

Title: Special Evaluation Study: "Has the Multisector approach been effective for Urban Sector Assistance in Indonesia?"
—Evaluation Approach Paper

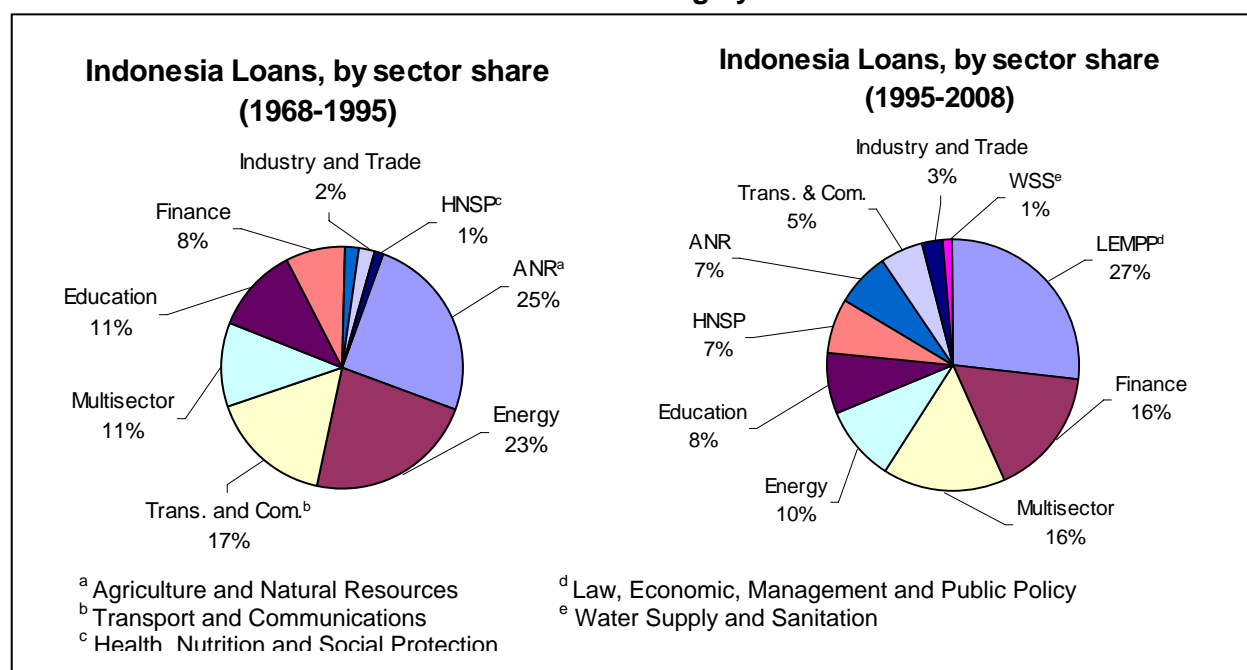
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Date: 13 July 2009

A. Introduction

1. IED was requested to conduct an urban sector study by the ADB Indonesia Resident Mission (IRM) to provide sector-specific feedback in the design of the next phase of ADB Country Partnerships Strategy planned in 2011. Evaluating ADB assistance to Indonesia Urban Sector has become important under the recent decentralization. Since 2003, when the Government introduced major decentralization legislation and systems nationally, the effect was felt most significantly in the urban services sector, as provinces and municipalities assumed direct responsibilities for project implementation, including externally financed investments.

Table 1. ADB Lending by Sector



2. In ADB, urban services and water supply & sanitation projects are under the "multisector" or the "water supply and sanitation" categories. As seen in the above table, the combined share of the two shares increased: during 1968 to 1995, the share was 11%, but from 1995 to 2008, it has grown to 17% [addition of Multisector (16%) and WSS (1%)].

3. **ADB's Portfolio in the Multisector.** ADB had financed 42 loan projects (total of \$2.99 billion in loan commitments) in the multi-sector since 1975 to 2008 (Appendix 1). In addition, there were 9 loan projects under the category of "Water Supply, Sanitation & Waste Management", with cumulative loan commitments amounting to \$215 million between 1994 and 1997. Non-lending, TA assistance, under "Multisector" category, totaled \$30.1 million from 1974 to 2008 for 39 (both PPTA and ADTA inclusive) TA projects. And under Water Supply and Sanitation category, there were 35 TA projects (both PPTA and ADTA inclusive) with total amount of \$11 million from 1972 to 2008. Sectoral shares, for the combined amount of Multisector and WSS from 1968 to 2008 are 14% for loans, and 15% for the TA.

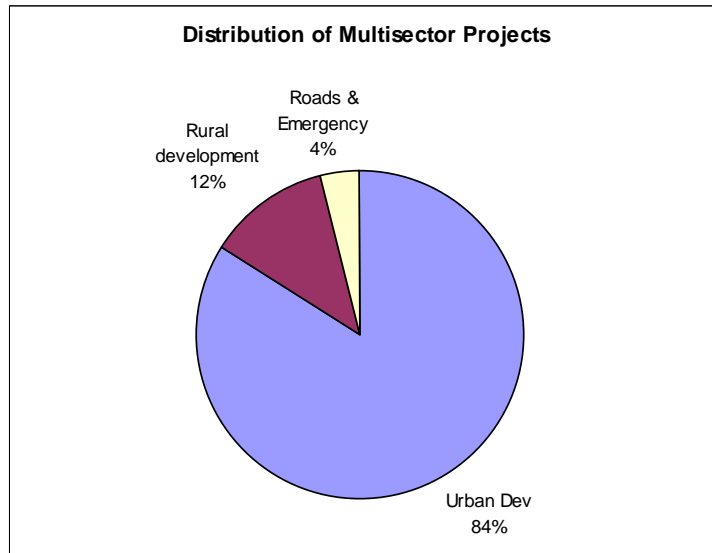
4. **Huge Infrastructure Investment Needs in Urban Indonesia.** Indonesia's population is about 221 million, with more than 100 million living in urban areas. By 2015, the population will have increased to about 250 million, and the share of the urban population is expected to increase to about 60% (up to 140 million). Large cities form the nucleus of the regional economies, supplying services and acting as markets and transport hubs. Many urban cities and large towns are profoundly under-resourced. Almost half of the urban households may be vulnerable to poverty, and urban economies are losing global competitiveness. Access to and quality of water and sanitation being serviced are among the lowest in East Asia. Water supply service coverage is only 35% in urban areas.¹ Indonesia still needs of huge investment for its infrastructure, and the demand for it is ever growing in cities.

5. **What is Urban Sector.** Currently there is no urban sector classification in ADB. For the purpose of this special evaluation study (SES), "Urban sector" is defined to include projects that had the following sub-sectors as sub-components: water supply, sanitation, drainage (or urban flood control), solid waste management, urban roads, *Kampung* (informal housing) Improvement project (KIP), Market Infrastructure Improvement Project (MIIP), and Guided Land Development (or site-and-services). The SES will also include projects that had profound linkage and impacts on those municipal services above. That will include loans that looked at (i) Community Development in urban cities, (ii) Sectoral Reform programs in infrastructure sector (which had urban infrastructure legislation), (iii) External Program Prioritization assistance in infrastructure and masterplan advisory. This study will exclude those projects that were focusing on: (i) rural development or agriculture, irrigation (36%), and (ii) emergency and inter-city roads focused (7%), but include the rest referred to above.

6. Growing urban areas had underscored even more need for multisector projects modality. While there were 20 multisector projects for the 20 years from 1975, in the last 13 since then 22 multi sector projects have been approved by ADB of which 17 (78%) can be defined "urban". Only 5 (22%) of them are rural oriented.

7. **Share of Multisector Project Sub-focus.** When classifying the past 42 ADB multisector projects, Table 2 shows that the largest share is for "urban sector" projects as defined above. They account for 24 with 57%, in terms of share of the sector by loan number. In terms of lending volume, the total 42 loans amount to \$2.997 billion, of which, the 24 urban sector loans total is \$2.513 billion, which is 83.8%.

¹ According to RRP of past ADB projects approved, the coverage figure has fluctuated, as the service coverage cannot cope with the urban population increases: For example, in 1984, the piped-water coverage in urban area was 29%, and in 1994, it was 40%. In Sanitation in urban areas, it was also 29% in 1984, and 44% in 1994.

Table 2. Distribution of Multisector projects

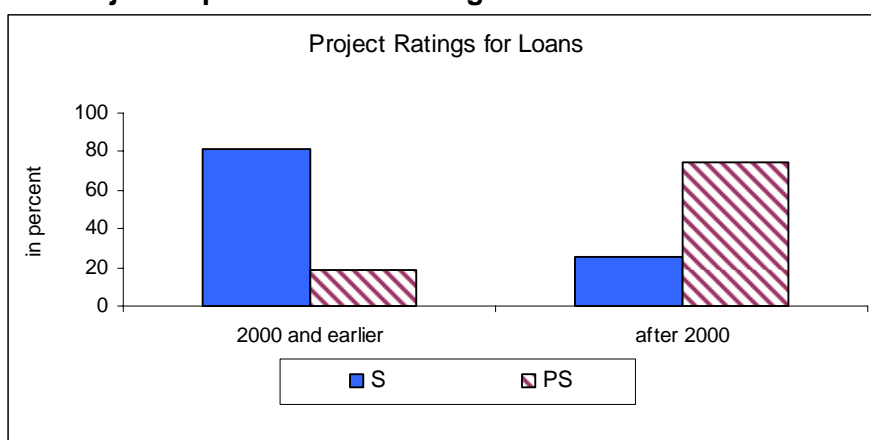
Subsector	in \$ billion
Urban Dev	2.513
Rural development	0.364
Roads & Emergency	0.120
TOTAL	2.997

8. **Distribution of Subsector within Multisector.** It is not clear from project appraisal documents, what the sub-sector composition of multisector projects is. Sometimes Project documents are very unclear how much of funds are allocated to each sub-sector. From what was initially analyzed from the PCR and PPER/PPAR data available, the distribution (by order of size) is: water supply (35%), urban road (23%), drainage (14%), sanitation/sewerage (9%), solid waste (8%), and the remaining three, namely KIP/MIIP, Institutional and Others, and Guided Land Development (Site & Services) at 4%. The primary target or recipients of Multisector projects are: water supply, urban road and drainage sub-sectors.

9. As there is only one urban development project after 1995, which was non-Multisector category, but under the "water supply and sanitation" in the ADB sector classification, it is very difficult to compare the effectiveness of Multisector urban approach versus Singlesector urban approach in the ADB Indonesia portfolio. The IED SES will initially try to compare through archived documents the results of pre-1995 urban sector projects that were under "WSS" category versus Multisector category to see whether there were any major differences; for example, arising from project implementation set-up or sub-project selection criteria. It may be an interesting and useful angle for the study.

10. **Project Level Performance.** However, in recent years, "urban sector" projects have not been performing well. Among the 24 Multisector projects under urban sector, only 17 have been rated. Post-completion evaluation results show that in the "urban" sector as defined, the partly successful project have increased from 19% to 74% from the period 2000 and before compared to the period after 2000. This begs the question whether multisector approach is working well for the "urban" sector projects,² which can be seen in the following chart and Appendix 1.

² Prior to 2000, IED classified as "successful" those that were rated "Generally Successful". Since 2000, both "highly successful" and "successful" have been classified as "successful". There was no change in the "partly successful" and "unsuccessful" rating in the two periods.

Table 3: Post-Project implementation Ratings of "Urban" Multisector Lending

B. Objective and Scope

11. This Special Evaluation Study (SES) will focus what factors will enhance the performance of the "urban" sector assistance in Indonesia. Since the urban sector assistance and multisector modality are intricately linked, it will determine the effectiveness and additional value of multisector modality in urban sector assistance in Indonesia. The advantages and disadvantages of this modality will be studied carefully taking into consideration the country/city context, and the various project cycle stages. The lessons learned in the study will provide guidance to the upcoming urban sector assistance in the next Country Partnership Strategy for the country. The lessons will also indicate whether a follow up study would be needed to understand the effectiveness of multisector modality in other countries.

C. Literature Review

12. **Country Development Context.** The decentralization that took place in Indonesia has created a need to find the most effective approach for urban services and WSS delivery. The latest CSP 2006-2009 mentions that: (i) Indonesia has low levels of piped water and sanitation access, and increasingly congested national and provincial road networks; (ii) While infrastructure received high levels of private and public investment in the decades before the crisis, investment has fallen precipitously since,³ (iii) About \$65 billion in new investment is needed to increase the growth rate from 5.5% to 7.6% over 2005-2009, (iv) Restoring private participation in infrastructure is necessary to close the financing gap but requires fundamental restructuring of the sectors; and (v) Poverty reduction strategies are becoming increasingly localized, especially under the decentralization; local governments are encouraged to set up poverty reduction committees and develop their own strategies. Most recently, the Government of Indonesia announced that the community-driven development (CDD) and conditional cash transfer programs would become the cornerstone of poverty reduction. The CDD approach gives control over planning decisions and investment resources for local development projects to community groups.

³ Before the Asian Financial Crisis, the surge of foreign direct investment (FDI) occurred in two waves. The first wave in 1988 – 1990 mainly in textile sector: and the second in 1994, which was driven by a worldwide boom in FDI. After the crisis, domestic investment and FDI declined steeply- from the peak of \$6,200 million in 1996 to – (minus) \$356 million in 1998, which bottomed out at - \$4,550 million in 2000. This is according to ADBI. March 2006. Thee Kian Wie. *Indonesia Investment Climate and FDI after the Asian Economic Crisis*. Tokyo. Also, data from *Indonesia Financial Statistics*: successive issues through October 2005. Jakarta.

13. **Challenges Brought by the New Decentralization.** Because of the unstable financial condition of many municipalities, including publicly-owned water supply agencies, but also the evolving legal framework and uncertainties in the early stages of decentralization, investment in the urban services sector has been insignificant for the last 10 years, and the systems have deteriorated because of inadequate maintenance and repair. With decentralization beginning in 2003, delivery of urban services is now the responsibility of local governments. It is not far-fetched to say that the "Multisector" projects are most affected by the decentralization, as the direct "devolved" power is now with provinces and municipalities and they are the ones having to carry out the newly assumed responsibilities. There have been some staff transfer of central government officials to key provinces and cities, but still the capacity to manage with vision, careful planning and adopt sustainable mechanisms are not high. The transfer of central government administrative power to regional and municipal governments has resulted so far, in starved investment. Many local municipal institutions, especially, publicly-owned water utilities (Perusahaan Daerah Air Minum (PDAM)),⁴ are inefficiently set-up, managed and financially bankrupt and indebted to the central government. There is a strong need to provide technical support to improve their governance and financial management performance, and mobilize financial resources.

14. **History and Evolution of Multisector in ADB.** Since the first multisector loan (INO-236 Karangasambung Multi-purpose) was approved in 1975, the sector has gone through several rounds of transformation (Appendix 1 and 2). So far, there have been 42 loans in the multisector category, and for the early 7 loans approved during 1975 and 1978, they focused mainly on irrigation, agriculture or rural development, with the basis of holistic "integrated area development" concept. In 1979, the first "Urban" focused multisector loan was approved with INO-400 Bandung Urban Development, where water supply, sewerage, drainage and solid waste management were tackled based on the integrated urban infrastructure improvement program (IUIIDP) concept. The trial continued with two more projects in Medan (INO-550) and Small Towns Urban Development (INO-629), and in 1984 with INO-725 Multi Sector Program (a TA loan), which ADB worked with the national planning agency (BAPPENAS), to prioritize future ADB infrastructure investments. The TA loan paved the way for series of succeeding mega-and multiple city projects, that will be continued until 1997 with INO-1587 Metropolitan Medan Urban Development Projects. Then, the Asian financial crisis occurred in late 1997, and ADB and the Government agreed to do a series of spring-cleaning exercises through country programming process, where many loan sizes were reduced or components cancelled. The next phase was in 2000, with the INO-1765 Community Empowerment for Rural Development, where new community-driven design approach was tested. The fifth stage started from 2006 with INO-Infrastructure Reform Program loan, where more than urban development, encompassing energy, education and other sectors jointly tackled with reform agendas; a combination of program and project loans.

15. **Development Partner Activities.** World Bank has been involved in developing the sector under a series of water supply projects, but in different regions than ADB, such as East Java, Sulawesi, Kalimantan, Papua and Bali. These WSS sectoral investments were then replaced by support to a number of IUIDP follow-on programs in the same provinces, again similar to ADB experience in the sector.⁵ World Bank cofinanced Indonesia's first IUIDP with ADB in 1987. After this, the two agencies funded about 15 years of geographically separate

⁴ There are 315 regional and municipal PDAMs combined in the country.

⁵ It has been difficult to get very accurate data of all donors' assistance to Indonesia in the Urban Services and WSS sectors. From what has been so far gathered in Appendix 2, ADB's share in the sector is around 30%, but this figure needs to be verified during the SES mission.

IUIIDPs in the country, but basically, World Bank also implemented multi-subsector approach, encompassing water supply, urban roads, drainage, solid waste, and KIP in the same manner. This will be confirmed during the IED evaluation **The World Bank categorizes its urban development projects as "social service delivery" sector** or sometimes, "multi-city" groupings (more details in Appendix 3),⁶ and IED evaluation findings on this approach will be taken into account.

D. Lessons Learned from Past ADB Assistance in the Sector

16. **The First IED "Multisector" Assessment.** The CAPE 2005 analyzed the WSS and urban sector as follows: At the very early stage of ADB assistance, ADB had approached water supply subprojects as components of infrastructure development and health projects, and later as part of natural resources management. The CAPE 2005 acknowledged as part of its evaluation, that evidence from the field suggests that, when implemented well, WSS sector investments make a durable contribution to local development. Some projects that were successful had a clear institutional champion and clear lines of responsibility. Sustainability of benefits is more likely, as investments are in line with local government's established activities, and funds are made available for maintenance. The CAPE 2005 looked at the completed and ongoing Multisector projects individually, but when it came to "sectoral evaluation", there was no substantive assessment for the "multisector" category per se. Only a brief evaluation to the "water supply, sanitation and waste management" sector was conducted as part of sector Performance evaluation (on page 46 of the CAPE, detail in Appendix 4).

17. **Challenges with "Multisector" Projects.** According to the CSP 2006-2009, when it looked at the previous phase of 2003-2005, many delays have been encountered in implementing the 3-year lending program. The processing of new projects became more challenging for several reasons, including the impact of decentralization, lack of coordination between agencies, and weak institutional and human capacities. ADB's loan products were increasingly seen as outdated, with high transaction costs. The design and implementation of decentralized projects tests the capacity of both the government system and ADB. The projects under implementation involve some 200 districts. It was mentioned in the CSP that ADB lacks adequate resources for project supervision and monitoring, and results are difficult to measure. In the conclusion, the CSP has self-critically examined the past operations so far that "ADB has been responsive to the needs of the Government but (ADB) **was unable to adjust quickly enough to the new realities of decentralization.** ADB should work increasingly through existing Government systems in support of Government programs: the financial crisis and subsequent democratization and decentralization process have diluted capacities within line agencies and at the local level."

18. **Intended Impacts and Difficulty in Monitoring Results.** Usually, the common goals of many urban development or urban services projects were to improve urban environmental and living conditions, particularly for the urban poor, and also, intended to ensure a "planned and orderly" urban development of targeted cities. All projects were intended to increase the capacities of local government in project implementation and urban management. These goals can encompass a variety of aims. Environmental impacts included varying degrees of reduction of air, water, soil and noise pollution. Improved living conditions maybe understood as a compound of various municipal services, however, their impacts would need to be measured in terms of financial and time savings to households, improved health conditions (number of sick

⁶ Independent Evaluation Group. World Bank. November 2008. *The World Bank in Indonesia 1999- 2006, Country Assistance Evaluation.*

days, costs of health treatment), education (number of hours spent in school, rather than attending to household chores), and convenience and entertainment (culturally appropriate indicators to measure these). Unfortunately, in the past ADB urban projects in Indonesia, none of those projects defined specific criteria and indicators to measure targets, established actual baseline data, or set quantified targets for any of these goals. **As a result, intended impacts are ambiguous, since the beneficiaries are not defined clearly in terms of percentage of total urban population.**

19. **Lessons Identified from Past IED Evaluations Studies.** The following are some of the conclusions that had been drawn in the two previous IED Impact Evaluation Studies: Urban development and Housing Sector in December 1997 and WSS sector in 1999.

- (i) Resources were spread thinly, that vital subcomponents of a subsector might be excluded from a project (lack of vertical integration) - **there was no clear evidence of synergy effects** – major advantage advocated by IUIDP believers. In early IUIDP projects, sub-components (e.g. water supply, sanitation, solid waste, KIP, etc) were implemented separately, often in areas that are not linked, so that no systematic infrastructure network is developed. **There was no vertical integration**; unless projects are set priorities and focus on specific attainable development impacts, resources will be insufficient to yield measurable results.
- (ii) **Geographic integration is equally important as vertical integration.** The effects of synergy are lost if urban infrastructure components in different parts of a city are upgraded without requisite connections, undermining the entire rationale of the approach.
- (iii) Institutional consequence of integrating various subsectors into one project is that the number of agencies involved increases, sometimes to the extent that management and coordination are impeded. This is even more so **when the roles and responsibilities of the different agencies are not clearly delineated**, and when the areas in which coordination and cooperation are required are not well understood.
- (iv) When there are more towns targeted in one project, there will be some more risks in the institution side on implementation for multisector projects, as institutional framework tend to get either extremely complex or, remains centralized, where **local government involvement becomes limited**, which results in the use of standardized packages for upgrading works with little room to reflect actual demands of local governments and beneficiaries.
- (v) With the decentralization, local authorities have gone through some reform measures initiated by the Government, such as on water tariff control which gave more control on their financial standings; however, still, urban services agencies (most particularly, water supply bodies) **need to graduate from its current dependent role to a more autonomous**, financially independent, and customer-oriented service industry.
- (vi) Future ADB-financed projects must adopt a **more participatory and demand-based approach** that encourages communities to identify their own priorities and ways of achieving them.
- (vii) **Weakness in institutional capacity**, especially in the smaller PDAMs and smaller municipal offices with ballooning population, continues to plague the sector. Significant efforts by both the Government and ADB are needed to strengthen the management and technical capacity. ADB should also strengthen the monitoring and

evaluation of its capacity-building efforts by introducing appropriate targets and performance measures in all future projects.

E. Evaluation Framework and Approach

20. The SES will focus its evaluation on the three key criteria: (i) **Relevance** to the project objectives and the goals of the Government and ADB, in the context provided by the international development assistance community, (ii) Use of **Resources**, in terms of how much efficient (or value-addition) the allocation of loans were given the multisector approach, and in the implementation of sub-projects, and (iii) The **Implications for Results** – whether the originally intended outcomes were realized, impacts can be seen, and whether technical and institutional sustainability can be observed from completed projects. These criteria will guide the response to the subject question: "Has the multisector approach been effective in the urban sector assistance in Indonesia?"

21. **Evaluation Framework.** Taking the above issues into account, the SES will use the following parameters to conduct the effectiveness of Multisector (MS) approach:

(i) Relevance

- (a) Is the MS approach good for designing operations for achieving poverty reduction?
- (b) Does the MS approach induce an additional value in the project design stage "synergy effect" between various sub-sectors, drainage and urban road for example?
- (c) Has ADB projects been able to achieve vertical (among different subsectors) and geographical (holistic area development) integration?
- (d) Does MS ensure more community/local government buy-in (demand driven approach) to attain more effective project outcome and impact?

(ii) Resources

- (e) Is the MS approach useful for effective implementation, does it reduce delays? The assumption is that because the sub-project selections are based on existing and more comprehensive city-wide masterplan, that there is already wide local support, which won't incur implementation delays.
- (f) Does it improve coordination and delineating responsibility? It is assumed that the project is not tackling one sub-component only but more holistically across various sub-sectors, that there are central management at the municipality.
- (g) Does it allow adequate funding for main sub components? Does each subsector receive enough resources to attain visible and recognizable impact on public infrastructure? Or because the money is spread across subsectors, there is an element of fragmentation?
- (h) Does it facilitate private sector participation because MS is more centrally coordinated?

(iii) Implications for Results

- (i) Is the MS approach more useful to achieve results (outcomes and impact) on the ground, especially on public health impact (which is usually cited in RRP's)?
- (j) Does the MS approach provide for more sustainable outcomes because MS projects are coordinated at the municipal central level that more municipal budget is kept aside for ADB projects?
- (k) Does it provide better opportunities for longer-term institutional capacity development – because ADB projects worked with various divisions and agencies in the same project?

22. **Key Questions.** Key issues that will be looked at in the SES Multisector (of Urban Services and WSS sector focus) will be as follows:

- (i) Did Multisector urban projects, since 1999, improve on the geographical and vertical integration to induce **synergy effects**? Just to name a few, in the strings of multisector projects, ADB extended its support to major cities in Java and Sumatra, like Bandung and Medan. Have those cities seen observable synergy effects among the sub-components?
- (ii) Did the main subcomponents receive **adequate funding** to attain the original intended impact? Many projects started off with a certain distribution of total loan amount based on PPTA feasibility study, but ended up rather concentrated in certain sub-sectors like urban roads or water supply. Did that happen because some sectors, e.g. urban roads need substantial investment for achieving some economy of scale?
- (iii) Was there any **clear delineation and mandates** for relevant government ministries and agencies so that there were no confusion and turf disputes in carrying out the multi-sector urban project implementation? Many multisector urban projects had three layers of project management at (i) central level, (ii) provincial and (iii) municipality level for project implementation. At the municipality level also, there were a number of department, divisions and agencies involved, sometimes without any project-specific set-up.
- (iv) More recently, has the participatory or CDD approach has become popular in ADB projects. Have they enhanced in the impact achievement? After short hiatus after the Asian financial crisis (when there were no new urban development projects processed between 1997 and 2000), the new era focused on "community-driven" type. Are those new projects showing more suitability to the decentralized power within the government and has that attained more success in meeting outcomes and impacts? Did the multisector formulation or **design change due to the new CDD philosophy**?
- (v) **Private Sector Participation (PSP)** had been the key concept adopted until the impact of the 1997 Asian financial crisis, after which the approach became subdued. It appears that there are some signs of revived enthusiasm in this area. Are ADB support and the Government legal and physical environment conducive to the re-emphasizing PSP? In recently IED-conducted PPER for INO-1511 Metropolitan Bogor, Tangerang and Bekasi Urban Development Sector Project (forthcoming) the PSP assistance to PDAMs and regional government was assessed. The draft PPER indicates that by 1994, ADB strategy focused on encouraging the privatization of

more successful urban water supply enterprises, and targeting assistance to low-income communities by cross-subsidizing user fees. However, privatization has not been successful.⁷ Some main reasons were: (i) lack of robust demand survey during the project conceptualization and processing; (ii) certain economies of scale are needed for PSP, but due to decentralization investors found it hard to accumulate and have a large revenue base; (iii) tariff increase is politically sensitive, and the Government was not ready to initiate serious long-term strategy and implementation.

23. **Evaluation Method.** The evaluation would be based on the review of all the ADB's urban multi-sector operations in Indonesia. The findings of the previous IED impact evaluation study on Urban Development and Housing Sector in December 1997, and WSS sector in Indonesia in September 1999 will also be included. The CSPs and multisector (or Urban Development sector) strategies of Indonesia will be reviewed to evaluate the strategic focus and relevance to effective implementation and development impact of the urban. The policy dialogue promoted by ADB and other key donors in the sector through technical assistance and program loans will also be reviewed in the context of the incremental impact of improving the performance of the sector. The SES will assess ADB's contribution to outcomes through a combination of perception assessments, data analyses, and literature reviews involving desk studies at ADB headquarters and field visits that are necessary to evaluate the project impact. The SES will undertake:

- (i) Literature and secondary data reviews,
- (ii) Stakeholder perception surveys,
- (iii) Statistical analysis,
- (iv) Evaluation of completed projects through document review,
- (v) Impact of policy-oriented ADTA and capacity building support, and
- (vi) Field visits to selected projects and geographical areas. This would allow validation of some of the key messages coming from the desk review.

24. **Evaluation Limitations** are as follows.

- (i) In-depth outcome assessment of individual projects will be limited to projects that have been completed and for which PPARs, PPERs or PCRs will be available.
- (ii) Studies on socioeconomic and poverty impacts will rely on completed and ongoing operations, published statistics, PPTA report baselines and other donors' reports, in view of the complexity, time required and difficulty in generating reliable results or findings.
- (iii) The availability and quality of data on the social sectors, particularly on public health and hygiene (e.g. occurrence of floods) is generally poor, especially at municipality level. However, this is a limitation faced by all working in support of social sector, particularly in urban development in Southeast Asia.

⁷ According to earlier evaluated INO-1514 on Metro Botabek Project (IED PPER now in draft).

F. Resource Requirements and Schedule

25. **Team Structure.** The SES will be prepared by IED and a consultant team. The team will be managed by a Senior Evaluation Specialist (3 person-month) supported by an IED Evaluation Officer (2.5 person-months, J. Dimayuga). The IED team will be supported by an international consultant (Urban Development Economist: 2 person-months), one domestic Urban Specialist based in Indonesia (2 person-months), another Urban Development Sector Specialist based in Indonesia (3 weeks) and a Manila-based Research Associate (2 person-months).⁸ It is expected that the main focus of the assessment of project outcome and impact will be conducted in the cities of Java and Sumatra islands.

26. **Consultant Requirements.** The International Urban Development Economist will review the past "urban" sector project economic and financial performance, the domestic Urban Specialist will address ADB water supply and sanitation program relevance to Government's RPJM, the Urban Development Sector Specialist will provide reports input in the policy analysis, policy evolution and government fiscal system reforms. Both the domestic consultants will support the International Consultant on the local technical and engineering standards, requirement/regulation, practices, assessment and meeting/field visits arrangements. The Manila-based Research Associate and the International Consultant will help the team in the archived document/data study, questionnaire sheet preparation, statistics compilation, data consistency check, and later in the SES document material presentation.

27. **Resources Requirements and Schedule.** Based on the anticipated consultant's inputs, the estimated costs of the SES are \$80,000, proposed Terms of Reference of the evaluation team is in Appendix 5; a tentative schedule is presented below. The schedule is subject to mission approvals by the Government, IED staffing situation, and ability to field consultants quickly. The Evaluation team and the management acknowledges that the following schedule is very tight, and will do the best the team can to meet the IED Work Program, but depending on the Government mission reception, and developments with other studies for Indonesia, there may be change in the eventual submission, which will be discussed closely during the course.

Activities/Milestones	Schedule
Approval of the approach paper	IV June ⁹ – I July 2009
Phase I	
Selection of all consultants in the team	IV June - 1 July 2009
Desk review, data collection, discussion with ADB staff and analysis phase	I- II July 2009
Sending Survey forms to Indonesia for perception surveys (by International consultant and Research Associate with cooperation from INO WSS specialist)	III July 2009
Discussion of preliminary findings with SERD and IED management, and direction for SES recommendations	III - IV July 2009
Phase II	
Narrowing down on the field visits requirements for the coming mission	IV July – I August 2009

⁸ This may be extended if the need arises during the initial document research and final data analyses.

⁹ An Evaluation Approach Paper (EAP) was first submitted to IED management on 27 May 2009, 8 June, 11 June for SAPE. However, a meeting with Director General IED happened on 18 June 2009, and the approach was subsequently changed from SAPE to SES from the meeting. Subsequent revised EAP was submitted on 29 June, 7 and 10 July 2009.

Fielding of international consultant to Indonesia	II August 2009
Independent Evaluation Mission 2 – Field Visits to 2 major cities – with representative sub-component sites	III-IV August 2009
Draft report for peer IED review	III September 2009
Final Phase	
Interdepartmental review	II October 2009
Meeting with SERD	III October 2009
Draft to Editor, OSEC	I November 2009
Submission to Director General, IED	III November 2009
Final approval	I December 2009

cc: Directors, IED1/SEEW/SETU; Country Director, IRM; S. Penjor, IEOD, R. Lumain, IED2; J. Dimayuga, IED2; J. Tubadeza, OEOD; Project, Chrono, IED Central Files

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