform is quite easy to develop and be used by PDAMs. In PY2, the PDAMs of Pematangsiantar and Simalungun, which use surface water as their raw water source, developed a MIS and began using it for their operations. In PY3, the team will reach out to other locations that need and show interest in using a similar system, particularly those using groundwater as their raw water source. In addition to PDAMs, the team will also work with government agencies in charge of groundwater management, e.g., the Energy and Mineral Resources Agency (ESDM).

At the national level, in PY2 the team received a request from the Ministry of Environment and Forestry (KLHK) on the use of mWater for its monitoring of water resources and the status of land rehabilitation on the ground. This is important, as monitoring of watershed management effectiveness and understanding of the situation on the ground will allow for better KLHK programming. In response, the team will provide a training program for KLHK staff to develop a MIS using the mWater platform.

Further, results of the CCVA will include identification of critical spots, e.g., those that are prone to pollution and/or erosion along or near raw water sources used by PDAMs. Water monitoring in such locations will be important, as if pollution or erosion occurs, PDAMs can be informed and then implement precautionary operational measures. While the locations are relatively far from PDAMs and not monitored by them, engagement of local communities or groups of young people concerned with the environment (*Komunitas Pecinta Lingkungan*) is viable. The team will seek the opportunity to collaborate with such groups as this may improve young people's understanding of threats to water resources. The team will explore how to use mWater for this purpose as it is a semi-open-source system that can be used by the general public.

### ***Task 3.3.3. Develop and equip a citizen scientist program to raise awareness of WASH/WRM data use and monitor water quality and quantity***

As part of engaging broader stakeholders in ensuring water resources quality and quantity, USAID IUWASH Tangguh will work with communities experiencing water resource issues due to problems related to land use and land use change or weather and climate. As such, the team will identify communities by referring to the results of the formative research on hot spot locations led by the Objective 4 team. The Objective 3 team will also consult with the Environment Office as it will be aware of certain communities that can be engaged in water quality monitoring activities. These communities will be engaged in the CCVA process as appropriate and will be able to help raise awareness of threats to water resources among a broader audience.

In the regions experiencing environmental degradation issues, the team will work with universities that have the capacity to address these issues, e.g., universities with water quality monitoring equipment that can be used in the field. The universities' proximity to and knowledge of the local context will promote sustainability in terms of their scientific exercises concerning water quality monitoring, and these exercises can also be incorporated into academic lectures. This will also open opportunities for regular joint monitoring between the campus and community moving forward.



### **Outcome 3.4. Strengthened national and subnational GOI WRM policy, guidance, and programs to support resilient drinking water services**

#### ***Task 3.4.1. Conduct gap analysis in policies and regulations for improved watershed-level WRM***

In PY2, USAID IUWASH Tangguh identified key regulations on water resources and climate change adaptation, which include the Presidential Regulation No. 98/2021 on Carbon Pricing that mandates sectors and local government to develop climate change mitigation and adaptation measures. The regulation states that water is a priority for building resilience. Similar emphasis is also embedded in the National Medium-Term Plan 2020–2024 and the Nationally Determined Contribution (NDC) 2022. In 2023, Presidential Regulation No. 37/2023 on National Policy on Water Resources was issued. The team's assessment on gaps or overlaps in regulation will center on these three umbrella policies, considering that further operational regulations in the Water Act No. 17/2019 are being developed.

In PY2 the team identified that the absence of further operational regulations, particularly on groundwater conservation, has resulted in local government agencies lacking a mandate to plan, budget, and implement conservation. This situation will hamper water resource sustainability. With this in mind, the Objective 3 team will begin by facilitating stakeholder discussions and brainstorming to clearly identify the issues and develop a scope of needs. This process will start with sharing data on existing regulations. The team will also identify and collect information on the ground that will showcase the importance of addressing conservation.

#### ***Task 3.4.2. Strengthen the enabling environment for watershed management and improve WRM capacity for upstream and downstream users***

In PY3 USAID IUWASH Tangguh will continue to raise awareness of the importance of addressing interlinking issues, including regulations and the need for collaboration among actors in a watershed. The different roles among the multiple stakeholders in a watershed often create ineffective management in terms of water regulation of the hydrologic cycle. In the case of West Kalimantan, the watershed biophysical profile assessment presents strong justification that watershed conservation is needed. The team will use this assessment to advocate various local governments and actors to jointly or individually contribute to watershed conservation efforts. Lessons from West Kalimantan will be used as a reference for similar interventions in other locations.

In certain geographies, e.g., East Java and Central Java, the team will explore the upstream-downstream connection through payment for environmental services (PES). In PY2 the team supported Pasuruan District to develop PES regulation. Such regulation is important as it will serve those interested in PES. Further, the team learned that the PES concept is being explored in Central Java, particularly in the Solo watershed. Hence, in PY3 the team will further facilitate this process to move forward. It will organize meetings to identify PES concerns and how they can be addressed from the regulatory, private sector, and implementation perspectives. It is expected that the team's intervention will result in a PES operational mechanism, particularly in Pasuruan where the team has gauged the initial interest of Cargill in watershed conservation.

### ***Task 3.4.3. Ensure that climate resilient WRM is integrated into government plans and budgets at all levels***

The CCVA is developed through a participatory process that ensures key stakeholders are engaged from the outset. This strategy is used to build stakeholder ownership so that when the assessment recommendations are released, it is expected that integration of the action plan into local government planning will be smooth. It is important to note that the integration of climate change adaption will strengthen planning, either of the RPJMD or RKPD at the local government level or the respective business plans of PDAMs. As such, the team will ensure key stakeholder engagement in the process alongside other advocacy efforts carried out by the team. The team will also investigate potentially integrating results of the CCVA into the Strategic Environment Assessment (KLHS) as it is required for both the RPJMD and RTRW, umbrella documents that articulate program development agenda of local governments.

To show strong support for local governments to integrate climate resilient WRM issues into planning, the Objective 3 team will involve the Ministry of Environment and Forestry (KLHK) to encourage local governments to align with the stipulations of Presidential Regulation No. 98/2021. As a result, KLHK will be able to assess local government compliance with the regulation as well as address problems as they arise, e.g., the absence of a local expert to develop the climate change adaptation action plan.

Objective 1 and Objective 3 activities will jointly support and encourage local governments to plan, budget, and implement WRM activities as part of building water resilience in their respective jurisdictions. From PY2, the team learned that WRM activities are spread out across several local government agencies, primarily the water resources agency and environment agency at the district/city level. Hence, the team's advocacy, among other activities, will center on ensuring that WRM activities are planned, budgeted for, and increase over time.

At the community level, the team will collaborate with the Objective 4 team to work in two villages of a city/district as an initial entry point. Selection of the villages will be based on their location, e.g., proximity to an upper watershed that plays an important role in watershed protection. WRM issues will be integrated into village planning and budgeting. Lessons from the intervention in the first two villages will become a reference for scaling up to the city/district level. While the Objective 4 team will work on promoting GESI and improved behaviors, the Objective 3 team will integrate WRM issues into the process.

**Exhibit 27. Objective 3 PY2 Activities and Timelines**

SUB-TASK	INPUTS	OUTPUTS	YEAR 3 TIMEFRAME											
			OCT	NOV	DEC	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEP
Task 3.1.1 – Raise awareness of the impact of climate change on water availability for watershed stakeholders including national and local government, communities, utilities, and private sector														
• Continue stakeholders’ consultation at national (KLHK, PSDA, Dit. AM) and regions (local government agencies, PDAM, WRM stakeholders)	LTТА, event	Awareness on climate hazard that might impact sustainability of water resources												
Task 3.1.2 – Map upstream water systems, downstream consumption patterns, and potential pollution sources, and prepare climate-resilient water resource vulnerability assessments and action plans														
• Consultation with KLHK on VA methodology	LTТА, events	Alignment with methodology developed by KLHK												
• Workshops on VA with Bappenas and KLHK’s participation from national as well as PDAM, local government, and WRM stakeholders at watershed	LTТА, events	Input for VA and recognition of KLHK on the VA as well as buy-in from local stakeholders												
• Vulnerability assessments	LTТА, events, PO	Vulnerbility assessments developed												
• FGD with BMKG & research institute on climate and climate projection	LTТА, events	Downscaled climate projections for watersheds of the VA												
• FGD on use of mWater to capture VA’s data & information	LTТА, subcontract (Solstice)	Data inputted into mWater												
Task 3.1.3 – Promote private sector investment into WRM activities to protect natural assets and invest in green infrastructure														
• FGD on identification of WRM project pipeline, e.g., in West Kalimantan in collaboration with Planet Partnership	LTТА (with Objective I)	Identified WRM project pipeline												

**Exhibit 27. Objective 3 PY2 Activities and Timelines**

SUB-TASK	INPUTS	OUTPUTS	YEAR 3 TIMEFRAME											
			OCT	NOV	DEC	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEP
• Development of materials for roadshow to private sector	LTТА (with Communication Team and Objective 1), printed materials	Information sheet/fliers												
• Roadshow to private sector incl. CSR forums	LTТА (with Objective 1)	Identification of potential collaboration												
• Meetings with GCF, BPDЛH, and other potential funding sources	LTТА (with Objective 1)	WRM project development												
<b>Task 3.1.4 – Implement and manage protection measures for watershed catchment areas to conserve biodiversity and water sources and improve sustainable water services</b>														
• Meetings with KLHK, other ministries, and the private sector (intermittent, depending on opportunity)	LTТА, events	Plan for collaboration on water resources protection												
• FGD and/or field activities, e.g., with funding from PDAM or local government	LTТА, events	Implemented WRM activities on the ground												
<b>Task 3.1.5 – Build capacity of local workforce to carry out watershed management activities such as construction of infiltration wells, improved sloping, and management</b>														
• Training on water resilience	PO	Training conducted												
• Development of trainings modules (as results of the TNA)	PO/STTA	Training modules												
• Trialing of the training	PO/STTA	Pilot training conducted												
• Training in regions	PO/STTA	Training conducted												
<b>Task 3.2.1 Establish or strengthen inclusive WRM committees including local government, private sector, communities, and utilities</b>														

**Exhibit 27. Objective 3 PY2 Activities and Timelines**

SUB-TASK	INPUTS	OUTPUTS	YEAR 3 TIMEFRAME											
			OCT	NOV	DEC	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEP
<ul style="list-style-type: none"> <li>FGD with KLHK at national and local government, PDAM, and WRM stakeholders at watershed</li> </ul>	LTТА, events	WRM committee strengthened or established												
<ul style="list-style-type: none"> <li>Training for WRM committee</li> </ul>	LTТА, PO (jointly packaged with Task 3.1.5 and in collaboration with Objective 4)	WRM committee trained on various issues (topics will be based on the TNA)												
Task 3.2.2 Provide awareness-raising and training for government officials and WRM stakeholders on gender equity and inclusion, including gender-responsive budgeting														
<ul style="list-style-type: none"> <li>FGD or training programs integrating GESI issues</li> </ul>	LTТА (with Objective 4)	Improved awareness of WRM stakeholders on GESI issues												
Task 3.2.3 Ensure that relevant WRM information and data are publicly available, including production from springs and water usage statistics														
<ul style="list-style-type: none"> <li>Meetings with PDAM, local government, and WRM stakeholders in watershed</li> </ul>	LTТА, events	Identification and collection of WRM data/information												
<ul style="list-style-type: none"> <li>Training and development of WRM data/information in mWater platform</li> </ul>	LTТА, events	mWater platform capturing and presenting WRM data and information												
Task 3.3.1 In partnership with BMKG improve quality and accessibility of climate information and promote applied messaging for WRM decision makers														

**Exhibit 27. Objective 3 PY2 Activities and Timelines**

SUB-TASK	INPUTS	OUTPUTS	YEAR 3 TIMEFRAME											
			OCT	NOV	DEC	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEP
• FGDs with BMKG and research institute	LTТА, events, STТА	Identification of weather and climate data/information for WRM stakeholders												
• Development on packaging WRM data/information	LTТА, events, STТА/PO	Development of weather and climate data/information for WRM stakeholders												
<b>Task 3.3.2 Provide PDAMs with a real-time groundwater and surface water monitoring information system</b>														
• Meetings with KLHK and ESDM at national and Dinas Lingkungan Hidup at province/city/district on water monitoring	LTТА, event	Identification of existing monitoring systems												
• Development/improvements of water monitoring system	LTТА, event	Monitoring system is improved or established												
Task 3.3.3 Develop and equip a citizen scientist program to raise awareness of WASH/WRM data use and monitor water quality and quantity														
• Meetings with KLHK, PSDA, and ESDM at national and meetings with Dinas Lingkungan Hidup at province, city, district	LTТА, events	Identification of potential citizen scientist program												
• Piloting citizen scientist program (in certain locations)	LTТА, events	Development of citizen scientist program												
<b>Task 3.4.1 Conduct gap analysis in policies and regulations for improved watershed-level WRM</b>														
• Serial FGD on anticipated development of Presidential Regulation (Peraturan Presiden) on Solo Watershed	LTТА, event	Academic paper on Solo Watershed improvements												

**Exhibit 27. Objective 3 PY2 Activities and Timelines**

SUB-TASK	INPUTS	OUTPUTS	YEAR 3 TIMEFRAME											
			OCT	NOV	DEC	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEP
<ul style="list-style-type: none"> <li>Consultation meetings with PDAM, local government, and WRM stakeholders in watershed</li> </ul>	LTТА, event	Identification of gaps in policy and regulation												
<ul style="list-style-type: none"> <li>Develop recommendation for policy improvements</li> </ul>	LTТА, STТА	Draft policy on WRM												
<b>Task 3.4.2 Strengthen the enabling environment for watershed management and improve WRM capacity for upstream and downstream users</b>														
<ul style="list-style-type: none"> <li>Meetings with KLHK at national and local government and WRM stakeholders in watershed</li> </ul>	LTТА, events	Identification of needs for PES												
<ul style="list-style-type: none"> <li>Socialization of the PES to private sectors and other related stakeholders</li> </ul>	LTТА, events	Awareness of regulation on PES and interest to take part in the PES												
<ul style="list-style-type: none"> <li>Roadshow to private sector and other WRM stakeholders</li> </ul>	LTТА, meetings	Collaboration on PES												
<b>Task 3.4.3 Ensure that climate resilient WRM is integrated into government plans and budgets at all levels</b>														
<ul style="list-style-type: none"> <li>Series of meetings with related WRM national and local stakeholders</li> </ul>	LTТА, events	Identification of WRM planning and budgeting												
<ul style="list-style-type: none"> <li>Advocacy that WRM programming is integrated in the planning and budgeting processes</li> </ul>	LTТА, events	Improved planning and budgeting for improved WRM												



### **3.5. OBJECTIVE 4: INCREASED ADOPTION OF BEHAVIORS AND IMPROVED WOMEN'S PARTICIPATION AND LEADERSHIP ROLES THAT CONTRIBUTE TO IMPROVEMENTS IN WASH AND WRM**

Social and behavior change (SBC) has proven an effective element of successful WASH and WRM programs. In the WASH sector, infrastructure alone will not significantly improve both WASH and WRM conditions. Sufficient WASH facilities and WRM conditions should be supported by sustainable behaviors. For example, the use of toilets and hygiene practices has a strong correlation with improved water quality to assure the availability of clean water.

Under Objective 4, USAID IUWASH Tangguh will increase the adoption of behaviors, promote safely managed drinking water and safely managed sanitation, and improve women's participation and ascension into leadership roles by combining SBC activities and GESI approaches. The team will continue utilizing the "*Tetangga Panutan*" message from the previous USAID IUWASH Plus initiative, as recent Formative Research confirmed it is a strong message to change and create WASH demands. To promote WRM and climate adaptation, the team will use the message "*Jaga Sumber Air*" that was formulated based on the Formative Research findings. Furthermore, USAID IUWASH Tangguh will combine the message into "*Tetangga Panutan/Keluarga Panutan Jaga Sumber Air*" which explain that good neighbor or good family is safeguarding the water source.

The PY3 target of Objective 4 is to reach 150,000 people through SBC campaigns promoting WASH and WRM resilience (IT 4-1), 350 persons trained with USG assistance to advance outcomes consistent with gender equality or female empowerment through their roles in public or private sector institutions or organizations (IT 4-2), and 2 percent of participants reporting increased agreement with the concept that males and females should have equal access to social, economic, and political resources and opportunities (IT 4-4). On PY3, USAID IUWASH Tangguh will not count the progress achievements, in percentages, of households with soap and water at a handwashing station commonly used by family members (IT 4-3). Instead, the project will focus more on the promotion and education of HWWWS behavior. To achieve the target, the major activities under Objective 4—the SBC campaigns, community engagements, media engagements, and media and social media advocacies—will be designed to increase general knowledge of WASH and WRM vulnerabilities and to encourage public participation to improve WASH and WRM conditions, including willingness to pay for water and wastewater services.

Under Objective 4, USAID IUWASH Tangguh will increase the awareness of one million people on the importance of the WASH and WRM sectors; ensure that 30 percent of households in target areas have soap and water at a handwashing station commonly used by family members; and ensure that 20 percent of program participants report increased agreement with the concept that males and females should have equal access to social, economic, and political resources and opportunities. The Objective 4 team will also support progress toward the other objectives' targets through implementation of the GESI Action Plan and SBC activities both at the community and institutional levels.

PY3 will focus on the implementation of community-based total sanitation (STBM), the WASH and WRM campaign, building strong collaboration with government, community and other stakeholders to promote WASH and WRM, and supporting the efforts of the Ministry of Health (MOH) to increase Handwashing With Soap (HWWWS) practices.

Women's access and participation, especially in planning and budgeting, is one of the key elements required to foster inclusive WASH access and better WRM conditions. Under the umbrella of USAID Diversity, Equity, Inclusion and Accessibility (DEIA), in PY3 USAID IUWASH Tangguh will continue its efforts to facilitate women's involvement in budgeting and planning, facilitate women's leadership roles in decision making, and assist local governments on the development of gender-responsive budgeting and planning (GRBP), for the WASH and WRM sectors. The specific activities to accelerate GESI integration into program implementation are detailed under the section on GESI programming below.

### 3.5.1. PARTNER COLLABORATION

The USAID IUWASH Tangguh Objective 4 team will work closely with partners at the national and local levels, including Bappenas, the MOH, the Ministry of Women's Empowerment and Child Protection (MWECP), MABR, the Ministry of Environment and Forestry (MOEF), MCIT, and the Ministry of Public Works and Housing (MPWH). The national government will provide support and endorsement while provincial and local government partners will work closely with the team and provide input for program implementation at the city and district levels. The USAID IUWASH Tangguh Objective 4 team will collaborate with donors, NGOs, development partners, and media and influencers for advocacy communication work and to lead national campaigns for WASH and WRM.

In the exhibit below, we identify key institutional partnerships necessary to the implementation of activities under Objective 4 in PY3.

Exhibit 28. Objective 4 Key Partners	
Partner	Activity
Bappenas	Close coordination to receive input for SBC, endorsement to mainstream GESI into WASH and WRM sectors, and endorsement for community involvement on the Musrenbang process
MOH	Collaboration to disseminate the SBC Strategy, implement education and promotion for WASH and WRM with the umbrella messages "Tetangga Panutan" and "Jaga Sumber Air", implementation of the STBM 5 pillars, and implementation of participatory monitoring and evaluation that contribute to STBM e-money
MCIT	Engage with MCIT to review potential communication channels, and collaborate to develop WASH and WRM content and conduct WASH and WRM promotion
MWECP	Collaboration to mainstream GESI into WASH and WRM sectors, assist Gender Mainstreaming Working Group (Pokja PUG) on the development of GRBP and the process of developing the mainstreaming guidelines
MOEF	Engage with MOEF to obtain endorsement for WRM campaign
Provincial Health Office	Coordination and collaboration to support and enrich SBC program implementation
District/City Health Office	Close collaboration to implement SBC program and STBM 5 pillars, assist community at hotspot locations to develop community action plans, and to receive input for SBC program implementation and hotspot selection
Donors, NGOs, and development programs	Engage with other development programs and assess potential collaboration to promote WASH and WRM. Such programs may include those of Wahana Visi Indonesia, Yayasan Plan Indonesia, SNV, SIMAVI, YPCII, Water.Org, UNICEF, DFAT, USAID SEGAR, USAID PASTI, WASHFIT, etc.
Media, influencers	Engage with national media and social media influencers to promote WASH and WRM

### 3.5.2. ACTIVITY INTEGRATION

The Objective 4 team will collaborate with the other objectives as follows:

- The Objective 4 team will support Objective 1 to promote feedback mechanisms for WASH services and monitoring of the inclusive Governance Index (Govex)
- Support for Objective 2 includes assistance in the development of marketing strategies for water and wastewater operators, human resource capacity building within these operators, and guidance in creating marketing documents and strengthening customer services. Objective 4 will contribute to the increased number of water and wastewater customers through strengthening marketing and promotional efforts among the operators and disseminating relevant information to the public.
- Support for Objective 3 will include efforts to raise awareness of water resources management; community engagement to contribute to water resources management; and awareness raising and training for government officials and WRM stakeholders on gender equity and inclusion, including gender-responsive budgeting and integration of GESI concerns into WRM policies and budgeting.

Objective 4 will benefit from the support of other objectives in USAID IUWASH Tangguh's efforts to integrate GESI considerations into WASH and WRM regulations and activities. Specifically, Objective 4 will receive support from Objective 1 to establish GRBP regulation and KPIs; and from Objective 2 support on design of inclusive WASH facilities and improvement of women's knowledge and skills to manage WASH facilities.

Objective 3 will support the process of community focused WRM locations by facilitating communication with WRM stakeholders and data support. Furthermore, the Objective 4 and Objective 3 teams will work together and assist communities to build their technical knowledge and understanding of water resources management.

Objectives 1, 2, and 3 will support the communities to implement their action plans and increase access to safely managed water and sanitation, contribute to better water resources management, and to obtain potential private sector support through CSR programs and MFI.

### 3.5.3. TASK BY TASK DETAILED DESCRIPTION

#### **Outcome 4.1. Latrine use, maintenance, and desludging behaviors adopted and become social regulated norms**

##### ***Task 4.1.1. Develop SBC strategies targeted to sustainable sanitation systems***

Social and Behavior Change (SBC) strategies are powerful tools that aim to bring about positive changes in society by influencing individuals' behaviors and attitudes to promote improvements in WRM and WASH practices, especially the increase of latrine use, maintenance, and desludging behaviors. The SBC strategies form important guidelines for the implementation of SBC activities to increase WASH demand and promote WRM practices. Following the Formative Research and development of SBC strategies, in PY3 USAID IUWASH Tangguh will develop a campaign with the key messages of "Tetangga Panutan" (Role Model Neighbor) to promote WASH and "Jaga Sumber Air" (Take Care of Water Sources) to promote WRM. The campaign guidelines will comprise a description of key messages, as well as campaign materials and activities.

To maximize their impact, it is crucial to effectively disseminate these strategies at both the national and local levels. Therefore, both governments and other stakeholders will integrate the SBC strategies into their policies and programs, leading to more effective and sustainable outcomes for USAID IUWASH Tangguh.

#### ***Task 4.1.2. Increase household demand for WASH services***

Increased household demand for WASH services will improve both WASH access and the services themselves. While the outputs of SBC activities will increase knowledge, the primary aims of these activities are to create demand and empower communities to advocate better WASH services. In PY3, USAID IUWASH Tangguh will continue to support the development of an inclusive community working plan for the WASH sector, as well as start the participatory assessment and triggering activities for WRM. This involves analyzing WASH and WRM practices within communities, identifying challenges, and devising potential solutions to enhance the WASH and WRM situation.

The goal is fostering resilient communities by encouraging the development of inclusive community action plans that address these challenges, implementing action plans to achieve improved WASH and WRM conditions, and engaging key stakeholders to advocate enhanced WASH access and services. Through SBC activities, more communities are empowered to access resilient, safely managed drinking water and sanitation facilities, contributing to sustainable water resource management.

In PY3, USAID IUWASH Tangguh will consistently support the Ministry of Health (MOH) in implementing the STBM 5 Pillars as well as the national campaign for Handwashing with Soap (HWWWS). In response to the MOH's request to refine the HWWWS campaign message, alongside employing SBC strategies, USAID IUWASH Tangguh will conduct research on the consequences of not washing hands using soap, including the financial losses due to hospital expenses. Additionally, USAID IUWASH Tangguh will develop campaign materials to reinforce campaign visibility, impact, and messages, aiming to increase household demand for WASH services and household contributions to WRM.

### **Outcome 4.2. Payment for equitable and accountable water and sanitation services becomes the social norm**

#### ***Task 4.2.1. Develop an SBC campaign for payment for water and sanitation services***

The effort to increase willingness to connect to WASH services should not solely rely on approaching households. WASH operators must also possess a strong marketing and promotional mindset to ultimately establish a sustainable and long-term business. Therefore, USAID IUWASH Tangguh will collaborate with operators to collectively enhance public awareness of WASH issues, leading to an increase in customers.

To promote willingness to connect to WASH services and increase willingness to pay for them, USAID IUWASH Tangguh will continue to use "the *Tetangga Pa'utan*" message in all its outreach efforts. Furthermore, to emphasize willingness to pay and increase understanding of the importance of water and wastewater billing payments, USAID IUWASH Tangguh will promote public involvement in WRM.

In PY3, USAID IUWASH Tangguh will shift its focus toward disseminating the role model neighbor campaign through communication channels owned by operators. USAID IUWASH Tangguh will

provide educational content to operators and assist them in optimizing their communication channels, enabling targeted distribution of issues on a mass scale.

Furthermore, USAID IUWASH Tangguh will also encourage operators to accelerate customer acquisition through mentoring and training in crafting comprehensive marketing strategies. This includes developing and strengthening marketing flows through precise and targeted strategies. The activities will consist of collaboration with operators to re-identify potential customers, and to understand customer perceptions of operators. Subsequently, USAID IUWASH Tangguh will facilitate the WASH operators to review their marketing efforts and assist them to reinforce marketing and promotional efforts for the sectors.

USAID IUWASH Tangguh has learned from existing conditions that WASH operators expend minimal effort on marketing and promotion due to a lack of understanding and lack of clear guidelines. Many of these operators, which previously focused solely on selling a single product—such as PDAMs selling water—now find themselves perplexed as they need to promote two contrasting products: water and wastewater. Therefore, in PY3, USAID IUWASH Tangguh will provide guidance and support to operators to develop marketing guidelines. This initiative aims to streamline the operators' marketing efforts and to adapt them effectively, especially those focused on the dual-product nature of their services, ultimately enhancing the operators' outreach and impact on the community.

#### ***Task 4.2.2. Engage different media channels, influencers, and content providers***

USAID IUWASH Tangguh will continue to implement its social and behavior change campaign and promote outreach activities by collaborating with local media channels, journalist associations, influencers, non-government organizations, and content providers.

In developing content, USAID IUWASH Tangguh will carefully craft messages, manage platforms, and measure the results of the outreach initiatives. USAID IUWASH Tangguh will use a collaborative approach and take advantage of a variety of channels to disseminate messages, engage different audiences, and ensure maximum social change and impact. The use of not just one, but multiple media platforms will help raise awareness, reinforce the projects' WASH and WRM messaging, and spark discussions and debates.

USAID IUWASH Tangguh will optimize the use of its social media channels due to the platform's reach and potential compounding effect, where posts can be shared across users, increasing audience scale and reach beyond targeted groups. Among WASH stakeholders who regularly use social media, USAID IUWASH Tangguh can use its established channels to provide timely and reliable information about safe drinking water and safely managed sanitation-related messages. Engaging social media influencers will help the project drive key messages of the SBC campaigns, as their audience base gravitate between hundreds to thousands of followers.

Despite social media's advantages, traditional approaches will continue to be used. This may include platforms that provide people and communities the ability to interact directly or indirectly such as exhibitions, radio talk shows, podcasts, and public events in support of national and/or international commemorative days celebrations. USAID IUWASH Tangguh outreach approach also entails collaborations with mainstream media and citizen journalists through field visits, discussions, and workshops as well as content providers, namely national and local government agencies responsible for public outreach, information, and media.

**Outcome 4.3. Increased institutional prioritization, commitment, and participation in WASH and WRM sector improvements, including for poor-inclusive and data-driven decision making**

***Task 4.3.1. Accelerate gender integration and women's agency in WASH and WRM sectors***

USAID IUWASH Tangguh will integrate GESI considerations across program implementation with a focus on women's involvement, improving knowledge and capacity-building, and encouraging women's leadership and decision making at both the community and institutional levels. To accelerate gender integration and women's agency in WASH and WRM, USAID IUWASH Tangguh will implement specific activities which are presented in the GESI programming section.

Activities for PY3, including associated outputs and implementation timelines, are presented in Exhibit 29 below.

**Exhibit 29. Objective 4 PY3 Activities and Timelines**

SUB-TASK			INPUTS			OUTPUTS			YEAR 3 TIMEFRAME											
									OCT	NOV	DEC	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEP
Task 4.1.1 Develop SBC strategies targeted to sustainable sanitation systems																				
● Disseminate SBC Strategy	FGD, workshop, event	Activity Report																		
● Develop campaign guideline for WASH and WRM	Workshop, FGDs and meetings	Campaign Guideline																		
Task 4.1.2 Increase Household Demand for WASH Services																				
● Facilitate the development of inclusive community work plan	Workshop, FGD	Activity report																		
● Support MOH on urban STBM implementation	FGD, meetings, events	Activity report																		
● Conduct inclusive HWWS promotion in collaboration with MOH, LGs, and community groups	Training, FGD, meetings, events	Activity report																		
● Compile HWWS study to support HWWS promotion	PO, workshop, FGD,	Study report																		
● WASH and WRM HH promotion and education	Training, FGD, event	Activity report																		
● Conduct community entry and inclusive participatory assessment for WRM	Training, FGD, event	Activity report																		
● Develop inclusive community action plan to support WRM	Training, FGD, workshop, event	Activity report																		
● Develop campaign materials to increase household demand for WASH services and household contribution to WRM	PO, workshop, FGD, meeting	Activity report, campaign materials																		



**Exhibit 29. Objective 4 PY3 Activities and Timelines**

SUB-TASK			INPUTS			OUTPUTS			YEAR 3 TIMEFRAME											
									OCT	NOV	DEC	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEP
Task 4.2.1 Develop an SBC campaign for payment for water and sanitation services																				
• Capacity-building in the fields of promotion, marketing, and customer service for WASH operators	Training, workshop	Activity report																		
• Assist WASH operators to develop marketing strategies and implement strategies	Workshop, FGD, meeting,	Activity report																		
• Conducting campaign for payment for WASH services	Event, workshop, FGD, training	Activity report																		
• Develop marketing strategy guidelines for PDAMs (water and wastewater)	PO, event, workshop, FGD	Guidelines																		
Task 4.2.2 Engage different media channels, influencers, and content providers																				
• Collaborate with local media channels, influencers, and content providers to develop WASH and WRM content	Workshop, event, FGD, meeting	Activity report, media publication, social media content																		
• Facilitate site visit/live-in/media discussion with content creators and influencers to develop inclusive WASH and WRM campaigns	Workshop, FGD, meeting, event, visit	Activity report, media report, media publication, social media content																		
• Assist communities to establish citizen journalists	Training, workshop, FGD, field visit, event	Activity report																		
• Advocate MCIT to promote WASH and WRM content	Training, workshop, FGD, event,	Activity report																		

### 3.6. GESI PROGRAMMING

As outlined earlier, as part of Objective 4, USAID IUWASH Tangguh will integrate GESI initiatives across all project objectives and activities to improve WASH and WRM. This will be achieved through capacity-building for water and sanitation operators, advocating local governments to increase GRBP, and strengthening women's and other vulnerable groups' involvement in decision making regarding WASH and WRM issues. USAID IUWASH Tangguh will also improve the capacity of female workers in the water and sanitation sectors. The team will monitor participation and capacity of female WASH sector workers and GESI-inclusive service provision through the Government Index, PDAM Index, and Sanitation Index, while GRBP will be monitored through the APBD tracking tool.

To ensure that GRBP represents the needs of women and other vulnerable groups, USAID IUWASH Tangguh will work closely to build the capacity of Gender Mainstreaming Working Groups to ensure the involvement of water and sanitation operators in these groups. This will enable them to serve as gender focal points.

At the community level, USAID IUWASH Tangguh will execute a participatory approach that provides opportunities for women and other vulnerable groups to raise their voice and be actively involved in planning and decision making regarding the development of community action plans and in the Musrenbang (development planning meetings) process, along with other efforts to improve WASH and WRM conditions. Furthermore, USAID IUWASH Tangguh will encourage male participation in activities related to hygiene promotion.

#### 3.6.1. PARTNER COLLABORATION

Exhibit 30 presents key partners and their roles.

Exhibit 30. Gender Programming Key Partners	
Partner	Activity
Bappenas	Coordination and endorsement to mainstream GESI into WASH and WRM sectors
MWECF	Collaboration to mainstream GESI into WASH and WRM sectors and develop mainstreaming guidelines and capacity-building
MOH	Update implementation of inclusive STBM
Ministry of Environment and Forestry	Collaboration to mainstream GESI into WRM sector and develop mainstreaming guidelines, and gender analysis regarding climate resilience
Ministry of Public Works and Housing	Collaboration to mainstream GESI into WASH sector and develop mainstreaming guidelines and capacity-building
FORKALIM and PERPAMSI	GESI assessment to gauge gender roles in water and wastewater management operators, capacity-building for FORKALIM and PERPAMSI members
Donors, NGOs, and development programs	Engage with other development programs to integrate GESI into WASH and WRM sectors. Programs may include those of Wahana Visi Indonesia, Yayasan Plan Indonesia, SNV, SIMAVI, YPCII, Water.Org, UNICEF, DFAT, Yayasan KEHATI, USAID SEGAR, Samdhana Institute, Kapal Perempuan, etc.

### 3.6.2. ACTIVITY INTEGRATION

GESI programming will be mainstreamed into all USAID IUWASH Tangguh objectives. For example, Objective 1 will support GESI programming by advocating, implementing, and monitoring GRBP through the APBD tracking tool. Objectives 2 and 3 will support GESI mainstreaming through the workforce development framework for service providers and by monitoring progress toward gender mainstreaming through the Government Index (Godex), Sanitation Index (Sandex), and PDAM Index. Objective 4 will support Objectives 1 to 3 by building sector capacities to mainstream gender and create an environment that is conducive to women's involvement and leadership in the WASH and WRM sectors.

### 3.6.3. TASK BY TASK DETAILED DESCRIPTION

#### **Outcome 4.3. Increased institutional prioritization, commitment, and participation in WASH and WRM sector improvements, including for poor-inclusive and data-driven decision making**

##### ***Task 4.3.1. Accelerate gender integration and women's agency in WASH and WRM sectors***

USAID IUWASH Tangguh will integrate GESI considerations across program implementation with a focus on women's involvement, improving knowledge and capacity-building, and encouraging women's leadership and decision making at the community and institutional levels. Following the development of gender mainstreaming action plan at the city and district level during the PY2 implementation, in PY3, USAID IUWASH Tangguh will continue to strengthen Gender Mainstreaming Working Groups (Pokja PUG) to increase local government's understanding of the urgency of gender-responsive budgeting and planning and promoting women's leadership roles to improve WASH and WRM. Furthermore, to ensure gender mainstreaming and inclusive WASH services, USAID IUWASH Tangguh will work closely with MOPW and WASH operators to develop inclusive SOPs.

Gender-responsive budgeting and planning (GRBP) will provide positive impacts and benefits for local governments and help them achieve their basic needs (SPM) targets of providing safely managed drinking water and sanitation and encouraging hygiene behaviors among all community groups, and particularly the most vulnerable. Therefore, in PY3, USAID IUWASH Tangguh will continue the effort to mainstream gender into the WASH and WRM sectors, advocate local governments to formulate GRBP, and encourage the development of district/city gender mainstreaming action plans (RAD).

In close coordination with Bappenas and the Ministry of Women's Empowerment and Child Protection (MWECP), USAID IUWASH Tangguh will collaborate with technical ministries such as the MOH, MPWH, and MOEF to mainstream gender issues.

Activities for PY3, including associated outputs and implementation timelines, are presented in Exhibit 3I below.

Exhibit 3I. Gender Programming 4 PY3 Activities and Timelines																	
SUB-TASK	INPUTS	OUTPUTS	YEAR 3 TIMEFRAME														
			OCT	NOV	DEC	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEP	YEAR 3 (CONT' D		
Task 4.3.1 Accelerate gender integration and women’s agency in WASH and WRM sectors																	
• Develop gender instruments (modules and guidelines for integrating GESI into WASH and WRM sectors)	FGD, meeting,	GESI instruments															
• Development of modules and guidelines for mainstreaming GESI in WASH and WRM	FGD, workshop, meeting, PO	Guidelines															
• Facilitate training on mainstreaming GESI in WASH and WRM	Training	Activity report															
• Facilitate regular ministerial/institutional meetings to discuss regulations, resources, institutions, and a national strategy to accelerate regional-level gender mainstreaming in WASH and WRM	Meetings	Activity report															
• Provide technical assistance to strengthen regional-level gender mainstreaming institutions in WASH and WRM sectors (relevant stakeholders, WASH and WRM OPD; Pokja PUG; gender drivers and focal points) on topics including GRBP, sex- and age-disaggregated data (SADD), monitoring, evaluation, reports, and knowledge management)	Training, workshop, FGD	Activity report															
• Assist districts/cities to formulate action plans for gender mainstreaming in WASH and WRM sectors, specifically for	PO, FGD, meeting, workshop	Activity report															

# Exhibit 3I. Gender Programming 4 PY3 Activities and Timelines

SUB-TASK		
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## 4. REGIONAL LEVEL TECHNICAL ACTIVITIES

### 4.1. NORTH SUMATRA

USAID IUWASH Tangguh North Sumatra regional office has completed the preparation of PY3 AWP with partners in early August of that year. Many of the implemented activities achieved good results, with various inputs from partners at the provincial and district/city levels as well as from the technical team, which enabled better implementation and achievement of PY2 targets. Based on the PY2 AWP evaluation and results of the Governance Index, Sanitation Index, and PDAM Index, as well as alignment with local government budgeting and planning (RENJA), the North Sumatra Office's PY3 program priorities are detailed in the following sections.

In PY3, the team will continue to facilitate the development of regulations and policies to support WASH, WRM, GESI, PSE and micro credit programs. It will also continue to support the regional SPAM of Mebidang (which comprises the PDAMs of Medan, Binjai, and Deli Serdang) on house absorption by off-takers. Water supply and sanitation infrastructure financing will also be carried out continuously in cooperation with local governments. PDAMs will be connected to financial institutions and the private sector, as well as to microcredit for financing septic tanks and drinking water connections for communities in need.

To improve access to safe drinking water and sanitation services and improve climate resilient water resources management for all, it is necessary to strengthen both technical and non-technical operators and regulators. In PY3, technical assistance activities will include preparation of readiness criteria for obtaining water supply and sanitation grants. Partners will also receive technical assistance with water supply and wastewater documents such as the City Supply Strategy (SSK), Wastewater Management Master Plan (RISPAL), drinking water and sanitation roadmap, and Drinking Water Supply System Master Plan (RISPAM), and Regional Strategic Policy in Drinking Water Supply System (JAKSTRADA SPAM).

In PY3, the team will cooperate with PDAMs in five districts/cities. In terms of sanitation operators, it will facilitate the establishment of a regional technical implementing unit (UPTD) domestic wastewater treatment plant (PALD) in Simalungun, while also strengthening UPTD PALD Binjai. Furthermore, the team will strengthen PDAM Medan as a sanitation and drinking water operator, facilitate cooperation between PDAM Siantar and UPTD PALD Pematang Siantar, and strengthen UPTD PALD Deli Serdang to enable it to upgrade to a regional public service agency (BLUD). Support will be continued for the implementation of scheduled desludging services (LLTTs) in Medan City, Deli Serdang, and Pematang Siantar; for the innovative design of the septage treatment plant (IPLT) in Medan City and Binjai; and for the plan to build a new IPLT in Pematang Siantar City and in Simalungun District.

PY3 activities also include continuing to facilitate the Drinking Water Safety Plan (RPAM) of five districts/cities; assisting with NRW reduction; implementing the Safe Drinking Water Service Area (ZAMP) and asset management in Pematang Siantar City; as well as water quality monitoring and safely managed drinking water.

Water resources management activities in PY3 include overseeing the recommendations of the Mebidang (Medan, Binjai, and Deli Serdang) water resources climate change vulnerability assessment (WRCCVA), which was conducted on the Bingai sub-watershed in PY2. The team will also initiate the WRCCVA in Simalungun and Pematang Siantar, which will be conducted on the Bolon and Hapal

watersheds respectively. In addition, the team will collaborate with BMKG in building a Climate Field School to support farmers in the upstream area of the Bolon watershed in Simalungun District. This will contribute to Sustainable Landscapes (LC) and climate change adaptation. The team will also strengthen the capacity of PDAMs and local governments in using the regional Water Resources Information System (SISDA) and BMKG data in their preparation of raw water mitigation measures for drinking water.

By the end of PY2, social and behavior change activities had been conducted in ten hotspots and the team had compiled the results of a participatory assessment to trigger urban community-based total sanitation (STBM). The results were also used to finalize community work plans and develop hotspot replication action plans with partners (sub-district health offices and community health centers). The community work plans are compiled by cadres, sanitarians, and community and government representatives at the ward and sub-district levels. They are submitted to district governments through development planning meetings (musrenbang) and to the private sector in financing plans.

At the community and family level, PY3 activities will focus on SBC through “the “Neighborhood Role ”odel” campaign. For these types of activities, 2024 will be challenging as it is an election year and political parties will be mobilizing communities on political issues on a mass scale. It is possible that there will be segregation of the community according to political choices. Meanwhile, governments will be focused on preparing for the national and local elections. To mitigate these challenges, USAID IUWASH Tangguh will build cooperation with existing non-political community organizations that are widely accepted by society. The North Sumatra Office will Also cooperate with government-aligned community organizations that have cadres at the household level, namely the Family Empowerment and Welfare Movement Team (TP PKK) and Association of Women’s Organizations (GOW).

In PY2, the GESI team encouraged gender mainstreaming working groups (PUG) to develop work plans in five districts/cities, and in the next phase will encourage more specific work plans for PUG to promote safe access to WASH and WRM. Regarding the integration of GESI into WASH and WRM issues, the team has seen an increase in the awareness of policy makers of the importance of providing equal opportunities to female staff in water and sanitation operators. An increase has also been observed in awareness of the importance of providing insights to rural communities that the fulfillment of water and sanitation needs is not only by women but by all.

In PY3, cooperation with local radio, television, and print and online media will continue as communication outreach is an important part of educating the community and delivering information to all levels. Collaborations with citizen journalists, women journalists, and influencers is also strategic for SBC in the WASH and WRM sectors, and these will also be continued in PY3.

USAID IUWASH Tangguh North Sumatra will continue collaborating in PY3 with other USAID programs in the region, including with USAID ERAT and Momentum to involve the private sector/business entities in the fields of WASH, WRM, stunting, and extreme poverty.



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[a]	[b]	[c]	[d]	[e]	[f]						[g]											
Objective 1: Strengthened WASH and WRM sector governance and financing (Lead: Finance Innovation and Mobilization Lead)																						
1.1	1.1.1 Develop and facilitate policies and regulations for improved WASH and WRM processes at national and local government levels.	Develop and facilitate required WASH, WRM, GESI, and CSR regulations and policies	IT 1-2, IT 1-4, IT 1-5, IT 1-6, IT 2-3, IT 2-4, IT 3.1	FGD	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■
		Develop and facilitate required WASH, WRM, GESI, and CSR technical and implementation guidelines	IT 1-1, IT 1-4, IT 1-5, IT 1-6	FGD	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■
	1.1.2 Prioritize pathways for passage and implementation of draft policy and regulations.	Hold discussions with OPDs and develop policy paper on expected plans for WASH and WRM regulations	IT 1-1, IT 1-4, IT 1-5, IT 1-6	Meeting, FGD, workshop	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■
	1.1.3 Stimulate participation of diverse stakeholders in broader policy reform and enforcement initiatives agenda.	Organize routine coordination activities with relevant institutions to encourage participation in the formulation of regulations and policies	IT 1-1, IT 1-4, IT 1-5, IT 1-6	Meeting, FGD, workshop	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■
1.2	1.2.1 Improve data flows to identify financial flows and gaps at the WASH and WRM sectoral levels.	Facilitate preparation and analysis of ABPD tracking (Fiscal Index and capacity) and support PDAM Index, Sandex, and Godex	IT 1-4, IT 1-5, IT 1-6	Meeting, FGD, workshop	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■
		Identification, mapping, and synchronization of regional programming and budgeting (DPA, Business Plan, SSK, RISPAM/JAKSTRADA) for the WASH and WRM sectors and GESI	IT 1-4, IT 1-5, IT 1-6	Meeting, FGD, workshop	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■
		Facilitate the preparation and analysis of PDAM financial reports	IT 1-4, IT 1-5, IT 1-6	Meeting, FGD, workshop	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■
		Facilitate the preparation of drinking water and sanitation tariff	IT 1-4, IT 1-5, IT 1-6	Meeting, FGD, workshop, training	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■
		Facilitate development of bulk water tariff for Regional SPAM Mebidang (Year 2)	IT 1-4, IT 1-5, IT 1-6	Meeting, FGD, workshop	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■
	1.2.2 Support financial planning and analysis at LG, Perumda AM, and UPTD service provider levels.	Review Business Plans to integrate new development and upgrading of SPAM requirements (including Regional SPAM) to be financed through APBD, APBN, PSE and other alternative finance channels	IT 1-4, IT 1-5, IT 1-7	Meeting, FGD, workshop, training	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■

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		Provide input to the preparation of investment and financing budgets in SSK and RISPAM documents	IT 1-2, 1-4, 1-5, 1-6	Meeting, FGD, workshop	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■
		Prepare pre-FS of drinking water projects of regional SPAM distribution network, SPAM IKK, and other SPAM programs	IT 1-2, 1-4, 1-5, 1-6	Meeting, FGD, workshop	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■
		Prepare pre-FS of sanitation projects for conventional or mechanized wastewater treatment plants	IT 1-2, 1-4, 1-5, 1-6	Meeting, FGD, workshop	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■
		Prepare pre-FS of WRM (reforestation program, infiltration ponds, etc.)	IT 1-2, 1-4, 1-5, 1-6	Meeting, FGD, workshop	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■
		Facilitate preparation of PDAM Real Demand Survey (RDS) and Customer Satisfaction Survey (CSS)	IT 1-2, 1-4, 1-5, 1-6	Meeting, FGD, workshop, training	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■
	1.2.3 Identify financing opportunities and create pipeline of WASH- and WRM-related investments.	Facilitate cooperation for WASH infrastructure financing through PPP, B2B, and other financing channels	IT 1-2, 1-4, 1-5, 1-6	Meeting, FGD, workshop, training	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■
		<b>With USAID support, create public-private partnerships through CSR and non-CSR programs:</b> 1. Mapping of the private sector to identify potential partnerships in WASH and WRM sectors; 2. Discussions with private sector members on potential partnerships and involvement in WASH and WRM through CSR programs; 3. Discussions on public and private sector cooperation agreements and schemes 4. Drafting and signing public and private sector cooperation agreements 5. Implementation of cooperation agreements, monitoring and evaluation	IT 1-2, IT 1-4, IT 1-5, IT 1-6, IT 2-3, IT 2-4	Meeting, FGD, workshop, training	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■

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		<b>With USAID support, create public-private partnerships through innovative financing programs:</b> 1. Identification and mapping of the potential financial institutions to involve in WASH micro financing 2. Discussions with financial institutions and WASH operators (PDAMs/UPTDs) or other related stakeholders for potential financing access and schemes 3. Discussions with financial institutions and WASH operators (PDAMs/UPTDs) regarding cooperation agreements, concepts, and schemes 4. Drafting and signing the cooperation agreements 5. Implementation of micro financing schemes, monitoring and evaluation	IT 1-2, IT 1-4, IT 1-5, IT 1-6, IT 2-3, IT 2-4	Meeting, FGD, workshop, training	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■
1.3	1.3.1 Build capacity of WASH and WRM coordination institutions.	1. Coordinating with Bappeda and POKJA PPAS/AMPL/PKP/TKPSDA/DAS Forum to increase capacity of local WASH institutions using the water, sanitation and WRM indices	IT 1-1, IT 3-1	Workshop, FGD, meetings	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■
		2. Support LG institutions to calculate and achieve the RPJPD goals in WASH and WRM	IT 1-1, IT 3-1	Workshop, FGD, meetings	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■
		3.a. Implement the water, sanitation, and WRM indices	IT 1-1, IT 3-1	Workshop, FGD, meetings	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■
		3.b. Record the baseline			■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■
		3.c. Support LGs in the minimum service standards (MSS) of each region			■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■
		3 d. Integrate the MSS into regional planning document																				
		3 e. Update the implementation of E-MSS																				

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		Annual and semester planning and evaluation of program and activities	IT 1-1, IT 3-1	Workshop, FGD, meetings	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■
		1. Facilitate the preparation of drinking water and sanitation tariff	IT 1-4, IT 1-5, IT 1-6	Training, short course, coaching	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■
		2. Training on preparation of PDAM financial reports, projections, and analysis (SAK ETAP/EP)	IT 1-4, IT 1-5, IT 1-7	Training, short course, coaching	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■
		3. Training on APBD tracking, and APBD data collection for WASH, WRM, and GESI	IT 1-5, 2-1, 3-7, 4-2	Training, short course, coaching	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■
		4. Training for preparation of PDAM Real Demand Survey and Customer Satisfaction Survey	IT 1-6, 2-1, 3-7, 4-2	Training, short course, coaching	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■
		5. Training and technical assistance for cooperation in WASH sector infrastructure financing through PPP, B2B, and other potential financing sources	IT 1-2, 1-4, 1-6, 2-1, 3-7, 4-2	Training, short course, coaching	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■
		6. Training on PDA Business Plan preparation	IT 1-4, 2-1, 3-7, 4-2	Training, short course, coaching	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■
1.4	1.4.1 Expand mechanisms to promote social accountability and inclusivity.	1. Refine Godex and APBD tracking indicators to include accountability and gender responsiveness based on city and district contexts	IT 2-1, IT 4-1	Workshop, FGD, meetings	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	
		2. Ensure PDAM and sanitation indices incorporate accountability and gender responsiveness terms	IT 2-1, IT 4-1	Workshop, FGD, meetings	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	
		3. Facilitate and update SIPA activities that are integrated with SPAN LAPOR	IT 2-1, IT 4-1	Workshop, FGD, meetings	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	
Objective 2: Increased access to poor-inclusive, climate-resilient, safely managed drinking water and sanitation services (Leads: Sanitation and Hygiene Services Lead and Water Services Lead)																						
2.1	2.1.1 Apply workforce development framework to support service providers.	1. Build management capacity of domestic wastewater operators	IT 2-1	Workshop, training course	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	
		2. Provide technical assistance to support LGs in preparation of readiness criteria for sanitation grants and special allocation fund	IT 2-2	FGD, workshop	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	

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[a]	[b]	[c]	[d]	[e]	[f]						[g]											
		(DAK), including for optimization, maintenance, operations, and infrastructure rehabilitation																				
		1. PDAM training needs: SOP production and distribution, and a subscription relationship module (hublang) inclusive of GESI	IT 2.4	FGD, PO	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■
2.2	2.2.1 Develop portfolio approaches to improving operational and financial efficiencies.	2. Identify DAK readiness criteria preparation needs	IT 2.4	FGD	■	■	■	■	■	■	■	■	■									
		3. Review Geographical Information System (GIS) development	IT 2.1, IT 4.2, IT 2.4	FGD, PO	■	■	■	■	■	■				■	■	■	■	■	■	■		
		4. Implementation of asset management application	IT 2.1, IT 4.2, IT 2.4	Survey, FGD, training	■	■	■	■	■	■							■	■	■	■	■	■
		5. Strengthening PDAM capacity for NRW Reduction Program (capacity-building and FS)	IT 2.1, IT 4.2, IT 2.4	Meeting, FGD, workshop, PO	■	■	■	■	■	■		■	■	■	■	■	■	■	■	■	■	■
		6. Strengthening PDAM capacity for EE Improvement Program (capacity-building and FS)	IT 2.1, IT 4.2, IT 2.4	Meeting, FGD, workshop, PO	■	■	■	■	■	■		■	■	■	■	■	■	■	■	■	■	■
		7. 100% coverage target: conduct baseline survey, identify existing service coverage, identify potential new connections and piping networks, support alternative financing for regular connections.		FGD, training, workshop	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■
			IT 2.3																			
2.2	2.2.1: Develop portfolio approaches to improving operational and financial efficiencies.	1. Continue conducting lessons learned exercises on the existing primary sanitation program such as LLTT, septic tank expansion through micro credit, and innovative IPLT design	IT 2-2	Workshop, FGD, training	■	■	■	■	■	■									■	■	■	■
		2. Promote improvement of wastewater operation program (Perumda AM/BLUDs as domestic wastewater operators), establish domestic wastewater operators or develop formal collaboration	IT 2-2, IT 2-6	Workshop, FGD, training, TA			■	■	■				■	■	■							

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		between wastewater operators and Perumda AM																				
		3. Identify alternatives/optimum methods for customer registration for LLTT billing where issuing water bills is not possible	IT 2-2	Workshop, FGD, training	■	■	■	■	■	■	■	■	■									
		4. Follow up on recommendations, budget recommendations, and sources of IPLT conditions identified in PY2	IT 2-2	Workshop, FGD, training	■	■	■	■	■		■	■	■	■	■	■	■	■	■	■	■	■
		5. Promote improvement of sanitation institutions	IT 2-2	Workshop, FGD, training	■	■	■	■	■		■	■	■	■	■	■	■					
		6. Continue to facilitate local governments in LLTT implementation	IT 2-2	Workshop, FGD, training	■	■	■	■	■				■	■	■							
		7. Facilitate collaboration among local governments for IPLT sharing	IT 2-2, IT2-6	Workshop, FGD	■	■	■	■	■				■	■	■	■						
		8. Provide technical assistance for wastewater document (sanitation roadmap/ SSK/RISPALD)	IT 2-2	Workshop, FGD	■	■	■	■	■	■				■	■	■	■					
		9. Identify potential desludging customers through surveys, aligned with local government programs	IT 2-5	Survey	■	■	■	■	■	■				■	■	■	■	■	■			
		9.Field examination of district/city sanitation systems, preliminary support for initiating promotion of LLTTs, and support to provide sanitation access data (through internship program, collaboration with local universities)	IT 2-2, IT 2-5	PO Individual	■	■	■	■	■	■			■	■	■	■	■	■				
2.3	2.3.1 Expand menu of service model options for PDAM and LG integration and adoption.	1. Identify sanitation program's climate risks and areas for climate adaptation	IT 01	Meeting, workshop, FGD	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■
		2. Prepare capacity building for sanitation resilience	IT 2-1	Meeting, workshop, FGD	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■
		1. Support Mebidang Regional SPAM for HH absorption plan through RDS training, TA for the Hydraulic Model Analyses	IT 2.3	Meeting, FGD, workshop, PO	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■

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		2. Compile PDAMs RPAM document and pilot its implementation (including training and SIM RPAM integration)	IT 2.1, IT 4.2, IT 2.3	Meeting, FGD, workshop, training	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■
		3. Conduct detailed assessment and identify location of new SPAM developments and improvements	IT 2.3,	Meeting, FGD, workshop, PO	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■
		4. Needs assessment and recommendations for laboratory equipment in PDAMs and pilot implementation	IT 2.4	Meeting, FGD,	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■
		6 Develop ZAMP (prepare readiness criteria, training, and FS)	IT 2.1, IT 4.2, IT 2.4	Meeting, FGD, workshop, PO	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■
		7. Conduct water quality monitoring at distribution and consumers (install WQQ application and training)	IT 2.1, IT 4.2, IT 2.4	Meeting, FGD, workshop	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■
		8. Improve chlorination systems (training and TA)	IT 2.1, IT 4.2, IT 2.4	Meeting, survey, study, training	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■
2.4	2.4.1: Support adoption of novel data systems by service providers.	1. Provide technical assistance to local governments in monitoring safely managed sanitation access with integrated MIS	IT 2-2, IT 2-6	Meeting, Workshop, FGD	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■
		2. Convene workshop on Sanitation Index review for performance monitoring of sanitation operators	IT 2-7	Meeting, workshop, FGD	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■
		3. Potential service coverage of safe sanitation target	IT 2-5	Meeting, workshop, FGD	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■
		1. Collect data from PDAM Performance Index 2023 and disseminate results to related stakeholders	IT 2.4	Meeting, FGD	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■
Objective 3: Improved WRM to support climate-resilient drinking water services (Lead: WRM Lead)																						
3.1	3.1.1 Raise awareness of the impact of climate change on water availability for watershed stakeholders including national and	1. Build multi-stakeholder knowledge of WRM through socialization, program approaches, and gap identification	IT 3-5, IT 3-7	Meeting, workshop, FGD	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■
		2. Conduct multi-stakeholder forum particularly on Objective 3 – WRM, with topics	IT 3-5, IT 3-7	Meeting, FGD	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■



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	local government, communities, utilities, and private sector.	including water availability, water stress, climate risks, etc.).																				
		3. Conduct follow-up meetings with stakeholders to identify areas for intervention and collaboration (short-, medium-, and long-term). This may be established in MoU.	IT 3-5, IT 3-7	Meeting, FGD	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■
	3.1.2 Map upstream water systems, downstream consumption patterns, and potential pollution sources, and prepare climate-resilient water resource vulnerability assessments and action plans.	1. Identify/delineate watershed/recharge areas of raw water resources used by PDAMs	IT 3-3,	Meeting, FGD	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■
		2. Consult with related stakeholders (e.g., river management authority, BPDAS, PDAMs) on results of identification/delineation to obtain their confirmation and input	IT 3-3	Meeting, FGD	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■
		3. Water resources vulnerability assessment including action planning through participatory process	IT 3-3, IT 3-5	PO, consultant, workshop	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■
		4. Integration of the action plan into each related entity's plan (e.g., business plan of Perumda AM, strategy plan/RKPD of local government)	IT 3-3, IT 3-5	Workshop, FGD	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■
	3.1.3 Promote private sector investment in WRM activities to protect natural assets and invest in green infrastructure.	1. Work with CSR Forum to identify private entities/ corporations with a mandate to/are interested in watershed protection	IT 3-3, IT 3-4, IT 3-7	Meeting, FGD	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■
		2. Prepare promotional materials (e.g., simpler version of vulnerability assessment and action plan) to attract private sector to collaborate specifically on watershed protection	IT 3-3, IT 3-4, IT 3-7	FGD	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■
		3. Develop concept for collaboration with private sector on WRM activities	IT 3-3, IT 3-4, IT 3-7	Meeting, FGD	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■
		4. Work with provincial government to develop ideas/concept notes to be proposed for funding opportunities from BKF/GCF and/or BPD/LH/EFMA	IT 3-3, IT 3-4, IT 3-7	FGD, workshop	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■

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	3.1.4: Implement and manage protection measures for watershed catchment areas to conserve biodiversity and water sources and improve sustainable water services.	1. Develop action plan for specific actors and locations	IT 3-3, IT 3-6, IT 3-7	FGD, workshop	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■
		2. Improve local government, private sector, and community engagement throughout action plan development, implementation, and monitoring and evaluation phases	IT 3-3, IT 3-6, IT 3-7	FGD, workshop	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■
		3. Advocate local governments and other stakeholders to replicate action plan process in their respective jurisdictions (district/city/province)	IT 3-3, IT 3-6, IT 3-7	FGD, workshop	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■
	3.1.5: Build capacity of local workforce to carry out watershed management activities such as construction of infiltration wells, improved sloping land management.	1. Develop materials for WRM training/capacity-building, to be conducted in partnership with local universities, Perpamsi, and related local government agencies	IT 3-3, IT 3-5, IT 3-7	Training	■	■	■	■	■	■				■	■	■	■	■	■	■	■	■
		2. Conduct Training of the Trainer for key local government agencies, Perpamsi, and universities to form a pool of trainers	IT 3-3, IT 3-5	Training	■	■	■	■	■	■			■	■	■	■	■	■	■	■	■	■
		3. Conduct training for various target groups (local government, community, private sector)	IT 3-3, IT 3-5	Training	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■
	3.2 3.2.1: Establish or strengthen inclusive WRM committees including local government, private sector, communities, and utilities.	1. Consult stakeholders to identify existing WRM committees (if any) or key committee members and obtain stakeholder consent on WRM establishment/ strengthening	IT 3-5, IT 3-7	Meeting	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■
		2. Establish or strengthen WRM committees. Establishment of committees by mayor/head of district or head of key local government agencies, e.g., Bappeda	IT 3-5, IT 3-7	Meeting, FGD	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■
		3. Conduct regular meetings/consultations with the committees on WRM activities	IT 3-5, IT 3-7	Meeting	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■
	3.2.2: Provide awareness-raising and training for government officials and WRM stakeholders on	1. Develop gender-inclusive and responsive training materials in consultation with relevant local government agencies.	IT 4-4, IT 3-7	Training	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■

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	gender equity and inclusion, including gender-responsive budgeting.	2. Conduct gender-inclusive and responsive awareness-raising training for local government officials and WRM stakeholders	IT 4-4, IT 3-7	Training	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■
		3. Support related local government agencies and WRM stakeholders on gender responsive WRM planning and budgeting	IT 4-4, IT 3-7	Meeting, FGD	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■
	3.2.3: Ensure that relevant WRM information and data are publicly available, including production from springs and water usage statistics.	1. Work with WRM stakeholders on identification of publicly accessible data/information that will be useful for better WRM	IT 3-2a, IT 3-2b	Meeting, FGD	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■
		2. Develop WRM data/information for public in various formats, e.g., infographics, leaflets, etc.	IT 3-2a, IT 3-2b	Meeting, FGD	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■
		3. Work with WRM stakeholders to ensure publicly accessible WRM data/information are updated periodically	IT 3-2a, IT 3-2b	Meeting, FGD	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■
	3.3.1: In partnership with BMKG, improve quality and accessibility of climate information and promote applied messaging for WRM decision makers.	1. Consult with BMKG and WRM stakeholders on needs for WRM data/information, e.g., type, quality, production of data/information, modes of dissemination	IT 3-2a, IT 3-2b, IT 3-7	Meeting, FGD	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■
		2. Facilitate BMKG to provide/improve/update the required WRM data/information	IT 3-2a, IT 3-2b, IT 3-7	FGD, training	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■
		3. Develop BMKG's data/information dissemination through agreed modes, e.g., website, SMS, WhatsApp groups, Android apps	IT 3-2a, IT 3-2b, IT 3-7	FGD, training	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■
	3.3	3.3.2: Provide Perumda AM with a real-time groundwater and surface water monitoring information system	1. Work with Perumda AM to identify the needs for groundwater and/or surface water monitoring	Meeting	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■
		2. Collaborate with partners who have capacity and/or mandate to conduct groundwater and surface water monitoring, e.g., local universities, local governments,	IT 3-2a, IT 3-2b, IT 3-7	Meeting, FGD	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■

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		related ministerial office in charge of monitoring system																				
		3. Support Perumda AM in accessing the monitoring data and using it in their operation and planning	IT 3-2a, IT 3-2b, IT 3-7	FGD	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■
	3.3.3: Develop and equip a citizen scientist program to raise awareness of WASH/WRM data use and monitor water quality and quantity	1. Support stakeholders in monitoring effluent of ST, Communal ST, IPLT in catchment area	IT 3-2, IT 3-6	FGD, training	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■
		2. Engage local community and/or civil society organizations/NGOs in water quality and quantity monitoring through awareness-raising, training, and participation in monitoring	IT 3-2, IT 3-6	FGD, training	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■
		3. Establish a communication channel between citizen scientists and Perumda AM for the monitoring	IT 3-2, IT 3-6	FGD, training	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■
	3.4.1: Conduct gap analysis in policies and regulations for improved watershed-level WRM.	1. Consult stakeholders to identify existing WRM policies/regulations, gaps, and improvement needs	IT 3-1, IT 3-5	FGD	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■
		2. Work with key WRM stakeholders to draft required WRM policies/regulations, starting with development of academic paper	IT 3-1, IT 3-5	FGD, workshop	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■
		3. Consult broader stakeholders, which may include local parliament and mayor/head of district and/or governor	IT 3-1, IT 3-5	FGD	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■
	3.4	3.4.2: Strengthen the enabling environment for watershed management and improve WRM capacity for upstream and downstream users.	1. Facilitate legalization of the draft regulation as identified and developed under 3.4.1	IT 3-1, IT 3-5	FGD, workshop	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■
			2. Develop technical guidelines for further operational modes for WRM improvements	IT 3-1, IT 3-5	FGD, workshop	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■
			3. Socialize the policy/regulation to related stakeholders and local government agencies	IT 3-1, IT 3-5	FGD, workshop	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■
		3.4.3: Ensure that climate resilient WRM is integrated into government plans and budgets at all levels.	1. Work with local governments in improving/integrating WRM in the planning/budgeting cycle, e.g., Musrenbang, RPJMD, OPD work plans, RKP	IT 3-1, IT 3-4	Workshop, meeting, FGD	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■

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		2. Support related local government agencies in implementation of the WRM plan, e.g., ITangguh providing technical support for implementation on the ground	IT 3-1, IT 3-4	Workshop, meeting, FGD	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■
		3. Monitor and evaluate WRM activities implementation and provide feedback to related local government agencies, e.g., for replication in more locations	IT 3-1, IT 3-4	Workshop, meeting, FGD	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■
<b>Objective 4: Increased adoption of behaviors and improved women's participation and leadership roles that contribute to improvements in WASH and WRM (Lead: GESI and Behavior Change Lead)</b>																						
4.1	4.1.1: Develop SBC strategies targeted at sustainable sanitation systems.	Disseminate SBC strategies in all districts/cities	IT 4-2	Workshop	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■
	4.1.2: Increase household demand for WASH services.	1. Conduct rapid assessment to determine the replication program for new location	IT 4-2, IT 4-4	Meeting, FGD	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■
		2. Conduct HWWS training and campaign	IT 4-4	Training, event	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■
		3. Implement community entry and conduct inclusive participatory assessment	IT 4-2, IT 4-4	FGD	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■
		4. Develop community workplan in hotspot areas	IT 4-2, IT 4-4	FGD	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■
		5. Promote and market WASH products	IT 4-2, IT 4-4	Event, home visits, meeting	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■
		6. Conduct capacity-building for sanitarians, cadres, and community representatives in Participatory Assessment and Urban STBM Triggering	IT 4-2, IT 4-4	Training	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■
		7. Assess and encourage women entrepreneurs to support household WASH access	IT 4-5	Meeting, FGD	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■
4.2		1. Disseminate participatory assessment results to WASH service providers/operators	IT 2-3	Workshop	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■

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	4.2.1 Develop an SBC campaign for payment for water and sanitation services.	2. Advocate PDAMs/drinking water and sanitation operators to promote ease of payment for drinking water and domestic wastewater	IT 2-3	Meeting	■	■	■	■	■	■				■	■	■	■	■	■	■	■	■
		3. Develop promotion strategy for willingness to pay for water and sanitation services	IT 2-3	FGD	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■			
	4.2.2 Engage different media channels, influencers, and content providers.	1. As a follow up to the media FGD, conduct regular meetings with media to increase their understanding of WASH, WRM, hygiene behavior change, and GESI	IT 4-2	Meeting	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■
		2. Develop a calendar of activities with media and influencers to promote WASH, WRM, hygiene behavior change, and GESI	IT 4-2	Group discussion, workshop	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■
		3. Site visit to program location to build sensitivity to WASH, WRM, hygiene behavior changes and GESI	IT 4-2	Media visit	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■
		4. Continue developing collaborative content to promote WASH, WRM, hygiene behavior changes and GESI with media, content providers, college students, community leaders, academics	IT 4-2	Assistance, workshop	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■
		5. Conduct citizen journalism training for a community that already has awareness of WASH, WRM, and hygiene behavior change	IT 4-2	Training, assistance, advocacy	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■
		6. Conduct social media training to related OPD/local governments that have active social media to promote WASH, WRM, hygiene behavior change, and GESI issues	IT 4-2	Training, assistance	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■
		7. Collaborate with community information groups (Kelompok Informasi Masyarakat) in Deli Serdang and community health efforts (Upaya Kesehatan Berbasis Masyarakat) in	IT 4-2	Workshop, meeting	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■

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		Regular data entry of program indicator progress achievement in TAMIS		Workshop, FGD, meeting, site visit	■	■	■	■	■	■			■			■			■			■
		Conduct monitoring of sampling at household and institutional levels to assess data on quality (i.e. water quality monitoring, customer survey, etc.)		Workshop, FGD, meeting, site visit	■	■	■	■	■	■			■			■			■			■
<b>5.2 Data verification of Activity Monitoring, Evaluation and Learning Program</b>																						
5.2	5.2.1 Conduct baseline, monitoring, and endline survey of households with soap and water at hand washing station	Conduct enumerator training, and data monitoring, cleaning, and analysis for baseline survey, monitoring, and endline survey for Indicator IT 4-3	IT 4-3	Workshop, FGD, meeting, site visit	■	■	■	■	■	■				■	■	■						
	5.2.2 Conduct verification survey of marginalized populations	Conduct enumerator training, and data monitoring, cleaning, and analysis for marginalized population survey using DHS 2017 for Indicators IT 2-3, IT 2-4, and IT 2-5	IT 2-3, IT 2-4, IT 2-5	Workshop, FGD, meeting, site visit	■	■	■	■	■	■		■	■	■			■	■	■			
<b>5.3 Collaborating, Learning and Adapting (CLA) Program</b>																						
5.3	5.3.1. Conduct quarterly review and planning session with all objective teams at National Office																					
	5.3.2. Conduct quarterly review and planning session with all objective teams at Regional Office	Support quarterly FGD to review and conduct planning session with all objective teams at Regional Office		FGD	■	■	■	■	■			■			■		■				■	
	5.3.3 Organize learning events (pause and reflect workshops, webinars, etc.) with national level external partners				■	■	■	■	■											■		
	5.3.4 Organize learning events (pause and reflect workshops, webinars, etc.) with provincial level external partners	Conduct annual pause and reflect workshop with provincial level external partners		Training, workshop						■									■		■	
	5.3.5. Support implementation of impact evaluation	Support impact evaluation team on data verification and reporting		Workshop, FGD, meeting	■	■	■	■	■		■	■	■		■	■	■	■	■	■	■	

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	5.3.6. Support implementation of performance evaluation	Support performance evaluation team by providing data, including field visit for data collection and verification		Workshop, FGD, meeting	■	■	■	■	■		■	■	■		■	■	■	■	■	■		
<b>5.4 General capacity-building for MEL Program activities</b>																						
5.4	5.4.1. Conduct internal capacity-building to support MEL Program activities	Support technical team on field monitoring		Workshop, FGD, meeting, site visit	■	■	■	■	■	■			■			■	■		■			■
		Conduct training on MEL Program and indicators reporting, including data entry (monitoring tools and TAMIS) for responsible national and regional staff (as part of regional monthly meeting)		Workshop, FGD, meeting	■	■	■	■	■	■	■	■			■	■	■	■	■	■		
	5.4.2. Conduct external capacity-building for USAID IUWASH Tangguh partners on MEL Program activities	Support training on USAID IUWASH Tangguh tools (e.g., introduction to mWater app) for partners (as requested)		Training	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■
<b>5.5 General capacity-building for MEL Program activities</b>																						
5.5	5.5.1. Conduct internal capacity-building to support MEL Program activities	Conduct training on MEL Program and indicators reporting, including data entry (monitoring tools and TAMIS) for responsible regional staff (as part of regional monthly meeting)		Workshop, FGD, meeting	■	■	■	■	■	■		■			■		■				■	
	5.5.2. Conduct external capacity-building for USAID IUWASH Tangguh partners on MEL Program activities	Conduct training on USAID IUWASH Tangguh tools (e.g., introduction to mWater app) for partners (as requested)		Workshop, FGD, meeting	■	■	■	■	■	■			■			■				■		

## **4.2. WEST JAVA, DKI JAKARTA, BANTEN, AND WEST KALIMANTAN**

In PY3, USAID IUWASH Tangguh's interventions in the WJDBWK region will focus on achieving safe drinking water through activities such as water treatment plant Operational and Maintenance (O&M) and Distribution training, as well as activities for reducing Non-Revenue Water (NRW). Activities that will be carried out again in PY3 include preparation of the needs of Pontianak City, Kubu Raya Regency, and Tangerang City for the Special Allocation Fund (DAK) Grant, which is a change from the previous Urban Drinking Water Grant (HAMP) program. Assistance will also again be provided for the preparation of Drinking Water Safety Plan (RPAM) documents for the PDAMs of Tangerang City and Kubu Raya. Support for the real demand survey (RDS) and BNBA survey is also still required and was requested directly by the Directorate of Drinking Water of the Ministry of Public Works and Housing (MPWH) for SPAM Karian Serpong and SPAM Jatiluhur I, which service South Tangerang City, Tangerang Regency, Depok City, and DKI Jakarta province. The BNBA survey can directly contribute to the achievement of safe drinking water targets, specifically at SPAM Jatiluhur I, which will be built in 2024. Meanwhile, the BNBA survey at SPAM Karian Serpong can also contribute to leveraging the value of the project implementation process until the Commercial Operation Date (COD) of July 2026, as drinking water house connections will be carried out in stages from 2026 to 2030.

In PY3, USAID IUWASH Tangguh's interventions in the WJDBWK region will focus on achieving safely managed sanitation by supporting the implementation of scheduled desludging services (LLTT) to improve the unscheduled desludging services (LLTTT) in Depok City, Bogor District, Tangerang City, and Tangerang District. The team will then focus on facilitating the preparation of UPTD wastewater work plans for Depok City and Tangerang Regency, while for Tangerang City it will facilitate the separation of its wastewater regulator and operator, which currently are combined.

In West Kalimantan, particularly in Pontianak City and Kubu Raya Regency, USAID IUWASH Tangguh will focus on the preparation of readiness criteria for the construction of a septage treatment plant (IPLT). It will also conduct training for the Care and Maintenance Group (KPP) and Community Self Help Group (KSM) of the wastewater treatment plant (IPAL) that has been built. In DKI Jakarta Province, the team will repeat the previous USAID IUWASH PLUS activities of building the capacity of the Public Housing and Settlement Agency (DPRKP) and Rental Flat Management Unit (UPRS) in the new rental flats (Rusunawa), both in regard to reviewing the wastewater treatment system and building the capacity of the IPAL managers in the Rusunawa.

In PY3, USAID IUWASH Tangguh's interventions in the WJDBWK region will also include the continuation of the Climate Change Vulnerability Assessment (CCVA) study of the Kapuas River in West Kalimantan, and of the Ciliwung-Cisadane River that passes through West Java and Banten provinces. Following this, the team will facilitate the Management Information System (MIS) for PDAM Raw Water Quality Monitoring Recording and compiling a green open space inventory in eight WJDBWK regional working areas.

At the community level, training will be conducted on water resource management and on the Climate Village Program (Proklim), which will involve citizen journalist activities, while for strengthening institutions/organizations, training on land and water conservation will be conducted with USAID SEGAR, specifically in the Kubu Raya area and in general in West Kalimantan.

In the three main sectors of drinking water, sanitation, and water resources management, cross-cutting activities will focus on developing behavior change strategies. These will include facilitating

relevant partners/regional apparatus organizations (DPOs) to conduct a Participatory Assessment and triggering of the five inclusive pillars of Community-Based Total Sanitation (STBM) in eight cities/districts, which will be followed by monitoring and evaluation in the WJDBWK region.

Regarding Gender Equality and Social Inclusion (GESI), the team will continue developing strategies and action plans to ensure women's involvement and men's participation in the promotion and practice of hygiene behavior. The team will also build the capacity of the Gender Mainstreaming Working Group (Pokja PUG) for the preparation of the Gender Mainstreaming Regional Action Plan (RANDA PUG). Other activities include promoting behavior change messages through radio talk shows and engaging podcast hosts and content creators to encourage increased access to safe sanitation and achieve Open Defecation Free (ODF) in DKI Jakarta Province, Depok City, and Kubu Raya Regency.

In PY3, USAID IUWASH Tangguh will also continue building the capacity of PDAMs for business plan preparation and especially for implementation. In addition, the team will continue trying to identify potential avenues for microfinancing for drinking water, sanitation services, and water resources management, so that safe access can be increased.

### **4.3. CENTRAL JAVA**

Safe drinking water is a goal that must be achieved in each district/city assisted by USAID IUWASH Tangguh Central Java. One of the programs that will be carried out in pursuit of this goal is RPAM assistance activities, in accordance with the new technical guidelines from the Ministry of Public Works and Housing. For all PDAMs that had begun preparing RPAM documents in PY2, in PY3 the team will assist them to complete the documents and continue advocating RPAM implementation.

Another program that focuses on increasing access to safe drinking water is supporting the 2024 ZAMP program, including in Magelang City and Salatiga City. This will be followed by support for the Special Allocation Fund (DAK) Grant for the year 2024 budget. Several districts that will take part in the DAK Grant program, such as the district of Sukoharjo, Sragen, and Wonogiri, require support from USAID IUWASH Tangguh, especially in socializing safe drinking water house connections to potential beneficiaries.

The WOSUSOKAS Regional Water Supply System (SPAM) is planned to be implemented in 2024. The construction of the Intake and Main Distribution Network (JDU), which has national government budget (APBN) funding, has commenced. However, there are two implementation challenges related to the funding of the Shared Distribution Network (JDB) and the Pipeline Network for House Connections (SR), which is the responsibility of the provincial government and district/city Government. Efforts have been made to propose partial funding through the DAK program and the provincial government budget, but to date there is still a lack of clarity on the amount of funds to be realized in 2024. If the 2024 budget is not disbursed, it will impact the implementation time of the WOSUSOKAS Regional SPAM.

Another problem regarding the targets for water absorption and SR is that the WOSUSOKAS District/Municipal PDAM's proposed timeline, and what the central government expects, is not in sync. On one hand, the central government is requesting that water absorption and customers be achieved within five years, while the PDAM has proposed a timeline of eight to ten years. USAID IUWASH Tangguh will conduct advocacy and assist the relevant city/district and provincial governments regarding funding commitments and water absorption targets.

One of the challenges faced in realizing safe sanitation services in Central Java is increasing access to sanitation through the construction of domestic wastewater management systems (SPALD) and centralized domestic wastewater management systems (SPALDT), which is still low in Sukoharjo District. Therefore, in PY3, USAID IUWASH Tangguh will support the preparation of readiness criteria for the construction of SPALDs/SPALDTs and IPLTs through local and central government budgets and private funds. Meanwhile, in the districts of Wonogiri and Temanggung, desludging services are still low. In this regard, support from the desludging service habituation program is needed, especially capacity-building assistance for aspects of database, MIS, and operator SOPs.

In Surakarta City, a classic challenge is still being faced, which is the need to increase the capacity of the IPLT. For this reason, PDAM Surakarta City will still require support until the construction of the new IPLT is realized, or the capacity of the existing IPLT is increased.

To accelerate the achievement of access to safe sanitation, the community based WWTP desludging policy requires the preparation of a fee calculation guide for Care and Maintenance Group (KPP) and Community Self Help Group (KSM) sanitation, which includes routine desludging costs. Furthermore, institutional improvements for managing domestic wastewater services from the OPD sector to UPTD PALD will be carried out in the districts of Sukoharjo and Wonogiri, while the status of the UPTD PALD in Magelang City will be upgraded to BLUD UPTD PALD. In addition, the regional government will cooperate with the fecal truck entrepreneurs so that their desludging services can be counted toward the achievement of safe sanitation by the regional government.

In all the Central Java Regional Office's assisted districts and cities, the water resources management sector is challenging at times due to low interest among local governments and communities. This can be corroborated by the fact that the amount of funds allocated for WRM remains small compared to the water and sanitation sector. Moreover, there are no institutions providing and ensuring the availability of reliable water resources, which provide environmentally sustainable water services of an acceptable quality and quantity for all social and economic activity—as is the case with the Public Works Department which is only responsible for irrigation purposes. To tackle these challenges, stakeholders comprising local governments, academics, community, and NGOs were encouraged to form and strengthen the Water Resources Management Committee.

In PY3, the WRM team will focus on completing eight CCVA documents, which will at least contain, but not be limited to, the recommendations and action plans needed in each region. This information is essential for decision making, and for engaging the audiences of CSR forums to gain support in water conservation and sustainable landscapes.

In PY2, community activities involved preparing the environment through a process of participatory assessment and triggering. At the intervention locations, the respective communities understood the social maps, and had prepared the community activity plans (RKM). In PY3, the team will continue to implement activities at the community and family level to change social behavior. In 2024 the situation will become challenging, with political parties' mobilization of society on political issues on a mass scale. It is possible that people will become segregated according to their political choices. Meanwhile, the central and local governments will be preoccupied with prioritizing election activities.

To overcome this challenge, efforts will be made to build cooperation with existing non-political social organizations that are accepted by all elements of society. The team will also collaborate with community organizations that have cadres at the household level, and are government and community partners, namely the Family Empowerment and Welfare Team (TP PKK).

The two main programs that will be carried out in PY3 are a campaign for changing social behavior regarding safe drinking water and sanitation, as well as the willingness to pay for safe drinking water and sanitation services at the community and family level; and encouraging the acceleration of WASH and WRM gender mainstreaming at the government level through gender-responsive planning and budgeting, and at the community level through the introduction of inclusion values in building their environment.

Promotion of the safe drinking water and sanitation sector, and improvement of hygiene behavior and the management of water resources (PSDA), requires multi-stakeholder collaboration starting from the community, influencers, journalists, and other members of the public. Unfortunately, awareness regarding these issues is still quite low. The drinking water, safe sanitation, and natural resources sector are still seen as minor issues. This condition requires strengthening promotional efforts through digital content, as well as massive offline and media agenda setting activities to encourage public awareness of the importance of the drinking water, safe sanitation, and water resources management sectors.

In PY3 these promotional efforts will focus on strengthening the active involvement of communities, influencers, and journalists in the production of digital content regarding the drinking water, safe sanitation, and water resources management sectors. The role of women in these promotional efforts will also be strengthened through the involvement of TP PKK and the Association of Women's Organizations (GOW).

Strengthening gender mainstreaming institutions (PUG) has been conducted in eight districts/cities through preparing PUG work plans by the PUG Working Group and WASH WRM local government agency's (OPD) gender focal points. Strengthening PUG institutions was also carried out by preparing gender responsive planning and budgeting (PPRG) documents in the form of gender analysis pathway (GAP) documents for four districts/cities, namely Surakarta City, Magelang City, Wonogiri District and Temanggung District. In PY-3, assistance will be provided in the implementation of the PUG work plan, especially preparing gender analysis pathway (GAP) and gender budget statements (GBS), compiling gender profiles and disaggregated data.

#### **4.4. EAST JAVA AND EAST NUSA TENGGARA**

The East Java Regional Office has a satellite office in East Nusa Tenggara (NTT) Province. In the East Java region, USAID IUWASH Tangguh works in eight cities/districts, namely the cities of Surabaya, Malang, Pasuruan, and Blitar, and the districts of Sidoarjo, Gresik, and Pasuruan. It also works with the provincial government of East Java Province. Meanwhile, in NTT, local government partners comprise those of NTT Province, Kupang, and Timor Tengah Selatan (TTS) District. Overall, 12 local government partners will be supported to achieve the WASH sector targets and WRM outcomes.

The activities that will be implemented in PY3 are, among others:

- Preparation of local regulations and advocacy (including to local representative council) for revision of domestic wastewater management service tariffs for Pasuruan City, Blitar City, and Malang District.
- Preparation and capacity-building for academic papers and draft regional regulations concerning domestic wastewater management for Malang District, Kupang District, and TTS District.

- Preparation of regulations for the management and maintenance of springs for the districts of Pasuruan, Malang, Kupang, and TTS.
- Preparation and advocacy for regulatory needs for sanitation management in pilot village locations in the districts of Sidoarjo, Kupang, and TTS.
- Preparation activities for UPTD BLUD services for domestic wastewater management for Gresik District, Sidoarjo District, and Malang City.
- Formulation of regional policy and strategy (Jakstrada) for drinking water and sanitation in Malang City and Kupang District.
- Preparation of policy arrangements for LLTT (regular desludging service) in the cities of Surabaya and Malang.
- Facilitation of cooperation between Pasuruan District and Sidoarjo District in utilizing Sidoarjo's septage treatment plant.
- Identification of potential collaboration between PDAMs/OPDs and private desludging entrepreneurs in Surabaya City, Gresik District, Sidoarjo District, Malang City, and Blitar City.
- Facilitate PDAMs to review the business plans for Sidoarjo, Pasuruan, Kupang and TTS District, and facilitate preparation of new business plan for Malang City and District.
- Facilitate PDAMs on water tariff adjustment to improve Full Cost Recovery (FCR) for Pasuruan City, Kupang, and TTS District.
- Facilitate PDAMs on billing efficiency improvements for Pasuruan City, Kupang, and TTS District.
- Assist local governments on the preparation of readiness criteria for IPLT development in Gresik, Sidoarjo, Pasuran, and Malang District.
- Facilitate UPTD/BLUD PALD (domestic wastewater management operator) on budget and business plan preparation (RBA) for Gresik and Sidoarjo District.
- Facilitate UPTD/BLUD PALD on wastewater tariff adjustment for Pasuruan City, Malang District, and Blitar City.
- Identify opportunities for cooperation with the private sector (through CSR programs) in WASH and WRM and assist in the preparation of proposals/concept notes for all respective local government partners.
- Capacity-building for community engagement and public accountability for WASH/WRM (SIPA) in Pasuruan District, Surabaya, Malang, and Blitar City.
- Strengthening local government institutions for all local government partners to manage the urban environment through the preparation of workplans and capacity-building for Housing and Settlement Area Working Groups (POKJA PKP).
- Support the preparation for implementation of the Central Government Grant Project for Urban Water Supply (HAMP) 2023 in Sidoarjo and Malang District.
- Training for PDAMs in optimization of distribution system and geographical information system (GIS) in Kupang and TTS District.
- Capacity-building for community-based water supply system operator (HIPAM/KPSPAM) in Sidoarjo, Malang, TTS District, and Blitar City.



- Assist the preparation of technical SOPs (including on climate change resilience issues) and integrating GESI in customer relations for the PDAMs of Kupang and TTS District.
- Technical support for PDAM Gresik District for the implementation of NRW reduction programs.
- Facilitate preparation of RPAM documents for PDAMs and pilot implementation (include SIM RPAM) in Gresik, Malang, Kupang District, and Blitar City.
- Identification and study of potential ZAMP (safely managed drinking water zone) in Surabaya and Malang City.
- Training on operation of regular desludging (LLTT) for domestic wastewater management operators in Surabaya, Pasuruan, Malang and Blitar City.
- Facilitation for integration of domestic wastewater management in PDAM Surabaya City.
- Capacity-building for communal domestic wastewater operators (KPP IPAL Komunal) in all cities/districts in East Java Province (except Gresik District).
- Conduct multi-stakeholder meetings with provincial or regional forums and working groups on water resources management and the sustainable landscape program in Malang District, Blitar City, and East Java Provincial Government.
- Preparation of Brantas and Noelmina Water Resource Vulnerability Assessments and action plans covering Surabaya City, Sidoarjo District, Malang City and District, Blitar City in East Java Province and Kupang, and TTS District in NTT province.
- Continue Welang-Rejoso-Kedunglarangan Groundwater Resources Vulnerability Assessment.
- Work with provincial government to develop ideas/concept notes to be proposed for funding opportunities from BKF/GCF and/or BPD LH in Kupang and TTS District.
- Develop concept for collaboration with private sector on WRM activities (including support for Proklim Village) in Pasuruan and Malang District, Blitar City in East Java Province, and Kupang, TTS District in NTT Province.
- Develop action plan (on sustainable landscape and CCA) for specific actors and locations for all local government partners except Gresik District.
- Support PDAMs, PUPR and DLH to conduct regular groundwater and surface water monitoring in all local government partners in East Java Province except Surabaya City.
- Develop technical guidelines for further operational modes on how WRM improvements shall be conducted in TTS District.
- Conduct community engagement and empowerment and engage with key stakeholders in all local government partners to analyze WASH and WRM issues and develop action plans
- Engage enterprises through CSR to support household WASH access in all local government partners.
- Develop an SBC campaign for payment for water and sanitation services in all local government partners; including the development of SBC materials and a marketing and promotion strategy to improve WASH services in all local government partner locations.
- Develop GESI strategy and action plan to ensure women's involvement in decision making and men's participation in hygiene promotion and practices.

- Conduct capacity-building for Pokja PUG and OPD gender drivers and gender focal points in WASH and WRM and collaborate with gender drivers to assist the gender focal point of WASH and WRM institutions in gender-responsive planning and budgeting and gender mainstreaming, starting with Surabaya City, Gresik, and Sidoarjo District.

The above activities are intended to achieve the targets of access to safe drinking water and sanitation in all local government partner areas as well as the improved performance of domestic drinking water supply operators and domestic wastewater management operators.

#### 4.5. SOUTH SULAWESI AND PAPUA

In the provinces of South Sulawesi and Papua, USAID IUWASH Tangguh is currently working in seven cities/districts with 14 hotspot locations. The achievement of safely managed drinking water in five cities/districts in South Sulawesi range from 42 % - 77% of its target in 2023, while in two districts of Papua it is 74-89% percent. Safely managed sanitation in South Sulawesi province ranges from 0 – 50 % of its target in 2024 and in Papua it is 4-20%. The detail achievement and target of safely managed sanitation and safely managed drinking water of each city/district is as follows:

City/District	Safely Managed Sanitation (SMS)		Safely Managed Drinking Water (SMDW)	
	2022	2024	2022	2023
<b>South Sulawesi</b>				
Makassar city	4%	20%	30%	70%
Maros district	3%	6%	10%	13%
Barru district	1%	6%	10%	13%
Gowa district	0%	6%	20%	34.51%
Takalar district	0.03%	6%	10%	13%
<b>Papua</b>				
Jayapura city	2%	10%	25%	28%
Jayapura district	0.28%	7%	8.5%	11.5%

In PY3, USAID IUWASH Tangguh has participated in and provided inputs to the local government 2024 planning and budgeting process for each city/district, to ensure activities and budget allocation for the WASH and WRM sectors. The program will also assist the regional public drinking water company (Perumda Air Minum) of Makassar City to manage the Losari Wastewater Treatment Plant (IPAL Losari) and the LLTT program in five Makassar City subdistricts. It is also assisting PT Air Minum Jayapura to manage the domestic wastewater program in the city and districts of Jayapura, Papua. These two companies will help increase the coverage of safely managed sanitation in their respective areas in the coming years.

Collaboration with other USAID programs in South Sulawesi is continuing and several meetings have been conducted with USAID ERAT (Effective, Efficient, and Strong Governance), MOMENTUM (reducing preventable deaths among mothers and babies at public and private health care facilities), and CHISU (Country Health Information Systems and Data Use). These meetings were held to prepare workshops on the topics of accurate and quality electronic-based thematic health data for decision making, and WASH and stunting in Sulawesi.

During the PY3 period, Indonesia will conduct elections for offices including the presidential, legislative, gubernatorial, mayoral, and district officials. These elections will affect the program's

implementation as they will be the focus of local governments, the voting public, and budget allocations. Despite the situation, the USAID IUWASH Tangguh South Sulawesi Regional Office (SSRO) is committed to achieving the targets for PY3.

In preparation for PY3 implementation, the PY2 annual work plan (RKT) evaluation has been completed, and the PY3 RKT development has been presented to the national technical team. The PY3 RKT is in the process of being signed in each city/district and is targeted for completion before the end of PY2.

Overall, the PY2 achievements from the SSRO include five new and/or revised laws, policies, regulations, or agreements in place; one social inclusion and public accountability (SIPA) measure implemented by supported institutions; US\$2,012,000 mobilized to the water and sanitation sectors; two institutions with improved capacity to assess or address climate change risks; 110 people trained to advance outcomes consistent with gender equality or female empowerment through their roles in public or private sector institutions or organizations; and 1,892 people reached through SBC campaigns promoting WASH and WRM resilience.

Based on the results of the Governance Index, Sanitation Index, PDAM Index, and local government budgets (APBD) tracking tool, the following RKT activities will be carried out in the targeted cities/districts in PY3:

- Assist the development of WASH and WRM-related regulations.
- Provide technical assistance on NRW reduction.
- Support development of the Drinking Water Supply System Master Plan (RISPAM).
- Provide technical assistance in preparing inclusive customer relations (GESI) SOPs.
- Provide technical assistance for optimizing chlorination systems based on the results of the mapping analysis of safe drinking water.
- Assist in the preparation of RPAM documents.
- Support the implementation of the Mamminasata and Danau Sentani program.
- Advocate for the preparation of climate resilience planning documents, including the City Sanitation Strategy (SSK), Wastewater Management Master Plan (RISPAL), and feasibility study.
- Support UPTDs/BLUDs or Perumda Air Minum's implementation of the LLTT.
- Establish or strengthen WRM committees.
- Assess the existing condition of WRM and the preparation of the WRM MIS.
- Conduct Climate Change Vulnerability Assessment (CCVA).
- Implement urban community-based total sanitation (STBM) and promote safe drinking water and sanitation at the household level.
- Implement participatory monitoring and evaluation and conduct handwashing with soap (CTPS) survey.
- Assist and strengthen gender-responsive planning and budgeting (PPRG) preparation for Organizations of People with Disabilities (OPD) in the WASH sector and strengthen the Gender Mainstreaming Working Group (Pokja PUG).
- Together with the Office of Communications and Informatics (Diskominfo), journalists, influencers, and the community, build awareness about WASH and WRM issues.

The activities at the community level will continue with an additional two new sites in each city/district, bringing the total number of assisted communities to 28.

## 5. PROGRAM MANAGEMENT

### 5.1. INTRODUCTION

The scope of USAID IUWASH Tangguh covers two sectors: WASH (Water, Sanitation, and Hygiene) and WRM (Water Resources Management). According to the strategic framework of USAID IUWASH Tangguh, known as IRIS (Integrated Resilience IUWASH System), these two sectors collaborate to mutually sustain WASH services. Project operations entails a complex endeavor, not only interconnecting these sectors but also involving activities in 38 cities and districts across 10 provinces. In this section, we describe various aspects of project management to plan and support project implementation. These areas encompass general project management, personnel recruitment plans, sub-contracting plans, coordination with the USAID IUWASH Tangguh Executing Agency and Technical team at the national level, coordination with the USAID/Indonesia team, project reporting, Monitoring, Evaluation, and Learning (MEL), and environmental compliance.

### 5.2. GENERAL PROJECT MANAGEMENT

In the third year of project implementation (PY3), the USAID IUWASH Tangguh team aims to achieve more results to meet the PY3 targets. The strong foundation established in PY2 will serve as a solid basis for achieving further progress. At this point, project management will continue to prioritize clear organizational and management structures to ensure effective project implementation, particularly in carrying out technical component activities while utilizing an operational system that facilitates compliance with all relevant rules and regulations. This applied principle is essential for maintaining a high standard of project implementation and ensuring success in achieving more results this year. The approach to general project management is centered on establishing clear lines of authority among team members to enable excellent technical oversight, supportive project management, and the integration of key cross-cutting elements. A detailed organizational chart for the project's national and regional offices is presented based on the final status of project recruitment in all regional and national offices.

#### 5.2.1. MANAGEMENT PLAN

Following the full operation of USAID IUWASH Tangguh in PY2, the Deputy Chief of Party (DCOP) – Operations will continue to lead the financial and administrative aspects of the project. While the Deputy Chief of Party – Technical will continue to lead on assuring the technical aspects of project implementation. His main task is to assure the integration among the objective teams in order to effectively achieve the PY3 target. PY3 of project implementation focuses on supporting the technical team to achieve more results. The management plan for PY3 will:

- Maintain the quality of operational activities and support the increased needs of project teams to meet local requirements.
- Continue to implement clear lines of authority, with the most senior advisors at national and regional levels providing overall direction in their respective technical and management areas within the project.
- Enhance coordination among national partners to establish robust technical plans led by senior objective teams with support from the management team. This effort commenced during the development of PY3 RKT (Annual Workplan) at the city and district levels. The Objective Leads, with support from the management team, will coordinate with key

ministries, other stakeholders, and local parliament members to synchronize programs aimed at expanding access to safely managed drinking water and sanitation services.

- Leverage additional support from external sources to implement PY3 RKT activities in both WASH and WRM programs. This support should not only come from the private sector but also from existing stakeholders with key roles in the development program planning, including local parliament representatives.
- Ensure increased integration of WASH and WRM sectors throughout all activities, both at the regional and national levels. This integration will be emphasized from the planning stage of LG and ministries' development programs through to program implementation.
- Provide support for follow-up activities (post baseline results) of Impact Evaluation activities conducted by external teams.

The following sections provide additional details about the organizational structure at the national and regional levels.

## • **NATIONAL OFFICE**

The USAID IUWASH Tangguh team responsible for implementing program activities in PY3 comes from national regional offices. The national office team plays a pivotal role in ensuring effective coordination with key national counterparts for all project activities at the national level. Additionally, they manage coordination and maintain relationships with USAID, central government counterparts, and other partners operating at the national level, including other donors and private sectors. All members of the national teamwork at the USAID IUWASH Tangguh Jakarta Office. This office serves as the base for the project's designated five key personnel, objective leads, senior technical National Coordinators, and specialists, as well as lead finance and administrative personnel. Activities at the provincial, city, and district levels receive support from the USAID IUWASH Tangguh Regional Offices. The Regional Team plays a crucial role in providing technical assistance activities as planned at the local level.

To ensure coordination between national and regional teams in support of project implementation, the USAID IUWASH Tangguh Management Team decentralizes implementation across technical components and regional teams. The objective and Regional Teams will ensure the development of a strategic approach at the national level while customizing it to the local context in each project area. This decentralized approach will be facilitated by frequent and open communication among team members, enabling project team members to share lessons learned and technical knowledge among different objective team members. National team members will frequently travel to the regions to provide targeted technical support, ensure that USAID IUWASH Tangguh activities proceed as planned, gather lessons learned and best practices, and collaborate with regional managers to maximize opportunities for leveraging technical assistance and support from within the project, other donor projects, the private sector, and other partners.

Specifically, the role of the National office in PY3 will include:

- Ensuring the implementation of an overall strategic technical approach and providing technical directions to USAID IUWASH Tangguh regional teams based on the results of baseline indices (Governance, APBD, PDAM, and Sanitation indices), which serve as the basis for the development of PY3 RKT/AWP.

- Strengthening integration among objectives by applying the IRIS strategic framework, including the integration of five principles of USAID IUWASH Tangguh, such as PSE (private sector engagement), GESI (gender equality and social inclusion), alignment and coordination, CLA (collaborating, learning, and adapting), and sustainability and capacity building. This integration will support the acceleration of achieving increased access to safely managed drinking water and sanitation services.
- Enhancing coordination with the national counterpart of the Government of Indonesia, especially Bappenas and its Technical Team (the Ministry of Public Works, the Ministry of Health, the Ministry of Home Affairs) and other ministries outside the Technical Team (Ministry of Environment and Forestry and Ministry of Finance). Within the ministerial members of the Technical Team, we also will continue to coordinate with other directorates that are not members of the Technical Team such as the Directorate of Implementation of Infrastructure Financing for Settlement Area under Directorate General of Infrastructure Financing of Ministry of Public Works and Housing; Directorate of BUMD/BLUD of Directorate General of Regional Finance (Keuangan Daerah) of Ministry Home Affairs. This coordination aimed to leverage more support from GOI national programs and partnerships with other donors and partners.
- Coordinating with other WASH projects and initiatives and actively participating in donor coordination meetings.
- Maintaining coordination with other USAID projects (USAID ERAT, USAID SEGAR, USAID SINAR, USAID WASHFIT, USAID IUWASH Pasar) to implement partnership programs and initiate additional partnerships with other USAID projects as needed.
- Collaborating with the Communication team to develop success stories, best practices, lessons learned, and innovations.
- Working with the MEL team to monitor and evaluate project performance, especially in implementing Beneficiaries' Feedback and Pause and Reflect approaches to strengthen the follow-on project in PY3.
- Ensuring that all offices adhere to common standards and approaches in project activities, particularly in overseeing USAID IUWASH Tangguh administration and finances. The national team will also ensure that the project complies with USAID and DAI policies and procedures, including IT security, ethics, and compliance.

## - **REGIONAL OFFICES**

The USAID IUWASH Tangguh team has successfully completed full operations in all five regions. This operational phase includes various key aspects such as establishing regional offices, filling all staffing positions, and procuring all necessary office equipment. This readiness on the operational front is expected to greatly facilitate the smooth implementation of the project at the regional level.

Regarding the regional offices, each one is strategically located in capital cities that boast reliable access to Jakarta, the national office, and are conveniently positioned near clusters of assisted cities and districts. As originally planned, the operations in PY3 will continue with the presence of five regional offices and the addition of three satellite offices embedded within three of these regional offices. For more detailed information on the USAID IUWASH Tangguh regional offices, please refer to Exhibit 32.

**Exhibit 32. USAID IUWASH Tangguh Satellite Offices**

No	Regional Office	Location	Satellite Office
1	North Sumatra	Medan city	-
2	West Java/DKI Jakarta/Banten (WJDB)	Jakarta city	West Kalimantan province
3	Central Java	Surakarta city	-
4	East Java	Surabaya city	East Nusa Tenggara province
5	South Sulawesi	Makassar city	Papua province

Regional offices play a significant role in ensuring the smooth implementation of project activities at the local level. The leadership of the USAID IUWASH Tangguh Regional Managers is crucial in overseeing the operations of these regional offices. Most of these Regional Managers are highly experienced Indonesian experts and are well-known to our partner local governments. Their primary role is to guide the technical teams in executing project activities based on the agreed-upon Annual Workplan for PY3.

The regional teams are responsible for day-to-day activity implementation and directly engage with subnational government entities to incorporate WASH and WRM considerations into relevant planning, budgeting, and operational processes. The PY3 Annual Workplan/RKT was developed in the final quarter of PY2 and is a mandatory document in accordance with the regulation No 25/2020 issued by the Ministry of Home Affairs (Permendagri 25/2020). This RKT will be signed by representatives of the assisted local government partner, the COP of USAID IUWASH Tangguh, and will be witnessed by the Provincial Government and Bappenas, serving as the Executing Agency of GIA UWASSH (Grant Implementation Agreement of Urban Water, Sanitation, Solid Waste, and Hygiene).

To establish an effective and efficient management system, Regional Managers have the authority to make decisions and oversee project implementation at the city/district level. Their authority is based on the approved PY3 Annual Workplan activities and budget. Regional Managers will lead the regional teams in day-to-day communications with project partners at the regional level, with support from national staff based in the Jakarta office. National staff will make regular visits to the region as needed by the Regional Team. Additionally, Regional Managers and regional technical staff will participate in project coordination activities for both technical and administrative matters. Coordination meetings will be organized virtually or face-to-face and are designed to strengthen the implementation of the program framework, facilitate the sharing of lessons learned, and address specific issues and challenges that arise during project implementation.

This operational system fosters open communication, strong team building, adaptive management, and team cohesion within USAID IUWASH Tangguh. The management team continues to leverage virtual mechanisms to support project implementation at the regional level. Virtual events will be conducted using online platforms such as Microsoft Teams, Zoom, Google Meet, and others as needed to facilitate sharing sessions among project team members.

### **5.3. INTERNAL COORDINATION WITHIN THE USAID IUWASH TANGGUH TEAM**

In addition to the national-regional coordination described above, the USAID IUWASH Tangguh Management Team will implement several mechanisms to support the smooth operation of project



implementation. Strong internal coordination is essential to foster team cohesion, open communication, and adaptive management. This approach enables maximum collaboration among internal teams to tailor project activities to the local context. These exchanges will be facilitated through recurring web-based video check-ins and joint project planning among objective teams across regions. This mechanism continues to be implemented based on lessons learned from PY2, demonstrating its ongoing relevance and effectiveness in supporting internal project implementation.

The section below outlines activities and approaches for internal coordination within the USAID IUWASH Tangguh team.

### 5.3.1. RELATIONSHIP BETWEEN THE PROJECT AND DAI HOME OFFICE

To support PY3 implementation, both in technical and operational aspects, the USAID IUWASH Tangguh team will receive strong support from DAI's home office (HO) team. This support is focused on maintaining the quality of project implementation, especially as the project aims to successfully achieve its PY3 targets. The USAID IUWASH Tangguh management team will lead coordination with the HO team during the implementation phase. Several mechanisms are planned for the support from the DAI HO Team, including:

- Regular check-in calls.
- Quarterly project reviews with the COP and DCOPs.
- Specific calls and meetings for specific needs.
- Direct in-country support for project activities.

These coordination mechanisms aim to ensure that the Management Team has the support and resources needed to manage the implementation of USAID IUWASH Tangguh activities effectively and to meet or exceed USAID's expectations. The topics discussed in these mechanisms cover various aspects of project implementation, including technical highlights, finance, contracts, procurement, Information and Management Technology, human resources, and communication. As part of DAI HO Team's regular support activities, client satisfaction meetings with the TOCOR (Technical Officer and Contracting Officer's Representative) are conducted to help ensure that the project meets or exceeds USAID's expectations. These meetings are planned to be held twice a year. In the technical aspect, it is common for the DAI HO Technical Team to provide on-demand technical support throughout project implementation.

### 5.3.2. MATRIX MANAGEMENT

Project activities in PY3 will continue to operate in 38 assisted cities and districts across 10 provinces, supported by five regional office teams and one national team. This operation involves a complex project operation due to a large, dispersed team working in the WASH and WRM sectors, as well as various cross-cutting areas. To ensure smooth operation and achieve results, the USAID IUWASH Tangguh Management Team applies a "matrix management" structure to facilitate effective communication and coordination within the team.

USAID IUWASH Tangguh's matrixed structure aims to maximize resource utilization and apply consistent approaches and techniques across different sites. Coordination at the regional level will be led by the Regional Managers, while technical coordination will be led by the objective leads at the national level. For example, an urban sanitation specialist in a regional office will report first to the Regional Manager and secondarily to the Objective Lead 2-Sanitation and the National Coordinator of Urban Sanitation in Jakarta. Similarly, a regional accountant will report directly to the

Regional Manager with secondary oversight provided by the Finance Officer in Jakarta.. More details on matrix management are provided in Annex 3.

### 5.3.3. MANAGEMENT AND COMPLIANCE SYSTEM

The management and compliance system of USAID IUWASH Tangguh has been developed since the first day of project implementation and was completed at the end of the quick mobilization phase of the project. In PY3, the USAID IUWASH Tangguh management team continues to apply the developed management and compliance system. Below are detailed plans to further enhance the development of the management and compliance system:

- **Technical and Administrative Management Information System (TAMIS):** TAMIS is a customizable, secure database that serves as a workflow management and reporting tool, integrating activity management, project administration, impact and performance monitoring, and streamlining subcontract and grant management, among other tasks. In PY3, the system will be maintained to ensure its effective functioning to support technical and operational aspects. DAI HO's backstop team, led by Ms. Tanja Lumba and based in Manila, Philippines, will continue to provide support for maintaining and modifying TAMIS as needed.
- **IT Infrastructure and Systems:** The IT Team will continue to focus on providing project equipment that complies with DAI IT policies and procedures. Their work in this area will also involve maintaining and monitoring the full function of the IT systems for national and regional offices. The IT team will receive support from DAI HO IT team, particularly in troubleshooting IT-related issues. Additionally, the IT team will prioritize the security of IT-related operations.
- **DAI's Accounting System (vFER):** vFER is an excel-based application used for managing USAID IUWASH Tangguh vendors, day-to-day expenses, and monthly payroll. This system will continue to be utilized to support the implementation of USAID IUWASH Tangguh. In PY3, the DCOP plans to conduct a refresher training for the Finance Team to enhance their proficiency in using the vFER system across offices. This training will also focus on improving the capacity of the finance team, especially for new staff members.
- **Field Operations Manual (FOM):** The FOM, developed in PY1, will continue to be used as a central resource for all USAID IUWASH Tangguh policies, procedures, work instructions, and forms. The DCOP-Operations will oversee the maintenance of the FOM's implementation and conduct regular reviews as needed to accommodate changes or adjustments in response to evolving GOI and US Government requirements and regulations.
- **Financial Management System:** The USAID IUWASH Tangguh Financial Team will continue to prepare monthly financial reports, which will be used to generate monthly budget pipelines and monthly invoices for USAID. To prepare these reports, the team will coordinate with the Regional Accountants to upload daily expenses into vFER. They will also collaborate with the technical team to project and track spending for project activities. The project's financial report will be used to develop the BAST (Biannual Sustainability Transition) report.

#### 5.3.4. PROJECT PROCUREMENT

The increase in the number of activities in PY3 will necessitate an increase in procurement activities. These procurements will include both commodities and services. It's worth noting that the procurement of IT-related equipment will be less in PY3, as most of it was completed in PY2. In the event that there is a need to purchase new IT-related equipment, especially for items equal to or greater than \$500 in value, it's essential to ensure that USAID IUWASH Tangguh requests a modification of the procurement plan and obtains MCIO (Mission Contracting and Information Officer) approval. In day-to-day operations, all procurement activities, backup documentation, and approval records will be recorded in the USAID IUWASH Tangguh TAMIS.

Exhibit 33 below provides detailed activities planned in PY3 for the general project management activities.

Exhibit 33. Project Management Main Programs for PY3						
ACTIVITY	INPUT	OUTPUTS	YEAR 3 TIMEFRAME			
			Q 1	Q 2	Q 3	Q 4
Recruit project staff especially for STTA or replacement LTTA if any	Meeting, LTTA	STTA and LTTA if any are hired and on-boarded				
Conduct Ethics, Anti-Discrimination and similar staff training	Meeting, LTTA	Establish improved understanding of appropriate business behavior working under USAID				
Refresher training for operation staff	Training, LTTA	Capacity of operation team improved				
Visits to regions by national operations staff for training/monitoring	Meeting, LTTA	Strengthen understanding of all on-boarded team members, and improved levels of compliance with policies and procedures				
Regular Weekly Meeting of Senior Management Teams	Meeting, LTTA	Day-to-day issues raised affected project management discussed and solved				
Regional Managers' Coordination Meeting	Meeting, LTTA	Critical Issue raised and important topics discussed with regional team				
Maintain USAID IUWASH Tangguh Technical and Administrative Management Information System (TAMIS)	Meeting, LTTA, STTA	Project TAMIS is maintained to meet USAID IUWASH Tangguh technical and operational needs				
Apply USAID IUWASH Tangguh Field Operations Manual	Meeting, LTTA	Operational manual for USAID IUWASH Tangguh project implemented				
Maintain IT infrastructure and systems	Meeting, LTTA, STTA	IT equipment function well to support the project operation at Jakarta and regional offices				
Monitoring Field Accounting System (FAS)	Meeting, LTTA, STTA	Project financial system is used by trained finance staff				
Submit monthly USAID IUWASH Tangguh budget pipeline	Desk work, LTTA	Monthly USAID IUWASH Tangguh budget pipeline submitted				
Submit monthly USAID IUWASH Tangguh invoice	Desk work, LTTA	Monthly USAID IUWASH Tangguh invoice submitted				

## 5.4. HUMAN RESOURCE ACTIVITY PLAN

Since all positions planned in the project proposal and additional LTТА positions have been filled in PY2, the Human Resource (HR) team's focus in PY3 will be on recruiting STTAs as planned by the technical team. Recruitment of LTТА staff will be conducted only if replacements are needed due to unexpected circumstances. Another significant activity for the HR team in PY3 is the implementation of the annual performance review using the tool developed in PY2. This tool is a 360-degree review that aligns with DAI's standard performance review system. It was applied in the annual performance review in PY2 and will continue to be used in PY3.

## 5.5. SUB-CONTRACTOR PLAN

In PY3, support from the two main subcontractors of USAID IUWASH Tangguh, namely Planet Partnerships and the Solstice Institute LLC (mWater), will increase. Recruitment of LTТА staff has mostly been completed in PY2. In PY3, USAID IUWASH Tangguh will focus on meeting the needs of subcontractors. As planned, Planet Partnerships will concentrate on developing the project's private sector engagement (PSE) strategy and implementing WASH and WRM finance activities, which are currently a high focus of all objectives of USAID IUWASH Tangguh. The work supported by the Solstice Institute is also expanding, with significant support needed to follow up on PY2 activities completed to support the objectives' work.

## 5.6. COORDINATION WITH THE USAID IUWASH TANGGUH EXECUTING AGENCY AND TECHNICAL TEAM AT NATIONAL LEVEL

The support from the USAID IUWASH Tangguh GOI Technical team resulted in great achievements in PY2. This GOI Technical Team is led by Bappenas, serving as the Executing Agency. The team includes two directorates under the Ministry of Public Works and Housing (Directorate of Drinking Water and Directorate of Sanitation), the Ministry of Health, and the Ministry of Home Affairs. In PY3, the support from the GOI Technical Team goes beyond coordinating program activities in 38 cities and districts and synchronizing key ministries' programs; the team will also be closely involved in supporting program implementation in these areas. The exhibit below presents a timeline for coordination activities at the national level.

**Exhibit 34. PY2 Coordination Activity with the Executing Agency and Technical Team at National Level.**

ACTIVITY	INPUT	OUTPUTS	YEAR 3 TIMEFRAME			
			1 <sup>Q</sup>	2 <sup>Q</sup>	3 <sup>Q</sup>	4 <sup>Q</sup>
Consultation on Life-of-Project and PY3/PY4 activities	LTТА, meeting	Framework of Five-Year Program reviewed and PY3/PY4 activities discussed with national partners				
Technical Team Coordination Meeting	LTТА, meeting	Progress of USAID IUWASH Tangguh project shared and planning for the next quarter completed				
Monitoring visit to USAID IUWASH Tangguh site	LTТА, meeting and field visit	Progress of USAID IUWASH Tangguh project monitored, and challenges raised and discussed				

**Exhibit 34. PY2 Coordination Activity with the Executing Agency and Technical Team at National Level.**

ACTIVITY	INPUT	OUTPUTS	YEAR 3 TIMEFRAME			
			Q-1	Q-2	Q-3	Q-4
Echelon 2 Meeting	LTТА, meeting	Progress of USAID IUWASH Tangguh project shared, and strategic support discussed with the decision makers				
Coordination on Annual Workplan ( <i>Rencana Kerja Tahunan/RKT</i> ) developed by LG partners	LTТА, meeting	Inputs and comments for the Annual Workplan ( <i>Rencana Kerja Tahunan/RKT</i> ) developed by LG partners collected to improve the document				
BAST Reporting of PY2 project activities	LTТА, meeting and review report	BAST of PY2 project activities submitted and approved				

## 5.7. COORDINATION WITH THE USAID INDONESIA TEAM

The coordination between USAID IUWASH Tangguh and TOCOR/TOACOR (Task Order Contracting Officer's Representative/ Task Order Alternate Contracting Officer's Representative) is a fundamental aspect of the project's operation. This coordination is not solely about reporting the progress of USAID IUWASH Tangguh but also aims to leverage additional support for achieving greater results and impact in the implementation of USAID IUWASH Tangguh. To conduct these coordination activities, the following steps will be taken:

- **Ensuring Consistent High-Quality Technical Assistance:** The project will focus on consistently delivering high-quality technical assistance that meets USAID's expectations while maintaining compliance with rules and regulations.
- **Strengthening Coordination and Collaboration:** Collaboration with other USAID projects is vital, as it allows for the efficient use of U.S. taxpayer resources to collectively achieve development impact.
- **Promoting Best Practices and Lessons Learned:** The project will actively share best practices and lessons learned within the USAID network on a global scale.
- **Collaboration with Other USAID Partners:** In PY3, USAID IUWASH Tangguh will implement several collaborative programs with USAID ERAT, USAID SEGAR, USAID SINAR, and WASHFIT.
- **Informing USAID/Indonesia:** The project will ensure that USAID/Indonesia is well-informed about project activities and success stories by producing a weekly highlight story for distribution within the USAID network.

An exhibit below summarizes the PY3 coordination activities with the USAID/Indonesia Team.

**Exhibit 35. PY3 Coordination Activity with the USAID/Indonesia Team**

ACTIVITY	INPUT	OUTPUTS	YEAR 2 TIMEFRAME			
			1 <sup>Q</sup>	2 <sup>Q</sup>	3 <sup>Q</sup>	4 <sup>Q</sup>
Biweekly Meeting with USAID/Indonesia Team	Meeting, LTТА	<ul style="list-style-type: none"> <li>Day-to-day issues raised affected project implementation discussed and solved</li> <li>High level events involved USAID/Indonesia participation discussed</li> </ul>				
Coordination Meeting with relevant other USAID projects	Meeting, Workshop, LTТА	Potential collaboration with other USAID projects identified and implemented				
Writing Weekly Highlight Story	Story writing, LTТА	Interested stories written as the weekly highlight and shared widely within USAID internal network				

## 5.8. PROJECT COMMUNICATION AND OUTREACH

Capturing project activities and sharing successes in an impactful way require relevance and access. Knowledge products must be both pertinent to the information needs and challenges of stakeholders and easily searchable and accessible.

The program communications and outreach team will work closely with the objective teams at the national and regional levels, as well as with the regional Communications and Outreach Specialists (COS), to develop and produce information, education, and communications (IEC) materials and channels that update key stakeholders and relevant target audiences about project activities and accomplishments, including supporting the implementation of project events.

For dissemination, the program will optimize the use of online-based communication channels, such as its website, digital platforms, and social media platforms that are conducive to viewing via mobile phones. These platforms will be used by USAID IUWASH Tangguh to cross-promote the program's activities, events, behavior change campaigns, as well as engage and educate the public on climate-resilient safely managed drinking water and sanitation issues.

The program will ensure that all activities and products meet the appropriate quality standards and follow the USAID branding and marketing guidelines before public dissemination.

The program communications and outreach activities in PY3 will include the following:

- **Approval of the USAID IUWASH Tangguh website.** The program will closely coordinate with the USAID Governance Board to ensure that the website complies with all applicable security, accessibility, and privacy policies and branding guidelines under federal laws and USAID regulations. Once approved, the website will serve as one of the program's key online communications tools to disseminate program and outreach materials and activities, as well as to



share successes and lessons learned. The program will continuously maintain and update the website in a timely manner to guarantee that information about USAID IUWASH Tangguh is accurate and current. The bilingual website will provide its targeted audience with a variety of content, including, but not limited to, general project information, articles on USAID IUWASH Tangguh's activities, progress, and achievements, audio visual products, technical and non-technical publications, and the periodical e-newsletter.

- **Quarterly E-newsletter.** The e-newsletter will keep USAID IUWASH Tangguh's targeted audience informed about the program's developments and accomplishments. The bilingual publication will help the program directly connect with national and regional government counterparts, international development partners, academia, and civil society, among other key stakeholders. The program will circulate the newsletter through an email-based mailing list, WhatsApp groups, and cross promote its content through social media.
- **Social Media.** USAID IUWASH Tangguh will engage the public by posting relevant materials through the program's Instagram, Facebook, Twitter, and YouTube accounts. Building on USAID IUWASH PLUS social media platforms, the program's media channels have successfully attracted a large group of dedicated followers in Indonesia. The program will ramp up engagement, diversify the content, and continue to use these platforms but with an emphasis on Instagram and YouTube—two platforms which have shown considerable potential and growth. In addition, USAID IUWASH Tangguh will revitalize public service announcements (PSAs), video clips, and short animations created under USAID IUWASH PLUS and capitalize on senior project staff's accounts on LinkedIn, the largest professional networking platform, to promote its work to the wider international audience. Starting from PY3, all social media handles will be regularly updated and managed by the National Coordinator for Outreach and Media (link to task 4.2.2) in the newly reorganized communications team. The National Coordinator will be assisted by a social media audio visual consultant.
- **Develop audio visual and digital media products.** In PY3, the communications and outreach team will work in collaboration with the MEL and Objective 4 teams to produce varied content for learning and outreach activities, such as video presentations, infographics, simple educational videos, and podcast programs for the digital and social media platforms. On top of that, the team will also hire a videographer consultant to produce a series of featured short videos that illustrate the impact of the program. These digital contents are expected to drive viewership, particularly on the USAID IUWASH Tangguh YouTube channel.
- **Develop program-related IEC products and stories.** In coordination with the objective teams, the team will support the program and outreach activities through the production and dissemination of communications and outreach products via digital platforms and various offline events. In PY3, the team will produce programmatic and regional factsheets, banners, and other relevant IEC materials, as well as impact stories, human interest stories, news for project reports, an e-newsletter, and website. The team will also support the production of event materials for regional/national events, behavior change campaigns, and field visits.
- **Periodical reports and product deliverables.** The team will support the development of project reports and deliverables for submission to USAID, as scheduled. The project reports include Quarterly Progress Reports (QPRs), Annual Progress Reports (APRs), Annual Work Plans, technical reports, and weekly highlights.

- **Public Outreach.** The communications and outreach team will work with the Objective 4 team, COS, and the regional management teams to support public outreach activities and a communications campaign. The project will raise awareness and change behavior for the program's safe sanitation and drinking water objectives using effective social media and podcast optimization.
  - Collaborate with local media channels, influencers, non-government organizations, and content providers, to develop WASH and WRM content.
  - Facilitate site visits, journalist live-ins, and media discussions with content creators and influencers to develop inclusive WASH and WRM campaigns.
  - Assist communities to establish citizen journalists.
  - Advocate the Ministry of Communication and Information Technology (MCIT) to promote WASH and WRM content.
  - Commemorate national and international days celebrations, among them:
    - Global Hand Washing Day, October 15
    - National Health Day, November 12
    - World Toilet Day, November 19
    - World Water Forum 2024, May 18-24
    - World Water Day, March 22
    - World Health Day, April 7
    - Earth Day, April 22
    - World Environment Day, June 5
    - National Rivers Day, July 27
    - World Water Week, August 20-24
    - World Rivers Day, last week of September
- **Event Support.**
  - High-level and VIP Events: continue to provide on-demand support for organizing United States Government (USG) and GOI high-level events and site visits. In coordination with USAID Development Outreach Communications and the Regional Management teams, this includes developing briefing materials, presentations, press releases, media handling, talking points, social media posts and on-site documentation, among other support.
  - Objective team WASH and WRM events: provide on-demand communications and outreach support at workshops, trainings, webinars, forums—both online/offline, and hybrid. Develop and disseminate IEC materials, including program analyses, lessons learned, best practices, and achievements in coordination with the national/regional program specialists.
- **Global Audience Reach.** The program will work with USAID Indonesia to lead the development of feature articles that cater to global audiences. These articles will offer an in-depth look into issues and share best practices, and lessons learned from the program's approaches. USAID IUWASH Tangguh will pitch these English-language narratives for publication to USAID online portals, such as Global Waters, Urban Links, and Climate Links, and USAID Exposure.

- **Co-branding and branding exemption requests** for the products and events supported by USAID IUWASH Tangguh for its activities with the national and regional governments. The program anticipates the needs for co-branding and branding exemption as follows:
  - Co-branding: Events/activities and publications held and produced jointly between USAID IUWASH Tangguh and the national/regional governments, institutions, private sector, donors, and other relevant WASH and WRM partners would require co-branding for its event and informational materials and publications.

Branding exemption: On certain occasions, USAID IUWASH Tangguh receives specific requests to support GOI events and/or publications production. However, because the GOI must have the full ownership of events/publications, USAID branding could not be applied. For PY3, USAID IUWASH Tangguh has not been able to identify and submit a list of potential exceptions and, therefore, would submit request for branding exemption to COR on a case-by-case basis depending on the GOI request for specific support.

**Exhibit 36. Program Communications and Outreach PY3 Activities and Timelines**

SUB-TASK	INPUTS	OUTPUTS	YEAR 3 TIMEFRAME												
			OCT	NOV	DEC	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEP	YEAR 4 (CONT’
USAID IUWASH Tangguh website	Regular vulnerability checks, content updates	Website approved and visitors Increased													
Quarterly E-newsletter	Mailing list, WhatsApp groups	Reach, subscribers, and open rate increased													
Social media	Instagram, Facebook, YouTube, Twitter	Engagement increased, content diversified, platform refocused													
Develop audio visual and digital media products	Desktop publication,	Short video clips for social media and newsletters, and infographics, produced													
Develop program talk shows with external parties	Podcast studio, offsite studio	Program podcast and talk shows conducted													
Develop impact short documentary videos for WASH	External resources	Impact videos produced													
Develop program-related IEC products and stories	Desktop publication	Factsheets, banners city/district profiles, etc. produced, success stories published													
Periodical reports and product deliverables	Desktop publication	Weekly highlights, QPRs, APRs, AWP, and other reports submitted													
Public outreach	Social media, traditional media, online/offline events	SBC campaign supported, mass media, stakeholder collaboration engaged, commemorative days celebrated													
Event support	Social media, traditional media, online/offline events	High level, VIP events supported Obj team WASH, WRM supported													
Global audience reach	Online publication	Feature articles published													
Co-branding and branding exemption	Social media, traditional media, online/offline events	USAID branding/co-branding upheld, Branding exemption implemented													

## 5.9. ENVIRONMENTAL COMPLIANCE

USAID IUWASH Tangguh interventions are primarily focused on capacity building, promotion, training, and technical assistance. There will be no construction activities directly paid for by the project. However, USAID IUWASH Tangguh will facilitate investment in construction activities from the LG and private sector partners. Given that construction activities fundamentally involve changes to both the natural and built environment, USAID IUWASH Tangguh abides by the US Government's environmental compliance policies and procedures as set forth Title 22, Code of Federal Regulations, Part 216 (22 CFR 216). As regulated under the Initial Environmental Examination (IEE) for USAID IUWASH Tangguh developed in February 2022, all project activities must be screened for environmental risk. The IEE of USAID IUWASH Tangguh provides first review of reasonably foreseeable environmental effects and climate risk ratings and recommends a Threshold Decision for USAID IUWASH Tangguh. The IEE assesses potential environmental impacts and makes recommended determinations by activity type organized around the project's objectives. The IEE concluded that certain activities anticipated under USAID IUWASH Tangguh merited a "categorical exclusion" per Title 22, Code of Federal Regulations, Part 216 (22CFR216) while construction activities by partners will fall into the category of "negative determination with conditions".

Pursuant to 22 CFR 216.2(c)(2), activities recommended for Categorical Exclusion (activities that do not have an effect on the natural or physical environment) include:

- Education, technical assistance, or training programs except to the extent such programs include activities directly affecting the environment (such as construction of facilities, etc.)
- Analyses, studies, academic, or research workshops and meetings
- Document and information transfers
- Studies, projects, or programs intended to develop the capability of recipient countries to engage in developing planning, except to the extent designed to result in activities directly affecting the environment.

Activities are considered as negative determination without condition (NDWC) if the activity has potential adverse effects, but which can be mitigated and monitored with normal good practices. As stated in the IEE, several outcomes are considered as categorical exclusion and NDWC, so the activities under these outcomes are potentially considered as NDWC:

- Outcome 1.1. Safely managed WASH and water security/WRM policies and regulation created or improved, implemented, monitored, and enforced at the national and regional government levels.
- Outcome 2.2. Performance of drinking water and sanitation service providers increased.
- Outcome 2.3. City-wide inclusive, climate-resilient, and financially viable WASH and WRM institutional arrangements and service models established and expanded.
- Outcome 3.1. Improved water quality, quantity, and reliability in watersheds which supply raw water for drinking water services.

- Outcome 3.3. Expanded information, analysis, and advocacy for climate-resilient decision making in policy, programs, and operations.
- Outcome 4.1. Latrine use, maintenance, and desludging behaviors adopted and become social regulated norms.
- Outcome 2.3. City-wide inclusive, climate-resilient, and financially viable WASH and WRM institutional arrangements and service models established and expanded.
- Outcome 3.1. Improved water quality, quantity, and reliability in watersheds which supply raw water for drinking water services.
- Outcome 3.2. Increased accountability and equity in WRM and climate-resilient WASH regulatory and management arrangements.
- Outcome 3.3. Expanded information, analysis, and advocacy for climate-resilient decision making in policy, programs, and operations.
- Outcome 3.4. Strengthened national and subnational GOI WRM policy, guidance, and programs to support resilient drinking water services.
- Outcome 4.1. Latrine use, maintenance, and desludging behaviors adopted and become social regulated norms.

## ANNEXES

### ANNEX I: DETAILED PY3 TARGETS AND THE LIFE OF PROJECT TARGETS BY REGION

AMELP Performance Indicators	Target Over the Life of Activity	PY 1 Achievement	PY 2 Achievement	To Date Achievement	PY 3 Target			Estimated Total Achievement by End of PY3
					Region	Target	Total	
Objective I: Strengthened WASH and WRM Sector Governance and Financing								
IT I-1 (Output) Number of new and/or revised laws, policies, regulations, or agreements in place that promote access to improved WASH services	65	0	25	25	NSRO	2	10	35 (53.85%)
					WJDB	2		
					National	0		
					CJRO	2		
					EJRO	2		
					SSRO	2		
IT I-2 (Output) Number of public-private partnerships established with USAID support	50	0	9	9	NSRO	1	10	19 (38.00%)
					WJDB	3		
					National	0		
					CJRO	3		
					EJRO	2		
					SSRO	1		
IT I-3 (Output) Number of social inclusion and public accountability measures implemented by supported institutions	35	0	2	2	NSRO	3	8	10 (28.57%)
					WJDB	1		
					National	0		
					CJRO	1		
					EJRO	2		
					SSRO	1		



AMELP Performance Indicators	Target Over the Life of Activity	PY 1 Achievement	PY 2 Achievement	To Date Achievement	PY 3 Target			Estimated Total Achievement by End of PY3
					Region	Target	Total	
Objective 1: Strengthened WASH and WRM Sector Governance and Financing								
IT 1-4 (Outcome) Value of new funding mobilized to the water and sanitation sectors as a result of USG assistance [HL.8.4-1]	\$300M	0	\$9,960,888	\$9,960,888.34	NSRO	\$3,500,000	\$23,000,000	\$32,960,888.34 (10.99%)
					WJDB	\$2,566,667		
					National	\$0		
					CJRO	\$3,820,000		
					EJRO	\$6,280,066		
					SSRO	\$6,833,267		
IT 1-5 (Outcome) Change in overall budget appropriations for WASH and WRM by targeted local governments	20%	0	0	0	NSRO	5%	5%	5% (25.00%)
					WJDB	5%		
					National	0		
					CJRO	5%		
					EJRO	5%		
					SSRO	5%		
IT 1-6 (Outcome) Number of institutions strengthened to manage the urban environment	100	0	0	0	NSRO	5	25	25 (25.00%)
					WJDB	5		
					National	0		
					CJRO	5		
					EJRO	5		
					SSRO	5		
Objective 2: Increased Access to Poor-Inclusive, Climate-Resilient, Safely Managed Drinking Water and Sanitation Services								
IT 2-1 (Output) Number of WASH and WRM workers' skills and competencies improved as a result of USG assistance	5,000	0	1,269	1,269	NSRO	200	1,500	2,769 (55.38%)
					WJDB	300		
					National	60		
					CJRO	300		
					EJRO	370		
					SSRO	270		

AMELP Performance Indicators	Target Over the Life of Activity	PY 1 Achievement	PY 2 Achievement	To Date Achievement	PY 3 Target			Estimated Total Achievement by End of PY3
					Region	Target	Total	
Objective 2: Increased Access to Poor-Inclusive, Climate-Resilient, Safely Managed Drinking Water and Sanitation Services								
IT 2-2 (Output) Number of new financial/ operational and management tools developed by service providers as a result of USG assistance	10	0	3	3	NSRO	0	3	6 (60.00%)
					WJDB	0		
					National	3		
					CJRO	0		
					EJRO	0		
					SSRO	0		
IT 2-3 (Outcome) Number of people gaining access to a safely managed drinking water services as a result of USG assistance [HL.8.1-2]	1,500,000	0	0	0	NSRO	30,480	300,000	300,000 (20.00%)
					WJDB	138,920		
					National	0		
					CJRO	56,040		
					EJRO	49,460		
					SSRO	25,100		
IT 2-4 (Outcome) Number of people receiving improved service quality from an existing basic or safely managed drinking water service as a result of USG assistance [HL.8.1-3]	N/A	0	0	0	NSRO	N/A	N/A	N/A
					WJDB			
					National			
					CJRO			
					EJRO			
					SSRO			
IT 2-5 (Outcome) Number of people gaining access to safely managed sanitation services as a result of USG assistance. [HL.8.2-3]	1,000,000	0	0	0	NSRO	12,200	100,000	100,000 (10.00%)
					WJDB	19,400		
					National	0		
					CJRO	15,800		
					EJRO	40,600		
					SSRO	12,000		

AMELP Performance Indicators	Target Over the Life of Activity	PY 1 Achievement	PY 2 Achievement	To Date Achievement	PY 3 Target			Estimated Total Achievement by End of PY3
					Region	Target	Total	
Objective 2: Increased Access to Poor-Inclusive, Climate-Resilient, Safely Managed Drinking Water and Sanitation Services								
IT 2-6 (Output) Number of cities/districts implementing improved desludging services	35	0	3	3	NSRO	3	10	13 (37.14%)
					WJDB	1		
					National	0		
					CJRO	2		
					EJRO	2		
					SSRO	2		
IT 2-7 (Outcome) Number of water and sanitation services sector institutions strengthened to manage water resources or improve water supply and sanitation services as a result of USG assistance [HL.8.3-3]	100	0	0	0	NSRO	3	15	15 (15.00%)
					WJDB	3		
					National	0		
					CJRO	3		
					EJRO	3		
					SSRO	3		
Objective 3: Improved Water Resource Management to Support Resilient Drinking Water Services								
IT 3-1 (Output) Number of WRM policies, guidance, and programs to support resilient drinking water services [EG.11-3, EG.13-3]	60	0	4	4	NSRO	2	11	15 (25.00%)
					WJDB	3		
					National	0		
					CJRO	2		
					EJRO	2		
					SSRO	2		
IT 3-2a (Output) Number of institutions with management information systems and/or data management tools adopted as a result of USG assistance	40	0	14	14	NSRO	2	10	24 (60.00%)
					WJDB	2		
					National	0		
					CJRO	2		
					EJRO	2		
					SSRO	2		

AMELP Performance Indicators	Target Over the Life of Activity	PY 1 Achievement	PY 2 Achievement	To Date Achievement	PY 3 Target			Estimated Total Achievement by End of PY3
					Region	Target	Total	
Objective 3: Improved Water Resource Management to Support Resilient Drinking Water Services								
IT 3-2b (Output) Number of people from the institution using information and/or data management tools or implementing risk-reducing action to improve resilience to climate change	500	0	82	82	NSRO	30	150	232 (46.40%)
					WJDB	30		
					National	0		
					CJRO	30		
					EJRO	30		
					SSRO	30		
IT 3-3 (Output) Number of climate vulnerability assessment reports produced to support improvement of raw water sources of assisted PDAM	35	0	0	0	NSRO	3	20	20 (57.14%)
					WJDB	4		
					National	0		
					CJRO	4		
					EJRO	5		
					SSRO	4		
IT 3-4 (Outcome) Amount of investment mobilized for climate change adaptation as supported by USG assistance [EG.11-4]	\$10M	0	0	0	NSRO	\$533,333	\$2,000,000	\$2,000,000 (20.00%)
					WJDB	\$266,667		
					National	0		
					CJRO	\$675,000		
					EJRO	\$300,000		
					SSRO	\$225,000		
IT 3-5 (Outcome) Number of institutions with improved capacity to assess/address climate change risks supported by USG assistance [EG.11-2]	100	0	6	6	NSRO	4	24	30 (30.00%)
					WJDB	5		
					National	0		
					CJRO	5		
					EJRO	5		
					SSRO	5		

AMELP Performance Indicators	Target Over the Life of Activity	PY 1 Achievement	PY 2 Achievement	To Date Achievement	PY 3 Target			Estimated Total Achievement by End of PY3
					Region	Target	Total	
Objective 3: Improved Water Resource Management to Support Resilient Drinking Water Services								
IT 3-6 (Outcome) Number of people benefiting from adoption and implementation of measures to improve water resources management as a result of USG assistance [HL8.5-1]	300,000	0	0	0	NSRO	10,000	50,000	50,000 (16.67%)
					WJDB	11,500		
					National	0		
					CJRO	15,000		
					EJRO	10,000		
					SSRO	3,500		
IT 3-7 (Output) Number of people trained in climate change adaptation and sustainable landscapes supported by USG assistance [EG.11-1, EG.13-1]	5,000	0	1,054	1,054	NSRO	300	1,500	2,554 (51.08%)
					WJDB	300		
					National	0		
					CJRO	300		
					EJRO	300		
					SSRO	300		
Objective 4: Increased Adoption of Behaviors and Improved Women’s Participation and Leadership Roles that Contribute to Improvements in WASH and WRM								
IT 4-1 (Output) Number of people reached through SBC campaigns promoting WASH and WRM resilience	1,000,000	0	162,779	162,779	NSRO	30,000	150,000	312,779 (31.28%)
					WJDB	30,500		
					National	0		
					CJRO	32,500		
					EJRO	30,000		
					SSRO	27,000		
IT 4-2 (Output) Number of persons trained with USG assistance to advance outcomes consistent with gender equality or female empowerment through their roles in public or private sector institutions or organizations [GNDR-8]	5,000	0	1,206	1,206	NSRO	70	350	1,556 (31.12%)
					WJDB	54		
					National	0		
					CJRO	72		
					EJRO	100		
					SSRO	54		

AMELP Performance Indicators	Target Over the Life of Activity	PY 1 Achievement	PY 2 Achievement	To Date Achievement	PY 3 Target			Estimated Total Achievement by End of PY3
					Region	Target	Total	
Objective 4: Increased Adoption of Behaviors and Improved Women’s Participation and Leadership Roles that Contribute to Improvements in WASH and WRM								
IT 4-3 (Outcome) Percentage of households with soap and water at a handwashing station on premises [HL.8.2-5]	30%	0	0	0	NSRO	N/A	N/A	0 (0%)
					WJDB	N/A		
					National	N/A		
					CJRO	N/A		
					EJRO	N/A		
					SSRO	N/A		
IT 4-4 (Outcome) Percentage of participants reporting increased agreement with the concept that males and females should have equal access to social, economic, and political resources and opportunities [GNDR-4]	20%	0	14%	14%	NSRO	2%	2%	16%
					WJDB	2%		
					National	2%		
					CJRO	2%		
					EJRO	2%		
					SSRO	2%		

## ANNEX 2. REGIONAL TARGETS TOWARDS AMELP RESULTS

### NORTH SUMATRA

Indicator	LOA Target	City/District					Total	Remark
		Kota Medan	Kota Binjai	Kab. Deli Serdang	Kota Pematang Siantar	Kab. Simalungun		
Objective 1: Strengthened WASH and WRM Sector Governance and Financing								
IT 1-1 (Output) Number of new and/or revised laws, policies, regulations, or agreements in place that promote access to improved WASH services	65						2	Potential targets are regulations on domestic wastewater management unit establishment as BLUD in Deli Serdang and as UPTD in Simalungun
IT 1-2 (Output) Number of public-private partnerships established with USAID support	50						1	Potential target is from PPP between PDAM and private sector BPRS Pudu Arta Insani in Deli Serdang
IT 1-3 (Output) Number of social inclusion and public accountability measures implemented by supported institutions	35						3	Potential targets are from improvement of SIPA in Medan and Deli Serdang and PDAM and wastewater management customer complaint service or Lapor SP4N service on WASH & WRM in Pematang Siantar
IT 1-4 (Outcome) Value of new funding mobilized to the water and sanitation sectors as a result of USG assistance [HL.8.4-1]	\$300M	\$200,000	\$1,500,000	\$1,500,000	\$100,000	\$200,000	\$3,500,000	Amount of leveraging comes from public funding (APBD/ APBN) and PPP project
IT 1-5 (Outcome) Change in overall budget appropriations for WASH and WRM by targeted local governments	20%	5%					5%	Average target from all city/district is 5%
IT 1-6 (Outcome) Number of institutions strengthened to manage the urban environment	100						5	Potential targets are from Working Group of WASH and Local Government Office



Indicator	LOA Target	City/District					Total	Remark
		Kota Medan	Kota Binjai	Kab. Deli Serdang	Kota Pematang Siantar	Kab. Simalungun		
Objective 2: Increased Access to Poor-Inclusive, Climate-Resilient, Safely Managed Drinking Water and Sanitation Services								
IT 2-1 (Output) Number of WASH and WRM workers' skills and competencies improved as a result of USG assistance	5,000	40	40	40	40	40	200	Target are participants of skill and competency specific training on WASH & WRM
IT 2-2 (Output) Number of new financial/ operational and management tools developed by service providers as a result of USG assistance	10	N/A					0	This result is applied only at national level. Potential targets are tools of WQQ, Asset Management, Sanitation SOP, MIS for Sanitation and MIS for WRM
IT 2-3 (Outcome) Number of people gaining access to a safely managed drinking water services as a result of USG assistance [HL.8.1-2]	1,500,000	18,020	4,100	5,540	1,880	940	30,480	Targets are from PDAM new connections
IT 2-4 (Outcome) Number of people receiving improved service quality from an existing basic or safely managed drinking water service as a result of USG assistance [HL.8.1-3]	N/A	N/A					N/A	No specific target for this indicator
IT 2-5 (Outcome) Number of people gaining access to safely managed sanitation services as a result of USG assistance. [HL.8.2-3]	1,000,000	10,000		1,200	1,000		12,200	Targets are from new customers of regular desludging program

Indicator	LOA Target	City/District					Total	Remark
		Kota Medan	Kota Binjai	Kab. Deli Serdang	Kota Pematang Siantar	Kab. Simalungun		
Objective 2: Increased Access to Poor-Inclusive, Climate-Resilient, Safely Managed Drinking Water and Sanitation Services								
IT 2-6 (Output) Number of cities/districts implementing improved desludging services	35	1		1		1	3	Potential targets are improvement on MIS in Medan dan Deli Serdang and wastewater management unit in Simalungun
IT 2-7 (Outcome) Number of water and sanitation services sector institutions strengthened to manage water resources or improve water supply and sanitation services as a result of USG assistance [HL.8.3-3]	100			1	1	1	3	Continue to collect data for monitoring of PDAM, Sanitation and Governance performance index
Objective 3: Improved Water Resource Management to Support Resilient Drinking Water Services								
IT 3-1 (Output) Number of WRM policies, guidance, and programs to support resilient drinking water services	60		1	1			2	Policy and guideline developed will be in line with CVA report development
IT 3-2a (Output) Number of institutions with management information systems and/or data management tools adopted as a result of USG assistance	40				1	1	2	Potential targets institution and teams who adopt and use MIS tools of WASH and WRM Sector
IT 3-2b (Output) Number of people from the institution using information and/or data management tools or implementing risk-reducing action to improve resilience to climate change	500				15	15	30	
IT 3-3 (Output) Number of climate vulnerability assessment reports produced to support improvement of raw water sources of assisted PDAM	35	1	1	1			3	Continue development of CVA report

Indicator	LOA Target	City/District					Total	Remark
		Kota Medan	Kota Binjai	Kab. Deli Serdang	Kota Pematang Siantar	Kab. Simalungun		
Objective 3: Improved Water Resource Management to Support Resilient Drinking Water Services								
IT 3-4 (Outcome) Amount of investment mobilized for climate change adaptation as supported by USG assistance [EG.11-4]	\$10M	\$300,000	\$100,000	\$133,333			\$533,333	Amount of leveraging comes from the implementation of CVA report through public and private funding including CSR program
IT 3-5 (Outcome) Number of institutions with improved capacity to assess/address climate change risks supported by USG assistance [EG.11-2]	100	1		1	1	1	4	
IT 3-6 (Outcome) Number of people benefiting from adoption and implementation of measures to improve water resources management as a result of USG assistance [HL8.5-1]	300,000	1,500	2,000	2,500	1,500	2,500	10,000	
IT 3-7 (Output) Number of people trained in climate change adaptation and sustainable landscapes supported by USG assistance	5,000	60	60	60	60	60	300	

Indicator	LOA Target	City/District					Total	Remark
		Kota Medan	Kota Binjai	Kab. Deli Serdang	Kota Pematang Siantar	Kab. Simalungun		
Objective 4: Increased Adoption of Behaviors and Improved Women’s Participation and Leadership Roles that Contribute to Improvements in WASH and WRM								
IT 4-1 (Output) Number of people reached through SBC campaigns promoting WASH and WRM resilience	1,000,000	7,000	4,500	7,000	4,500	7,000	30,000	From WASH & WRM promotion through campaign event and social media
IT 4-2 (Output) Number of persons trained with USG assistance to advance outcomes consistent with gender equality or female empowerment through their roles in public or private sector institutions or organizations [GNDR-8]	5,000	20	10	20	10	10	70	Potential targets are from gender awareness integrated in WASH & WRM technical trainings and also specific gender issue trainings
IT 4-3 (Outcome) Percentage of households with soap and water at a handwashing station on premises [HL.8.2-5]	30%	N/A					N/A	There is no target in PY3, but USAID IUWASH Tangguh will do monitoring of HWWWS progress
IT 4-4 (Outcome) Percentage of participants reporting increased agreement with the concept that males and females should have equal access to social, economic, and political resources and opportunities [GNDR-4]	20%	2%	2%	2%	2%	2%	2%	Average target from all cities/ districts

## WEST JAVA/ DKI JAKARTA/ BANTEN

Indicator	LOA Target	City/District								Total	Remark
		Kab. Bogor	Kota Depok	DKI Jakarta	Kota Tangerang	Kab. Tangerang	Kota Tangerang Selatan	Kota Pontianak	Kab. Kubu Raya		
Objective 1: Strengthened WASH and WRM Sector Governance and Financing											
IT 1-1 (Output) Number of new and/or revised laws, policies, regulations, or agreements in place that promote access to improved WASH services	65						1		1	2	Potential targets are regulations on domestic wastewater management in Kubu Raya and Community-based Total Sanitation (STBM) in Tangerang Selatan
IT 1-2 (Output) Number of public-private partnerships established with USAID support	50				1		1		1	3	Potential targets are from PPPs between PDAM and private sector KBA Pipa Distribusi Sitanala in Tangerang, Alam Sutera in Tangerang Selatan and BPR Kalimantan Barat in Kubu Raya
IT 1-3 (Output) Number of social inclusion and public accountability measures implemented by supported institutions	35			1						1	Potential target is from improvement of Sijaki service and potential integration with Lapor SP4N service on WASH & WRM in DKI Jakarta
IT 1-4 (Outcome) Value of new funding mobilized to the water and sanitation sectors as a result of USG assistance [HL.8.4-1]	\$300M	\$66,667			\$1,333,333		\$1,166,667			\$2,566,667	Amount of leveraging comes from public funding (APBD/ APBN) and PPP project
IT 1-5 (Outcome) Change in overall budget appropriations for WASH and WRM by targeted local governments	20%	5%								5%	Average target from all city/district is 5%
IT 1-6 (Outcome) Number of institutions strengthened to manage the urban environment	100				1	1	1	1	1	5	Potential targets are from Working Group of WASH and Local Government Office

Indicator	LOA Target	City/District								Total	Remark
		Kab. Bogor	Kota Depok	DKI Jakarta	Kota Tangerang	Kab. Tangerang	Kota Tangerang Selatan	Kota Pontianak	Kab. Kubu Raya		
Objective 2: Increased Access to Poor-Inclusive, Climate-Resilient, Safely Managed Drinking Water and Sanitation Services											
IT 2-1 (Output) Number of WASH and WRM workers' skills and competencies improved as a result of USG assistance	5,000	40	40	40	40	40	35	40	25	300	Target are participants of skill and competency specific training on WASH & WRM
IT 2-2 (Output) Number of new financial/ operational and management tools developed by service providers as a result of USG assistance	10	N/A								0	This result is applied only at national level. Potential targets are tools of WQQ, Asset Management, Sanitation SOP, MIS for Sanitation and MIS for WRM
IT 2-3 (Outcome) Number of people gaining access to a safely managed drinking water services as a result of USG assistance [HL.8.1-2]	1,500,000	16,600	20,580	31,860	7,800	29,120	16,600	8,560	7,800	138,920	Targets are from PDAM new connections
IT 2-4 (Outcome) Number of people receiving improved service quality from an existing basic or safely managed drinking water service as a result of USG assistance. [HL.8.1-3]	N/A	N/A								N/A	No specific target for this indicator
IT 2-5 (Outcome) Number of people gaining access to safely managed sanitation services as a result of USG assistance. [HL.8.2-3]	1,000,000	1,000	4,000	500	9,900	4,000				19,400	Targets are from new customers of regular desludging program

Indicator	LOA Target	City/District								Total	Remark
		Kab. Bogor	Kota Depok	DKI Jakarta	Kota Tangerang	Kab. Tangerang	Kota Tangerang Selatan	Kota Pontianak	Kab. Kubu Raya		
Objective 2: Increased Access to Poor-Inclusive, Climate-Resilient, Safely Managed Drinking Water and Sanitation Services											
IT 3-1 (Output) Number of WRM policies, guidance, and programs to support resilient drinking water services	60	1						1	1	3	Policy and guideline developed will be in line with CVA report development  Potential targets institution and teams who adopt and use MIS tools of WASH and WRM Sector
IT 3-2a (Output) Number of institutions with management information systems and/or data management tools adopted as a result of USG assistance	40	1	1							2	
T 3-2b (Output) Number of people from the institution using information and/or data management tools or implementing risk-reducing action to improve resilience to climate change	500	15	15							30	

Indicator	LOA Target	City/District								Total	Remark
		Kab.Bogor	Kota Depok	DKI Jakarta	Kota Tangerang	Kab. Tangerang	Kota Tangerang Selatan	Kota Pontianak	Kab. Kubu Raya		
Objective 3: Improved Water Resource Management to Support Resilient Drinking Water Services											
IT 3-3 (Output) Number of climate vulnerability assessment reports produced to support improvement of raw water sources of assisted PDAM	35	1	1					1	1	4	Continue development of CVA report
IT 3-4 (Outcome) Amount of investment mobilized for climate change adaptation as supported by USG assistance [EG.II-4]	\$10M	\$166,667						\$66,667	\$33,333	\$266,667	Amount of leveraging comes from the implementation of CVA report through public and private funding including CSR program
IT 3-5 (Outcome) Number of institutions with improved capacity to assess/address climate change risks supported by USG assistance [EG.II-2]	100	1						2	2	5	Potential target will be in line with CVA report development and implementation
IT 3-6 (Outcome) Number of people benefiting from adoption and implementation of measures to improve water resources management as a result of USG assistance [HL8.5-1]	300,000	5,000	3500	500	500	500	500	500	500	11,500	
IT 3-7 (Output) Number of people trained in climate change adaptation and sustainable landscapes supported by USG assistance	5,000	50	50	25	25	25	25	50	50	300	



Indicator	LOA Target	City/District								Total	Remark
		Kab.Bogor	Kota Depok	DKI Jakarta	Kota Tangerang	Kab. Tangerang	Kota Tangerang Selatan	Kota Pontianak	Kab. Kubu Raya		
Objective 4: Increased Adoption of Behaviors and Improved Women’s Participation and Leadership Roles that Contribute to Improvements in WASH and WRM											
IT 4-1 (Output) Number of people reached through SBC campaigns promoting WASH and WRM resilience	1,000,000	5,000	4,000	7,500	2,500	3,500	2,000	4,000	2,000	30,500	From WASH & WRM promotion through campaign event and social media
IT 4-2 (Output) Number of persons trained with USG assistance to advance outcomes consistent with gender equality or female empowerment through their roles in public or private sector institutions or organizations. [GNDR-8]	5,000	8	7	6	7	7	7	6	6	54	Potential targets are from gender awareness integrated in WASH & WRM technical trainings and also specific gender issue trainings
IT 4-3 (Outcome) Percentage of households with soap and water at a handwashing station on premises [HL.8.2-5]	30%	N/A								N/A	There is no target in PY3 but USAID IUWASH Tangguh will do monitoring of HWWWS progress
IT 4-4 (Outcome) Percentage of participants reporting increased agreement with the concept that males and females should have equal access to social, economic, and political resources and opportunities. [GNDR-4]	20%	2%	2%	2%	2%	2%	2%	2%	2%	2%	Average target from all cities/districts

## CENTRAL JAVA

Indicator	LOA Target	City/District								Total	Remark
		Kota Surakarta	Kab. Sukoharjo	Kab. Karanganyar	Kab. Wonogiri	Kab. Sragen	Kota Magelang	Kab. Temanggung	Kota Salatiga		
Objective 1: Strengthened WASH and WRM Sector Governance and Financing											
IT 1-1 (Output) Number of new and/or revised laws, policies, regulations, or agreements in place that promote access to improved WASH services	65	I		I						2	Potential targets are regulations on domestic wastewater tariff revision in Surakarta and Water Supply Sistem (SPAM) Implementation in Karanganyar
IT 1-2 (Output) Number of public-private partnerships established with USAID support	50			I	I		I			3	Potential targets are from PPPs of fecal desludging truck in Karanganyar, Wonogiri and Magelang
IT 1-3 (Output) Number of social inclusion and public accountability measures implemented by supported institutions	35								I	I	Potential target is from PDAM and wastewater management customer complaint servise or Lapor SP4N service on WASH & WRM in Salatiga
IT 1-4 (Outcome) Value of new funding mobilized to the water and sanitation sectors as a result of USG assistance [HL.8.4-1]	\$300M	\$420,000	\$400,000	\$660,000	\$560,000	\$730,000	\$180,000	\$340,000	\$530,000	\$3,820,000	Amount of leveraging comes from public funding (APBD/ APBN) and PPP project
IT 1-5 (Outcome) Change in overall budget appropriations for WASH and WRM by targeted local governments	20%	5%								5%	Average target from all city/district is 5%
IT 1-6 (Outcome) Number of institutions strengthened to manage the urban environment	100			I	I	I		I	I	5	Potential targets are from Working Group of WASH and Local Government Office

Indicator	LOA Target	City/District								Total	Remark
		Kota Surakarta	Kab. Sukoharjo	Kab. Karanganyar	Kab. Wonogiri	Kab. Sragen	Kota Magelang	Kab. Temanggung	Kota Salatiga		
Objective 2: Increased Access to Poor-Inclusive, Climate-Resilient, Safely Managed Drinking Water and Sanitation Services											
IT 2-1 (Output) Number of WASH and WRM workers' skills and competencies improved as a result of USG assistance	5,000	40	40	30	40	30	40	40	40	300	Target are participants of skill and competency specific training on WASH & WRM
IT 2-2 (Output) Number of new financial/ operational and management tools developed by service providers as a result of USG assistance	10	N/A								0	This result is applied only at national level. Potential targets are tools of WQQ, Asset Management, Sanitation SOP, MIS for Sanitation and MIS for WRM
IT 2-3 (Outcome) Number of people gaining access to a safely managed drinking water services as a result of USG assistance [HL.8.1-2]	1,500,000	3,760	8,400	8,380	8,400	8,380	3,760	7,440	7,520	56,040	Targets are from PDAM new connections
IT 2-4 (Outcome) Number of people receiving improved service quality from an existing basic or safely managed drinking water service as a result of USG assistance. [HL.8.1-3]	N/A	N/A								N/A	No specific target for this indicator
IT 2-5 (Outcome) Number of people gaining access to safely managed sanitation services as a result of USG assistance. [HL.8.2-3]	1,000,000	10,000				2,500	3,200		100	15,800	Targets are from new customers of regular desludging program

Indicator	LOA Target	City/District								Total	Remark
		Kota Surakarta	Kab. Sukoharjo	Kab. Karanganyar	Kab. Wonogiri	Kab. Sragen	Kota Magelang	Kab. Temanggung	Kota Salatiga		
Objective 2: Increased Access to Poor-Inclusive, Climate-Resilient, Safely Managed Drinking Water and Sanitation Services											
IT 2-6 (Output) Number of cities/districts implementing improved desludging services	35		1				1			2	Potential targets are improvement on institutional wastewater management unit in Sukoharjo and Magelang
IT 2-7 (Outcome) Number of water and sanitation services sector institutions strengthened to manage water resources or improve water supply and sanitation services as a result of USG assistance [HL.8.3-3]	100			1			1		1	3	Continue to collect data for monitoring of PDAM, Sanitation and Governance performance index
Objective 3: Improved Water Resource Management to Support Resilient Drinking Water Services											
IT 3-1 (Output) Number of WRM policies, guidance, and programs to support resilient drinking water services	60					1			1	2	Policy and guideline developed will be in line with CVA report development
IT 3-2a (Output) Number of institutions with management information systems and/or data management tools adopted as a result of USG assistance	40			1				1		2	Potential targets institution and teams who adopt and use MIS tools of WASH and WRM Sector
T 3-2b (Output) Number of people from the institution using information and/or data management tools or implementing risk-reducing action to improve resilience to climate change	500			15				15		30	

Indicator	LOA Target	City/District								Total	Remark
		Kota Surakarta	Kab. Sukoharjo	Kab. Karanganyar	Kab. Wonogiri	Kab. Sragen	Kota Magelang	Kab. Temanggung	Kota Salatiga		
Objective 3: Improved Water Resource Management to Support Resilient Drinking Water Services											
IT 3-3 (Output) Number of climate vulnerability assessment reports produced to support improvement of raw water sources of assisted PDAM	35	1	1	1	1					4	Continue development of CVA report
IT 3-4 (Outcome) Amount of investment mobilized for climate change adaptation as supported by USG assistance [EG.11-4]	\$10M				\$125,000		\$125,000	\$300,000	\$125,000	\$675,000	Amount of leveraging comes from the implementation of CVA report through public and private funding including CSR program
IT 3-5 (Outcome) Number of institutions with improved capacity to assess/address climate change risks supported by USG assistance [EG.11-2]	100	1	1		1	1		1		5	Potential target will be in line with CVA report development and implementation
IT 3-6 (Outcome) Number of people benefiting from adoption and implementation of measures to improve water resources management as a result of USG assistance [HL8.5-1]	300,000	1000	1000	1000	2,750	1,000	2,750	2,750	2,750	15,000	
IT 3-7 (Output) Number of people trained in climate change adaptation and sustainable landscapes supported by USG assistance	5,000	50	50	50	50	25	25	25	25	300	

Indicator	LOA Target	City/District								Total	Remark
		Kota Surakarta	Kab. Sukoharjo	Kab. Karanganyar	Kab. Wonogiri	Kab. Sragen	Kota Magelang	Kab. Temanggung	Kota Salatiga		
Objective 4: Increased Adoption of Behaviors and Improved Women's Participation and Leadership Roles that Contribute to Improvements in WASH and WRM											
IT 4-1 (Output) Number of people reached through SBC campaigns promoting WASH and WRM resilience	1,000,000	7,500	3,000	2,500	4,000	2,500	4,500	5,000	3,500	32,500	From WASH & WRM promotion through campaign event and social media
IT 4-2 (Output) Number of persons trained with USG assistance to advance outcomes consistent with gender equality or female empowerment through their roles in public or private sector institutions or organizations [GNDR-8]	5,000	9	9	9	9	9	9	9	9	72	Potential targets are from gender awareness integrated in WASH & WRM technical trainings and also specific gender issue trainings
IT 4-3 (Outcome) Percentage of households with soap and water at a handwashing station on premises [HL.8.2-5]	30%	N/A								N/A	There is no target in PY3, but USAID IUWASH Tangguh will do monitoring of HWWS progress
IT 4-4 (Outcome) Percentage of participants reporting increased agreement with the concept that males and females should have equal access to social, economic, and political resources and opportunities [GNDR-4]	20%	2%	2%	2%	2%	2%	2%	2%	2%	2%	Average target from all cities/ districts

## EAST JAVA

Indicator	LOA Target	City/District										Total	Remark
		Kota Surabaya	Kab. Sidoarjo	Kab. Gresik	Kota Malang	Kab. Malang	Kota Blitar	Kota Pasuruan	Kab. Pasuruan	Kab. Kupang	Kab. TTS		
Objective 1: Strengthened WASH and WRM Sector Governance and Financing													
IT 1-1 (Output) Number of new and/or revised laws, policies, regulations, or agreements in place that promote access to improved WASH services	65											2	Potential targets are regulations on domestic wastewater management institution in Surabaya and regular desludging program and tariff in Malang
IT 1-2 (Output) Number of public-private partnerships established with USAID support	50											2	Potential targets are from PPP of PT Moya with PDAM in Surabaya and PPP of fecal desludging truck in Malang
IT 1-3 (Output) Number of social inclusion and public accountability measures implemented by supported institutions	35											2	Potential targets are from improvement of Forum Master Meter in Surabaya and PDAM and wastewater management customer complaint servise or Lapor SP4N service on WASH & WRM in Blitar
IT 1-4 (Outcome) Value of new funding mobilized to the water and sanitation sectors as a result of USG assistance [HL.8.4-1]	\$300M	\$2,533,333	\$1,449,133	\$160,000	\$66,667	\$453,333	\$29,733	\$406,667	\$1,076,667	\$44,600	\$59,933	\$6,280,066	Amount of leveraging comes from public funding (APBD/ APBN) and PPP project
IT 1-5 (Outcome) Change in overall budget appropriations for WASH and VWRM by targeted local governments	20%	5%										5%	Average target from all city/district is 5%
IT 1-6 (Outcome) Number of institutions strengthened to manage the urban environment	100											5	Potential targets are from Working Group of WASH and Local Government Office

Indicator	LOA Target	City/District										Total	Remark
		Kota Surabaya	Kab. Sidoarjo	Kab. Gresik	Kota Malang	Kab. Malang	Kota Blitar	Kota Pasuruan	Kab. Pasuruan	Kab. Kupang	Kab. TTS		
Objective 2: Increased Access to Poor-Inclusive, Climate-Resilient, Safely Managed Drinking Water and Sanitation Services													
IT 2-1 (Output) Number of WASH and WRM workers' skills and competencies improved as a result of USG assistance	5,000	35	35	45	40	40	35	45	40	35	20	370	Target are participants of skill and competency specific training on WASH & WRM
IT 2-2 (Output) Number of new financial/ operational and management tools developed by service providers as a result of USG assistance	10	N/A										0	This result is applied only at national level. Potential targets are tools of WQQ, Asset Management, Sanitation SOP, MIS for Sanitation and MIS for WRM
IT 2-3 (Outcome) Number of people gaining access to a safely managed drinking water services as a result of USG assistance [HL.8.1-2]	1,500,000	8,560	8,560	8,560	8,560	10,320	380	760	3,760			49,460	Targets are from PDAM new connections
IT 2-4 (Outcome) Number of people receiving improved service quality from an existing basic or safely managed drinking water service as a result of USG assistance [HL.8.1-3]	N/A	N/A										N/A	No specific target for this indicator
IT 2-5 (Outcome) Number of people gaining access to safely managed sanitation services as a result of USG assistance. [HL.8.2-3]	1,000,000		16,000	11,000	12,000		1,600					40,600	Targets are from new customers of regular desludging program



Indicator	LOA Target	City/District										Total	Remark
		Kota Surabaya	Kab. Sidoarjo	Kab. Gresik	Kota Malang	Kab. Malang	Kota Blitar	Kota Pasuruan	Kab. Pasuruan	Kab. Kupang	Kab. TTS		
Objective 2: Increased Access to Poor-Inclusive, Climate-Resilient, Safely Managed Drinking Water and Sanitation Services													
IT 2-6 (Output) Number of cities/districts implementing improved desludging services	35		I		I							2	Potential targets are improvement on PDAM as wastewater management unit in Malang and upgrading status UPTD to BLUD in Sidoarjo
IT 2-7 (Outcome) Number of water and sanitation services sector institutions strengthened to manage water resources or improve water supply and sanitation services as a result of USG assistance [HL.8.3-3]	100		I	I					I			3	Continue to collect data for monitoring of PDAM, Sanitation and Governance performance index
Objective 3: Improved Water Resource Management to Support Resilient Drinking Water Services													
IT 3-1 (Output) Number of WRM policies, guidance, and programs to support resilient drinking water services	60				I	I						2	Policy and guideline developed will be in line with CVA report development
IT 3-2a (Output) Number of institutions with management information systems and/or data management tools adopted as a result of USG assistance	40				I	I						2	Potential targets institution and teams who adopt and use MIS tools of WASH and WRM Sector
T 3-2b (Output) Number of people from the institution using information and/or data management tools or implementing risk-reducing action to improve resilience to climate change	500				15	15						30	

Indicator	LOA Target	City/District										Total	Remark
		Kota Surabaya	Kab. Sidoarjo	Kab. Gresik	Kota Malang	Kab. Malang	Kota Blitar	Kota Pasuruan	Kab. Pasuruan	Kab. Kupang	Kab. TTS		
Objective 3: Improved Water Resource Management to Support Resilient Drinking Water Services													
IT 3-3 (Output) Number of climate vulnerability assessment reports produced to support improvement of raw water sources of assisted PDAM	35				1	1	1	1	1			5	Continue development of CVA report
IT 3-4 (Outcome) Amount of investment mobilized for climate change adaptation as supported by USG assistance [EG.11-4]	\$10M								\$300,000			\$300,000	Amount of leveraging comes from the implementation of CVA report through public and private funding including CSR program
IT 3-5 (Outcome) Number of institutions with improved capacity to assess/address climate change risks supported by USG assistance [EG.11-2]	100				1	2		1	1			5	Potential target will be in line with CVA report development and implementation
IT 3-6 (Outcome) Number of people benefiting from adoption and implementation of measures to improve water resources management as a result of USG assistance [HL8.5-1]	300,000	2,000	1,600	1,600	600	800	500	400	1,500	500	500	10,000	
IT 3-7 (Output) Number of people trained in climate change adaptation and sustainable landscapes supported by USG assistance	5,000	30	30	30	30	30	30	30	30	30	30	300	

Indicator	LOA Target	City/District										Total	Remark
		Kota Surabaya	Kab. Sidoarjo	Kab. Gresik	Kota Malang	Kab. Malang	Kota Blitar	Kota Pasuruan	Kab. Pasuruan	Kab. Kupang	Kab. TTS		
Objective 4: Increased Adoption of Behaviors and Improved Women’s Participation and Leadership Roles that Contribute to Improvements in WASH and WRM													
IT 4-1 (Output) Number of people reached through SBC campaigns promoting WASH and WRM resilience	1,000,000	2,000	3,500	5,000	5,000	5,000	5,000	2,000	2,000	250	250	30,000	From WASH & WRM promotion through campaign event and social media
IT 4-2 (Output) Number of persons trained with USG assistance to advance outcomes consistent with gender equality or female empowerment through their roles in public or private sector institutions or organizations. [GNDR-8]	5,000	10	10	10	10	10	10	10	10	10	10	100	Potential targets are from gender awareness integrated in WASH & WRM technical trainings and also specific gender issue trainings
IT 4-3 (Outcome) Percentage of households with soap and water at a handwashing station on premises [HL.8.2-5]	30%	N/A										N/A	There is no target in PY3, but USAID IUWASH Tangguh will do monitoring of HWWS progress
IT 4-4 (Outcome) Percentage of participants reporting increased agreement with the concept that males and females should have equal access to social, economic, and political resources and opportunities. [GNDR-4]	20%	2%	2%	2%	2%	2%	2%	2%	2%	2%	2%	2%	Average target from all cities/ districts

## SOUTH SULAWESI/EASTERN INDONESIA

Indicator	LOA Target	City/District							Total	Remark
		Kota Makassar	Kab.Maros	Kab.Gowa	Kab.Takalar	Kab.Barru	Kota Jayapura	Kab. Jayapura		
Objective 1: Strengthened WASH and WRM Sector Governance and Financing										
IT 1-1 (Output) Number of new and/or revised laws, policies, regulations, or agreements in place that promote access to improved WASH services	65				I	I			2	Potential targets are regulations on domestic wastewater management unit establishment in Takalar and Barru
IT 1-2 (Output) Number of public-private partnerships established with USAID support	50	I							I	Potential target is from PPP of fecal desludging truck in Makassar
IT 1-3 (Output) Number of social inclusion and public accountability measures implemented by supported institutions	35				I				I	Potential target is from improvement of PDAM and wastewater management customer complaint servise or Lapor SP4N service on WASH & WRM
IT 1-4 (Outcome) Value of new funding mobilized to the water and sanitation sectors as a result of USG assistance [HL.8.4-1]	\$300M	\$1,333,333	\$333,333	\$3,633,267	\$1,333,333	\$66,667	\$66,667	\$66,667	\$6,833,267	Amount of leveraging comes from public funding (APBD/ APBN) and PPP project
IT 1-5 (Outcome) Change in overall budget appropriations for WASH and WRM by targeted local governments	20%	5%							5%	Average target from all city/district is 5%
IT 1-6 (Outcome) Number of institutions strengthened to manage the urban environment	100	I	I	I	I	I			5	Potential targets are from Working Group of WASH and Local Government Office

Indicator	LOA Target	City/District							Total	Remark
		Kota Makassar	Kab.Maros	Kab.Gowa	Kab.Takalar	Kab.Barru	Kota Jayapura	Kab. Jayapura		
Objective 2: Increased Access to Poor-Inclusive, Climate-Resilient, Safely Managed Drinking Water and Sanitation Services										
IT 2-1 (Output) Number of WASH and WRM workers' skills and competencies improved as a result of USG assistance	5,000	45	40	45	40	35	40	25	270	Target are participants of skill and competency specific training on WASH & WRM
IT 2-2 (Output) Number of new financial/ operational and management tools developed by service providers as a result of USG assistance	10	N/A							0	This result is applied only at national level. Potential targets are tools of WQQ, Asset Management, Sanitation SOP, MIS for Sanitation and MIS for WRM
IT 2-3 (Outcome) Number of people gaining access to a safely managed drinking water services as a result of USG assistance [HL.8.1-2]	1,500,000	8,648	9,020	4,700	100	940	752	940	25,100	Targets are from PDAM new connections
IT 2-4 (Outcome) Number of people receiving improved service quality from an existing basic or safely managed drinking water service as a result of USG assistance [HL.8.1-3]	N/A	N/A							N/A	No specific target for this indicator
IT 2-5 (Outcome) Number of people gaining access to safely managed sanitation services as a result of USG assistance. [HL.8.2-3]	1,000,000	10,000			1,000	1,000			12,000	Targets are from new customers of regular desludging program

Indicator	LOA Target	City/District							Total	Remark
		Kota Makassar	Kab.Maros	Kab.Gowa	Kab.Takalar	Kab.Barru	Kota Jayapura	Kab. Jayapura		
Objective 2: Increased Access to Poor-Inclusive, Climate-Resilient, Safely Managed Drinking Water and Sanitation Services										
IT 2-6 (Output) Number of cities/districts implementing improved desludging services	35	1					1		2	Potential targets are improvement on PDAM as wastewater management unit in Makassar and Jayapura
IT 2-7 (Outcome) Number of water and sanitation services sector institutions strengthened to manage water resources or improve water supply and sanitation services as a result of USG assistance [HL.8.3-3]	100	1	1				1		3	Continue to collect data for monitoring of PDAM, Sanitation and Governance performance index
Objective 3: Improved Water Resource Management to Support Resilient Drinking Water Services										
IT 3-1 (Output) Number of WRM policies, guidance, and programs to support resilient drinking water services	60			1				1	2	Policy and guideline developed will be in line with CVA report development
IT 3-2a (Output) Number of institutions with management information systems and/or data management tools adopted as a result of USG assistance	40			1			1		2	Potential targets institution and teams who adopt and use MIS tools of WASH and WRM Sector
T 3-2b (Output) Number of people from the institution using information and/or data management tools or implementing risk-reducing action to improve resilience to climate change	500			15			15		30	

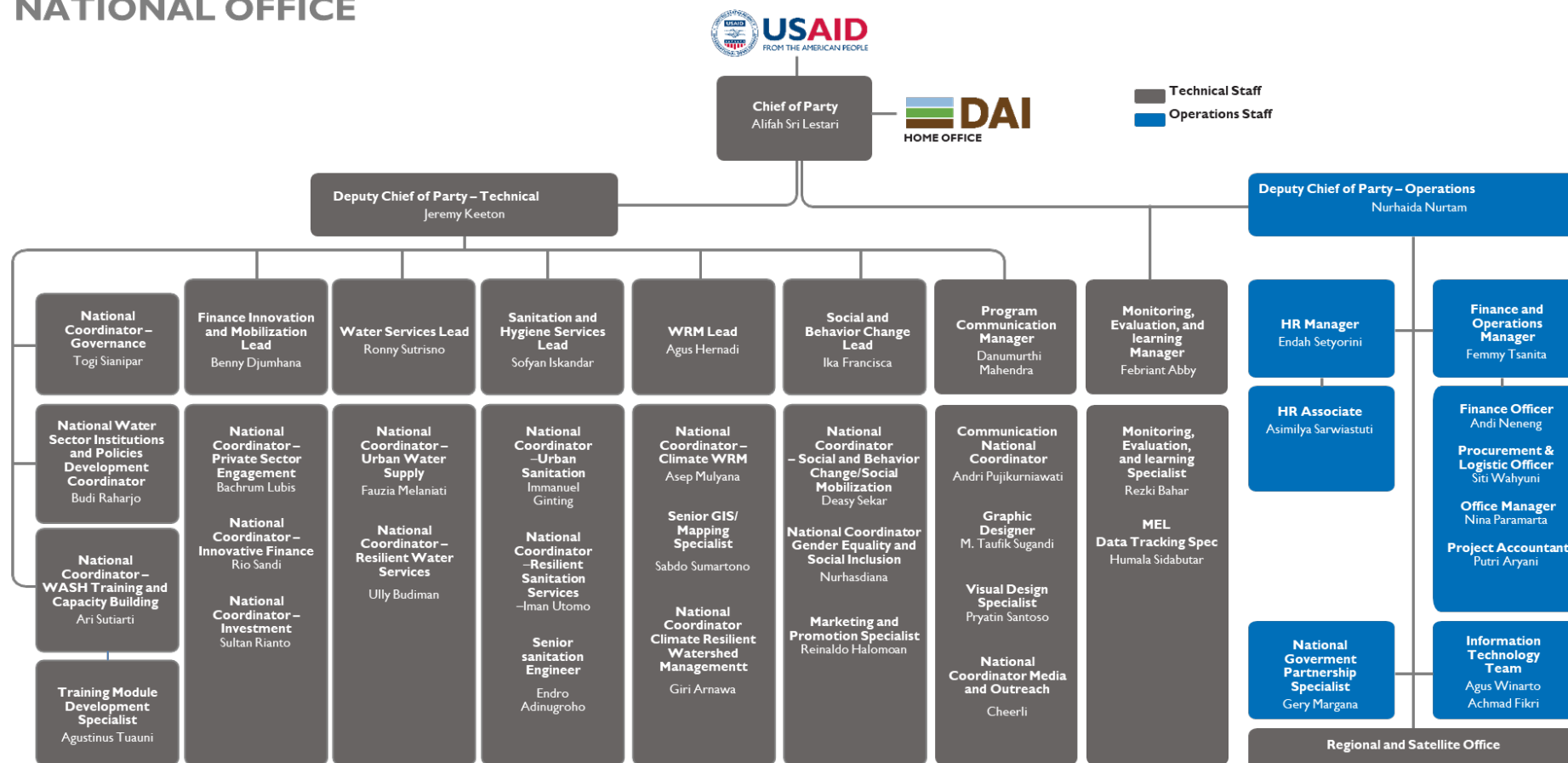
Indicator	LOA Target	City/District							Total	Remark
		Kota Makassar	Kab.Maros	Kab.Gowa	Kab.Takalar	Kab.Barru	Kota Jayapura	Kab. Jayapura		
Objective 3: Improved Water Resource Management to Support Resilient Drinking Water Services										
IT 3-3 (Output) Number of climate vulnerability assessment reports produced to support improvement of raw water sources of assisted PDAM	35	1	1	1	1				4	Continue development of CVA report
IT 3-4 (Outcome) Amount of investment mobilized for climate change adaptation as supported by USG assistance [EG.II-4]	\$10M	\$133,333		\$33,333		\$33,333	\$25,000		\$225,000	Amount of leveraging comes from the implementation of CVA report through public and private funding including CSR program
IT 3-5 (Outcome) Number of institutions with improved capacity to assess/address climate change risks supported by USG assistance [EG.II-2]	100	1		2		1	1		5	Potential target will be in line with CVA report development and implementation
IT 3-6 (Outcome) Number of people benefiting from adoption and implementation of measures to improve water resources management as a result of USG assistance [HL8.5-1]	300,000	500	500	500	500	500	500	500	3,500	
IT 3-7 (Output) Number of people trained in climate change adaptation and sustainable landscapes supported by USG assistance	5,000	50	50	50	50	40	30	30	300	

Indicator	LOA Target	City/District							Total	Remark
		Kota Makassar	Kab.Maros	Kab.Gowa	Kab.Takalar	Kab.Barru	Kota Jayapura	Kab. Jayapura		
Objective 4: Increased Adoption of Behaviors and Improved Women’s Participation and Leadership Roles that Contribute to Improvements in WASH and WRM										
IT 4-1 (Output) Number of people reached through SBC campaigns promoting WASH and WRM resilience	1,000,000	7,500	5,000	1,500	5,000	5,000	1,500	1,500	27,000	From WASH & WRM promotion through campaign event and social media
IT 4-2 (Output) Number of persons trained with USG assistance to advance outcomes consistent with gender equality or female empowerment through their roles in public or private sector institutions or organizations [GNDR-8]	5,000	10	6	6	10	10	6	6	54	Potential targets are from gender awareness integrated in WASH & WRM technical trainings and also specific gender issue trainings
IT 4-3 (Outcome) Percentage of households with soap and water at a handwashing station on premises [HL.8.2-5]	30%	N/A							N/A	There is no target in PY3, but USAID IUWASH Tangguh will do monitoring of HWWWS progress
IT 4-4 (Outcome) Percentage of participants reporting increased agreement with the concept that males and females should have equal access to social, economic, and political resources and opportunities [GNDR-4]	20%	2%	2%	2%	2%	2%	2%	2%	2%	Average target from all cities/ districts



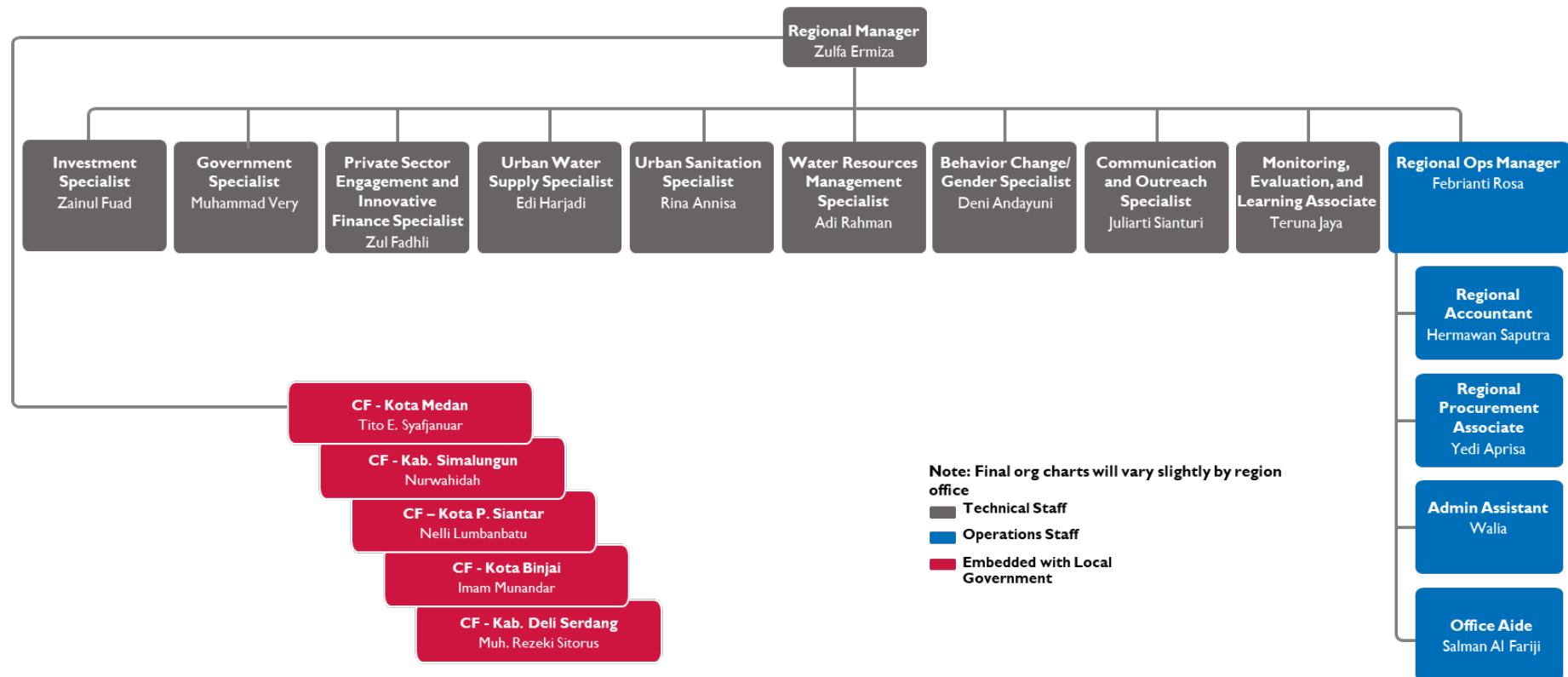
## ANNEX 3. ORGANIZATIONAL STRUCTURE AND MATRIX MANAGEMENT CHART

### Organizational Chart NATIONAL OFFICE

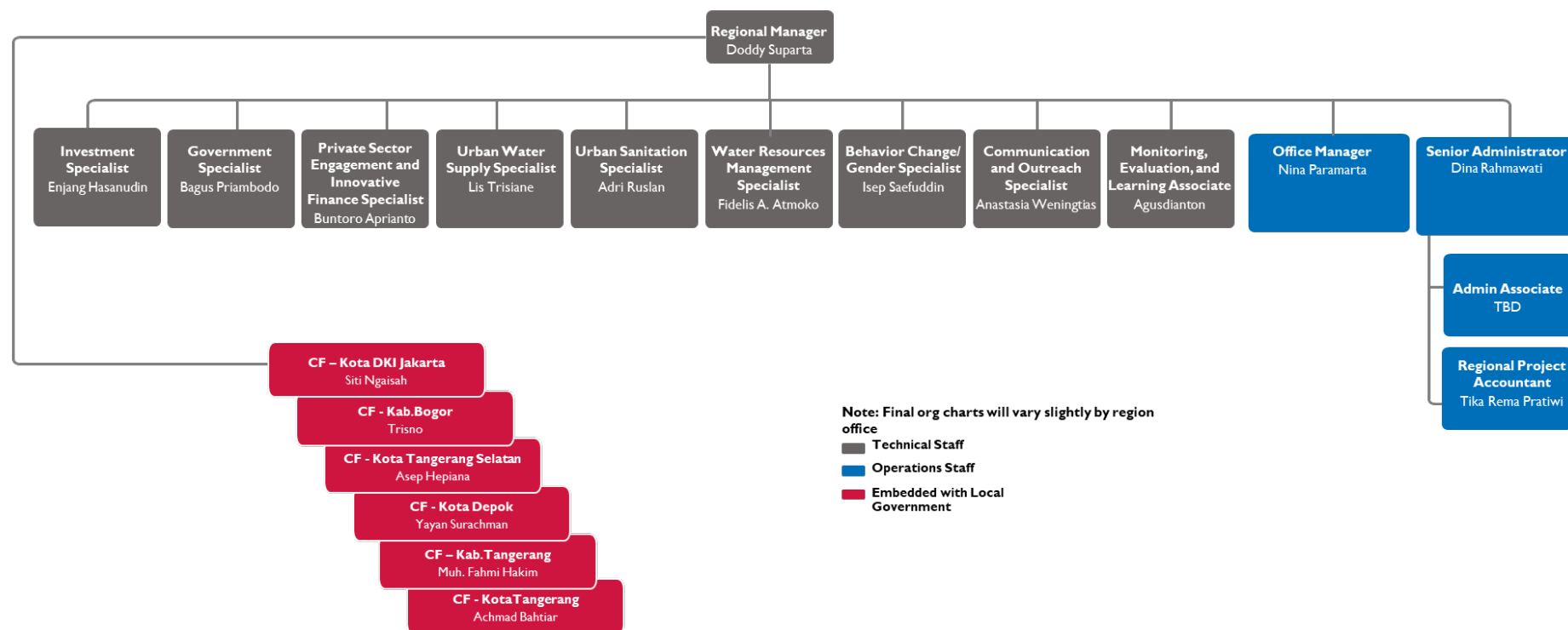


# Organizational Chart

## NORTH SUMATRA REGIONAL OFFICE (NSRO)

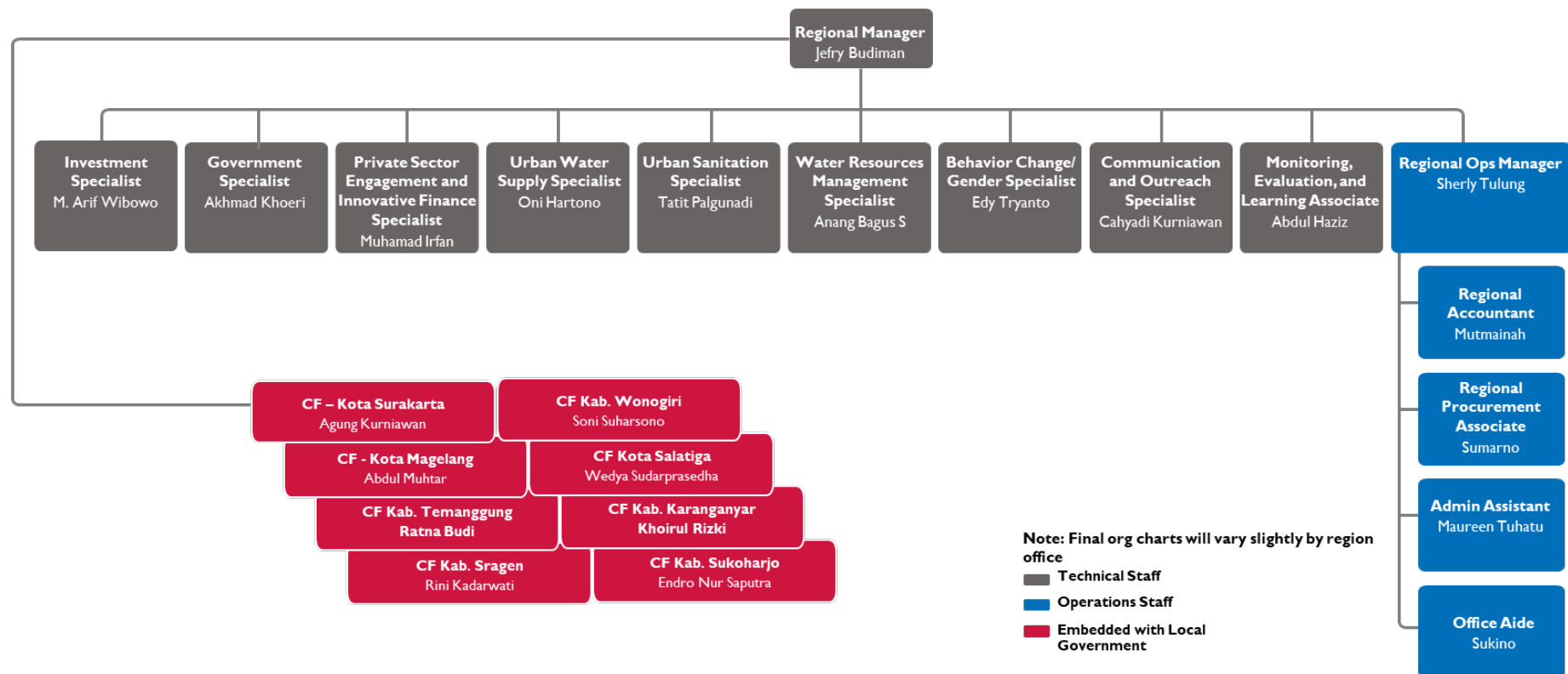


## Organizational Chart WEST JAVA, DKI JAKARTA AND BANTEN REGIONAL OFFICE (WJDB)



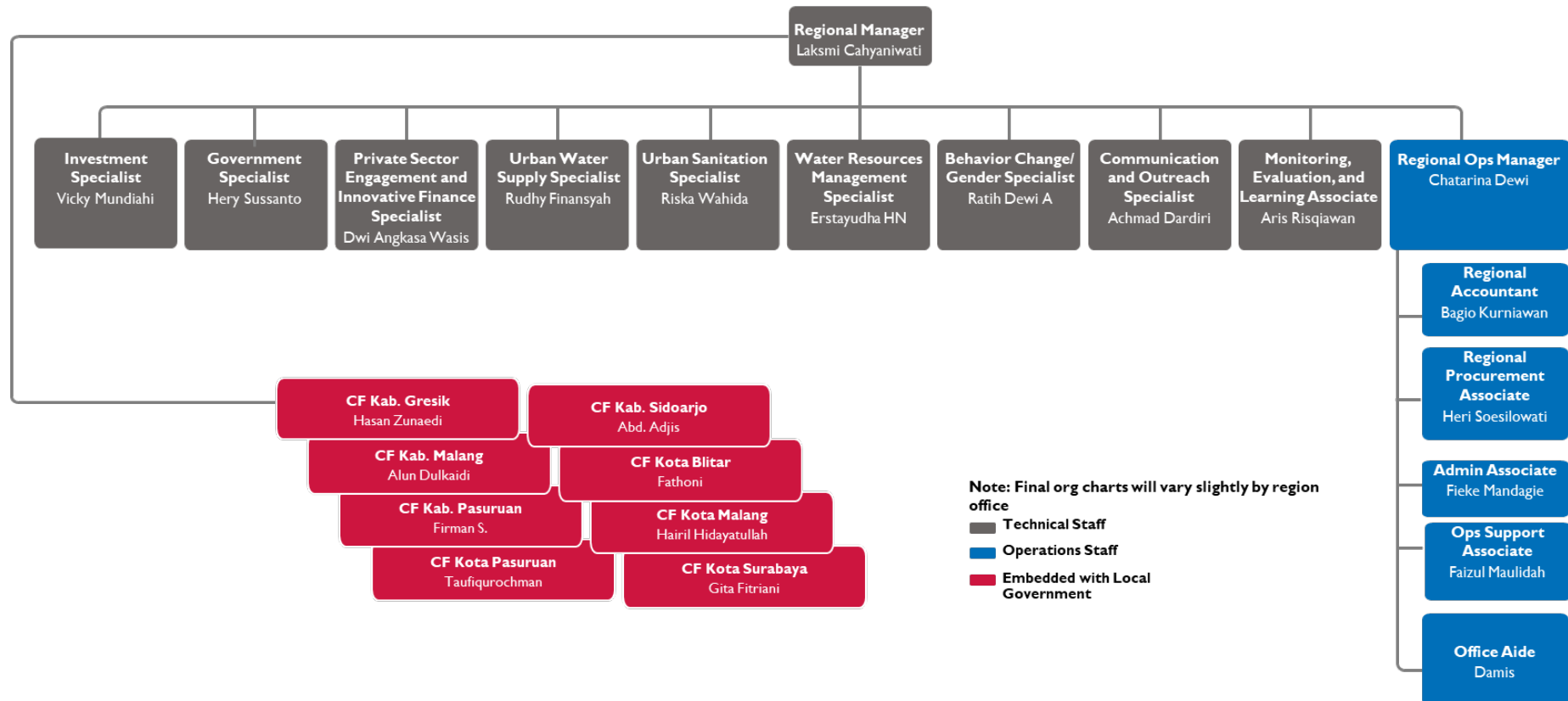
# Organizational Chart

## CENTRAL JAVA REGIONAL OFFICE (CJRO)



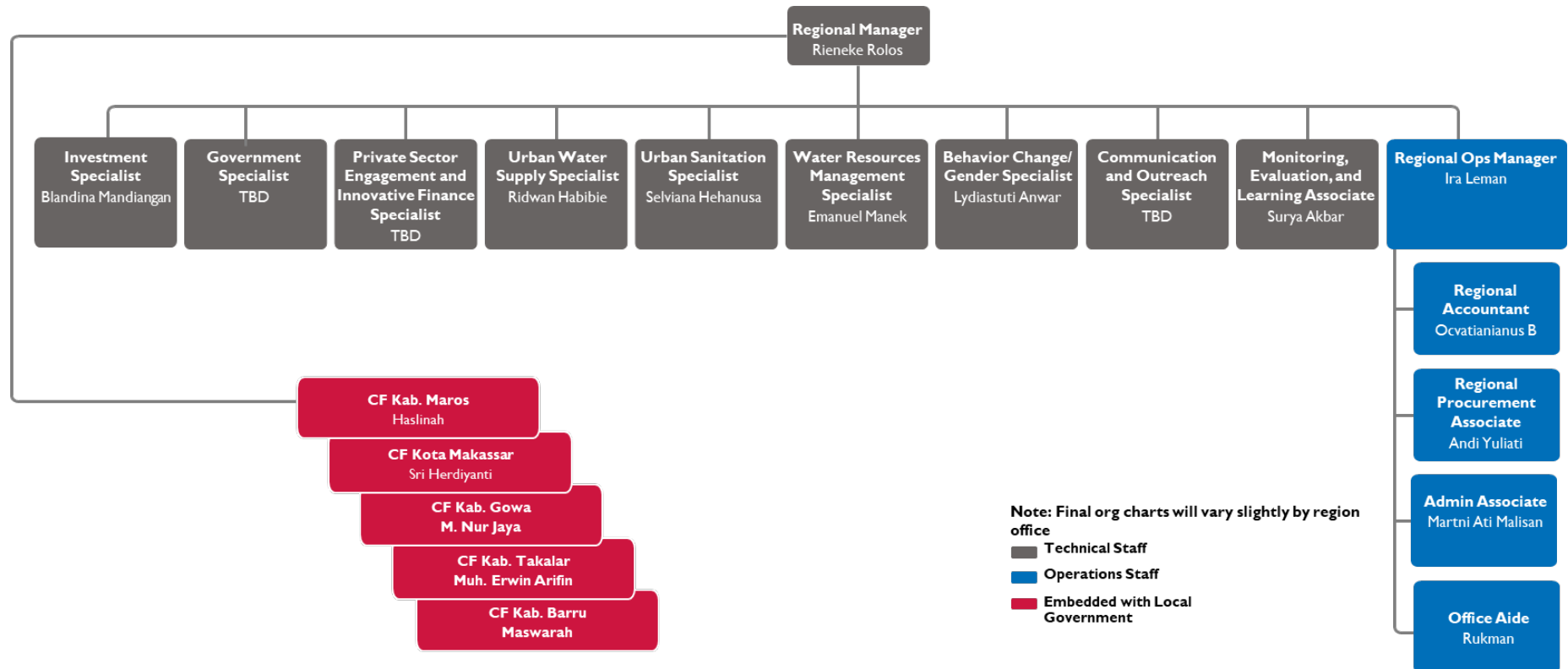
# Organizational Chart

## EAST JAVA REGIONAL OFFICE (EJRO)



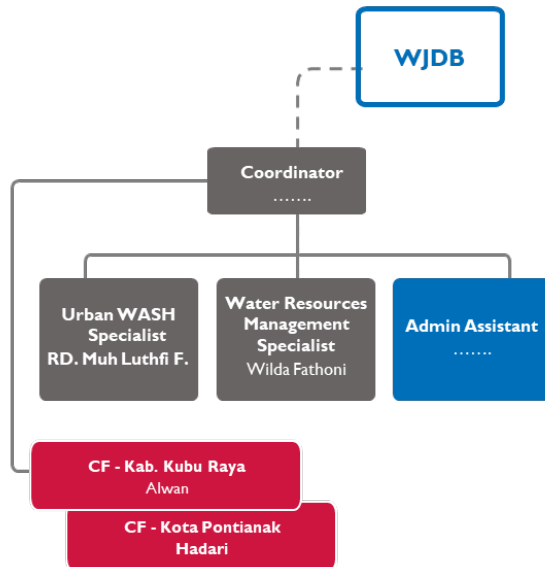
# Organizational Chart

## SOUTH SULAWESI REGIONAL OFFICE (SSRO)

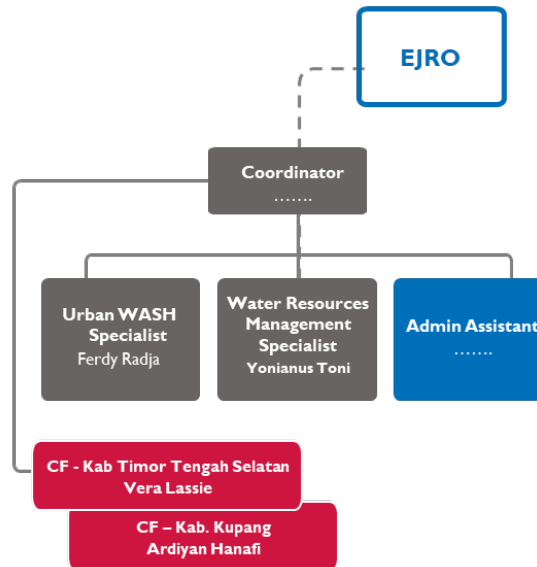


# Organizational Chart SATELLITE OFFICE

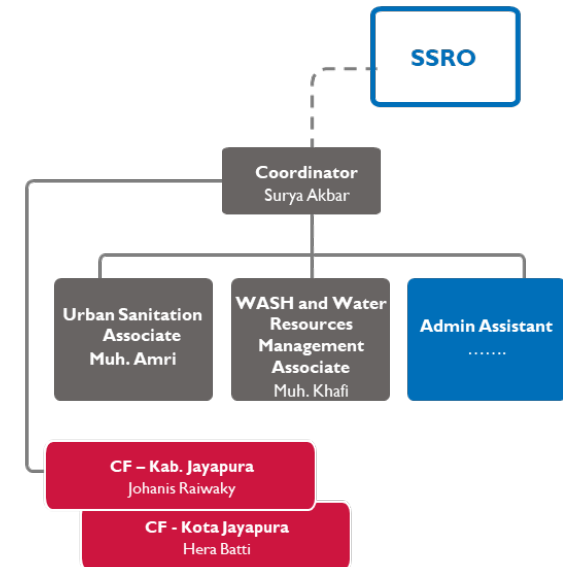
## WEST KALIMANTAN



## NUSA TENGGARA TIMUR



## PAPUA



■ Technical Staff  
 ■ Operations Staff

■ Embedded with Local Government

Note: Specialist position technical areas will vary by satellite office

## USAID IUWASH Tangguh Matrix Management Chart

Implementation / Functional Area	Day to Day Coordination	North Sumatra	West Java/ DKI/Tangerang - West Kalimantan	Central Java	East Java & NTT	South Sulawesi & Papua	Technical Support
OVERALL MANAGEMENT							
Program Management / Coord., COP	Alifah Lestari						n.a.
Program Operations and Regional Coordinations, DCOP Operations	Ida Nurtam						n.a.
Program Technical - DCOP Technical	Jeremy Keeton						n.a.
TECHNICAL PROGRAM SUPPORT							
Activity Monitoring and Learning (AMEL)	Regional Manager	AMEL Spec	AMEL Spec	AMEL Spec	AMEL Spec	AMEL Spec	MEL Manager
Program Communication and Outreach		Comm & Outreach Spec	Comm & Outreach Spec	Comm & Outreach Spec	Comm & Outreach Spec	Comm & Outreach Spec	Communication & Outreach Manager
Governance		Governance Spec	Governance Spec	Governance Spec	Governance Spec	Governance Spec	Objective 1 Lead
Capacity Building		SBC Gesi	SBC Gesi	Urban Water Spec	Governance Spec	SBC Gesi	NC WASH/WRM Training Coor
GESI		SBC Gesi	SBC Gesi	SBC Gesi	SBC Gesi	SBC Gesi	Objective 4 Lead
Media Engagement and Outreach		Comm & Outreach Spec	Comm & Outreach Spec	Comm & Outreach Spec	Comm & Outreach Spec	Comm & Outreach Spec	Communication & Outreach Manager
Environm. Compliance		Urban San Spec	TBD	Urban San Spec	Urban San Spec	TBD	Objective 2 Sanitation Lead
Objective 1 : Strengthened WASH and WRM Sector Governance and Financing							Benny Djumhana
1.1 Safely managed WASH and water security/WRM policies and regulation created or improved, implemented, monitored, and enforced at the national and regional government levels or improved, implemented, monitored, and enforced at the national and regional government levels	Regional Manager	Governance Spec	Governance Spec	Governance Spec	Governance Spec	Governance Spec	NC Governance
1.2. Public and private budgets and expenditures that prioritize equitable, genderresponsive, climate-resilient, and sustainable WASH and WRM services increased		Innovative Finance Spec	Innovative Finance Spec	Private Sector Spec	Private Sector Spec	Private Sector Spec	NC - PSE
1.3. WASH and WRM sector institutional capacities increased		Innovative Finance Spec	Innovative Finance Spec	Innovative Finance Spec	Innovative Finance Spec	Innovative Finance Spec	NC - Investment
1.4. Increased accountability and inclusivity in WASH and WRM governance		Innovative Finance Spec	Innovative Finance Spec	Innovative Finance Spec	Innovative Finance Spec	Innovative Finance Spec	NC-Innovative Finance



Implementation / Functional Area	Day to Day Coordination	North Sumatra	West Java/ DKI/Tangerang - West Kalimantan	Central Java	East Java & NTT	South Sulawesi & Papua	Technical Support
Objective 2: Increased Access to Poor-Inclusive, Climate Resilient, Safety Managed Dringking Water and Sanitation Services							Sofyan Iskandar and Ronny Sutrisno
2.1. Capacity of professionalized WASH and WRM workforce increased	Regional Manager	Urban Water Spec Urban San Spec	Urban Water Spec Urban San Spec	Urban Water Spec Urban San Spec	Urban Water Spec Urban San Spec	Urban Water Spec Urban San Spec	NC Urban Water
2.2. Performance of drinking water and sanitation service providers increased		Urban Water Spec Urban San Spec	Urban Water Spec Urban San Spec	Urban Water Spec Urban San Spec	Urban Water Spec Urban San Spec	Urban Water Spec Urban San Spec	NC Urban Sanitation
2.3. City-wide inclusive, climate-resilient, and financially viable WASH and WRM institutional arrangements and service models established and expanded		Urban Water Spec Urban San Spec	Urban Water Spec Urban San Spec	Urban Water Spec Urban San Spec	Urban Water Spec Urban San Spec	Urban Water Spec Urban San Spec	NC Urban Water
2.4. Monitoring, learning, and innovation platforms developed and strengthened		AMEL Spec	AMEL Spec	AMEL Spec	Urban San Spec	AMEL Spec	NC Urban Sanitation
							NC Urban Water & Resilient W
Objective 3: Improved WRM to Support Climate-Resilient Drinking Water Services							Agus Hernadi
3.1. Improved water quality, quantity, and reliability in watersheds which supply raw water for drinking water services	Regional Manager	WRM Spec	WRM Spec	WRM Spec	WRM Spec	WRM Spec	National Coordinator – Climate Resilient WRM
3.2. Increased accountability and equity in WRM and climate-resilient WASH regulatory and management arrangements		WRM Spec	WRM Spec	WRM Spec	WRM Spec	WRM Spec	National Coordinator – Climate Resilient WRM
3.3. Expanded information, analysis, and advocacy for climate-resilient decision making in policy, programs, and operations		WRM Spec	WRM Spec	WRM Spec	WRM Spec	WRM Spec	National Coordinator – Climate Resilient WRM
3.4. Strengthened national and subnational GOI WRM policy, guidance, and programs to support resilient drinking water services		WRM Spec	WRM Spec	WRM Spec	WRM Spec	WRM Spec	National Coordinator – Climate Resilient WRM
Objective 4: Increased Adoption of Behaviours and Improved Women's Participation and Leadership Roles that Contribute to Improvements in WASH and WRM							Ika Franciska
4.1. Latrine use, maintenance, and desludging behaviors adopted and become social regulated norms	Regional Manager	SBC Gesi Spec	SBC Gesi Spec	SBC Gesi Spec	SBC Gesi Spec	SBC Gesi Spec	NC - SBC
4.2. Payment for equitable and accountable water and sanitation services becomes the social norm		SBC Gesi Spec	SBC Gesi Spec	SBC Gesi Spec	SBC Gesi Spec	SBC Gesi Spec	NC - SBC
4.3. Institutional prioritization, commitment, and participation in WASH		SBC Gesi Spec	SBC Gesi Spec	SBC Gesi Spec	SBC Gesi Spec	SBC Gesi Spec	NC - Gesi

Implementation / Functional Area	Day to Day Coordination	North Sumatra	West Java/ DKI/Tangerang - West Kalimantan	Central Java	East Java & NTT	South Sulawesi & Papua	Technical Support
and WRM sector improvements, including for poor-inclusive and data-driven decision making, increased							
<b>Program Operations</b>							
Finance and Admin Management	<b>Regional Manager</b>	ROM	OM	ROM	ROM	ROM	FAM
Human Resources							HR Manager
Finance / Acct.		Reg. Proj. Acct	Reg. Proj. Acct	Reg. Proj. Acct	Reg. Proj. Acct	Reg. Proj. Acct	Finance Officer
Procurement		Reg. Proc Assoc	Nat Proc. Associate	Reg. Proc Associate	Reg. Proc Associate	Reg. Proc Associate	Procurement and Log Officer
Logistics/Ops		ROM	Reg. Senior Admin	ROM	ROM	ROM	Sr. Admin Assoc/Logistic
Inform. Tech.		ROM	ROM	ROM	WRM Spec	ROM	IT Manager



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