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ASSESSMENT REPORT: IMPACT OF MULTI MEDIA CAMPAIGNS



SEPTEMBER 2008

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Danny Setiawan, the Governor of West Java, was interviewed by journalists at the National Campaign for Handwashing with Soap on May 6, 2007. The campaign was part of ESP's nationwide multi media campaign (MMC) # 8 on 'Change our Behavior for the Sake of Indonesian Children'.

ASSESSMENT REPORT: IMPACT OF MULTI MEDIA CAMPAIGNS

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SUMMARY

This report documents the results of an impact assessment of ESP's Multi Media Campaigns (MMCs). MMCs are an important tool for building awareness of and promoting advocacy for ESP principles related to improved delivery of environmental and health services. On a quarterly basis, MMCs are implemented by the Public Outreach Communications Coordinator in each of ESP's High Priority Province (HPP) in partnership with local media and NGOs. ESP and USAID Basic Health Service (BHS) messages are communicated through these campaigns using multiple channels, such as local and national print and electronic media and community-based cultural events (such as photo exhibitions, children's drawing competitions, music and drama performances). The MMCs target both decisionmakers and the general public to provide information and inspire discourse that leads to a stronger demand for better public services delivery in the water, health, and sanitation sectors.

This impact assessment found that MMCs have been effective in at least 6 ways:

1. Regional and national journalist networks are stronger and better informed about ESP-related issues.
2. There is increased coverage of ESP-related issues in regional and national media as a result of MMCs.
3. There is some evidence of increased government investment in ESP-related issues as a result of MMCs.
4. MMCs provide an important forum for informed public advocacy.
5. There is increased awareness among the general public regarding proper handwashing with soap practices in ESP HPPs.
6. ESP News (a quarterly bilingual program newsletter) is appreciated by government, NGO and journalist partners as a source of information and contacts (ESP partners) for networking.

Other key findings of the impact assessment are as follows:

1. Community leaders effectively use MMCs to present and advocate their issues to government. Media coverage leads to direct communications between communities and local government, often resulting in direct financial support to further ESP activities.
2. Some local civil servants stated that MMCs provide important information that demonstrates the need for increased government investment in environment, water supply and sanitation issues. While some government officials have tried to include such investments in annual budgets, they are often deleted in exchange for larger, 'big ticket' items due to a culture of corruption in government. MMCs build awareness, which contributes to good governance. But corruption will not be eradicated quickly.
3. MMCs might be more effective if ESP selected more hard-hitting local issues. This is not in ESP's interest, though, given that ESP is a USAID contract as part of a USG-GOI strategic objective agreement.

This impact assessment looked at the qualitative impact of the MMC. The assessment explored:

1. Evidence of MMCs improving discourse regarding ESP issues and principle

2. Indication of MMCs inspiring the general public to make demands for better service delivery.
3. Verification of MMCs leading government/decision makers to provide improved service delivery, for example an increasing budget allocations to solve problems.
4. How MMCs can improve quality of reporting on water, health and environmental issues in Indonesia.

I. BACKGROUND

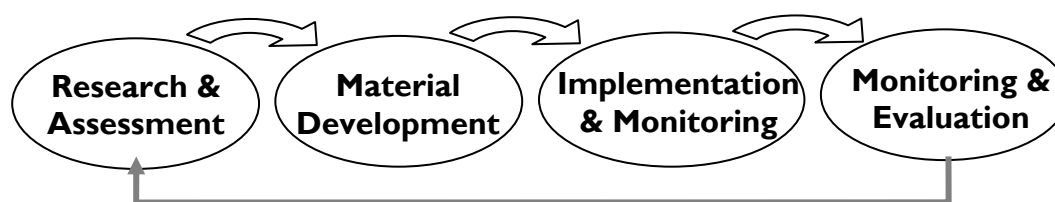
ESP has completed 13 Multi Media Campaigns (MMCs) since 2005. The issues/themes covered to date include: 1) Water for Life; 2) Clean and Flood Free Neighborhood; 3) Point of Use Water; 4) Preserving Water from Upstream to Downstream; 5) (Canceled due to switching MMCs to a quarterly basis); 6) Clean Water for Healthy Life; 7) Why Community-Based Sanitation System?; 8) Change Our Behavior for the Sake of Indonesian Children; 9) Water for the Poor; 10) Sanitation; 11) Land Rehabilitation; 12) Access to Water for the Poor; and 13) Water Source Conservation. During the final year of the program, ESP will facilitate two more quarterly MMCs that link water, health and environment.

All of these MMC are conducted under the leadership of the Public Outreach Communications (POC) Coordinator in Jakarta, and facilitated by Public Outreach and Communications Specialists in each HPP with the support of ESP's broader technical team. From 2005 to mid-2008, 124 MMCs were conducted by ESP and its partners in ESP's HPPs (which represent the six most populous provinces in Indonesia). 14 journalist networks have been established and regularly write articles and human interest stories on ESP-related themes that are published/broadcast in local and national media. More than 100 electronic and print stories are generated in national and local media per MMC. These efforts have led to a more informed general public that is demanding better services from local governments.

Each MMC has the following goals:

1. Increase journalists', government officials', and community leaders' understanding of environmental, water and health issues
2. Increase private sector and local government support for ESP-supported community initiatives aimed at decreasing the prevalence of diarrhea
3. Create a 'call to action' that leads to general public pressure for improved environmental and basic health services, which in turn leads to better local government service delivery and supporting policies and regulations.

The Process of Quarterly Implementation of an MMC (over a 3-month period):



1. Research & Primary Assessment (weeks 1-3).

At this stage, each regional POC specialist prepares a term of reference (TOR) with key messages (main issues/sub-themes), objectives, activities, timeline, budget, partners, gender perspectives, local organization and networking, and communication targets/channeling-tools.

2. Material Development (weeks 2 – 5)

At this stage, the POC specialist develops communications materials such as factsheets, background documents for journalists, maps and photos, charts and tables, and other valuable data and information.

3. Implementation and Monitoring (weeks 4 – 10)

The POC specialist facilitates journalist and other media partners to meet with ESP's partners (e.g., community, local champions, schools/universities, decisionmakers and other stakeholders) through various activities, such as: media gatherings; field trips; TV & radio talk shows; road shows to mainstream media; written columns by experts /activists; public events, such as national/international commemoration days. At this stage, the POC specialist tracks the media coverage of the MMC, including monitoring the quantity and quality of the media exposure.

4. Monitoring and Evaluation (weeks 9 – 12)

The POC specialist prepares a final report for each MMC, highlighting recommendations and lesson learned to continuously improve subsequent MMC design and implementation. At this stage, preparation also begins for the upcoming MMC.

2. METHODOLOGY

This impact assessment was conducted by a short-term consultant over a one month period, utilizing qualitative methods, such as interviews and document analysis. The consultant conducted face-to-face interviews with ESP staff, media and local government and community stakeholders in Jakarta, Medan and Bandung and telephone interviews with stakeholders in Yogya and Malang. The consultant interviewed journalists in Jakarta, Medan and Bandung from Kompas, Koran Tempo/Tempo Magazine, The Jakarta Post, Tribun Jabar, Voice of America, Green Radio, Smart FM, Medan Bisnis News Paper and The Alliance of Independent Journalist (AJI). The consultant also spent 4 days in Medan and 2 days in Bandung. The consultant made one field visit in Medan during the launching of the clean water project in Langkat. The consultant conducted document analysis of local newspapers and magazines, ESP News, ESP factsheets, and partners' press releases. In addition, the consultant also listened to recordings of radio programs related to the MMC campaigns. Due to time constraints, no content analysis was conducted during the document analysis process.

3. MAJOR FINDINGS

3.1. ESP AND MEDIA

MMCs are a strategic tool of ESP's Public Outreach and Communications component which uses various media channels to raise awareness and increase public discourse and demand for environmental services.

Journalists interviewed commented that ESP through stakeholders has helped expose clear environmental issues that community or public needed, for example water for the poor, sanitation, hand washing with soap, watershed management and change in health behavior. Medan Bisnis reported that "community knew that they have bad behavior, but they did not know how to solve problem, and ESP enlightens them". The Jakarta Post, Kompas, Tempo, VOA and Green Radio reported about hand washing with soap: "Although people especially children wash their hand only if they feel it's dirty; but at least they know steps how to wash it now".

From a different perspective, journalists felt that they gained new knowledge and experiences when participating in an ESP program. For example, a journalist from Bandung commented that he learned about methods to purify water from the ESP program. Equipped with this knowledge, he now realizes that the water in the Cicadas River is unfit for drinking, but continues to be consumed by households because people do not have knowledge about water quality and have no other alternative.

ESP often brings journalists to the field to observe ESP community stakeholders' programs. Journalists comment that they respect this program because ESP lets them speak directly with the community and other stakeholders freely; ESP does not dictate who journalists can talk to and what issues they can cover. "We are free to pick our angle, and we do not need to put ESP's logo and name in our story," commented one journalist from The Jakarta Post. In addition, ESP and its stakeholders have successfully elevated local champions among the community members, who provide interesting stories and quotes for the journalists to cover. "There is a funding agency representative who came here bringing a Kompas newspaper journalist; I was in that edition of the Kompas newspaper!" commented Pak Tugiran, a farmer from Medan who is an ESP community participant. Green Radio added that the life and experience of ordinary people make interesting stories that listeners love to listen to and learn from because they "sound natural". A Kompas journalist said that although environmental issues are "hot" issues, especially global warming, they still have to struggle with their editor to get space in the newspaper. One solution is to report it through human interest issues such as the story of Tugiran, a farmer from Medan and Eson, a farmer from Bandung. "Politics and economy are still the top priorities, so we write in a different way because we believe that these environmental and health issues are very important," noted a

Tempo journalist. All journalists said that they have returned to ESP field sites without ESP to cover more environment-related stories.

Journalists report that they believe there has been a significant policy impact as a result of MMC campaigns. “We saw that programs are being replicated in other areas,” reported one journalist from Medan Bisnis. Other journalists reported that high rank policymakers tried to allocate more funds for environmental issues. Unfortunately, more budget approval is given for infrastructure development and less for environment. “One of the policymakers’ consideration to add environment services to the local budget is because of news from the media,” said Erna Witoelar, MDG consultant. Kompas and the Jakarta Post journalists have experienced that policymakers asked them more about issues that they published. “This means there is a positive response from the policymakers,” said the Kompas journalist.

AJI is a journalists’ organization which often conducts training on environmental issues and provides environment awards. AJI chairperson said that journalists are always excited to participate in such training because the environment is a complicated issue now. This issue used to be only about de/reforestation and pollution, but these days political, economic, and legal aspects are included in the discussion of environmental issues. It will be a priority in the coming years because the impact of environmental problems has become globally experienced. Therefore, ESP has cooperated with Yogya, Medan, and Malang Chapters of AJI to improve journalists’ knowledge on environment through trainings, informal discussions, and workshops. ESP picked AJI as the event organizer because the latter has qualified members who work for established media firms, such as Kompas, Tempo, Green Radio, the Jakarta Post and Jawa Pos group.

Although considered as a good source for media, the journalists admitted that ESP communities are not brave enough to talk about controversial issues, such as increasing of water tariff, corruption of local budgets and other issues. “It would be more attractive if there is an interactive dialogue between community members and policymakers to discuss sensitive issues,” said Green Radio. Koran Tempo and Tribun Jabar added that there is no need now to fear hard dialogues between community member and policymakers because now is a transparency era that supposed to support bottom-up approach. In other words, policymakers should listen to people’s voice. “There are many environmental topics that ESP could assist people to understand through debate or discussion,” said a Voice of America (VOA) journalist. He added this strategy could make policymakers more aware of the problems that they have to solve.

ESP often invites journalists to go all day or several days to the field. Some journalists reported that some of the ESP field trip schedules often conflict with their deadlines. “We must finish our report at 4 PM; often times at 3 PM we are still in the field,” notes journalists from Koran Tempo, Kompas and the Jakarta Post. They suggested that ESP send them fact sheets or press releases before going to the field, so all they need to do in the field is to observe and watch without bothering themselves with unnecessary details that could have been provided beforehand. Furthermore, journalists also suggested that ESP send its newsletters regularly to them because

they only received the news on CD, which is often out of date. “If we got some newsletters, we would find useful, interesting and comprehensive data,” commented some journalists from Koran Tempo, VOA, Tribun Jabar and Medan Bisnis. They said ESP is a good source to ask about environmental issues. “We often ask ESP sources about certain issues, and they can always provide information about them,” said all journalists, even if the issue being asked is not directly related with ESP.

All journalists have good personal relationships with POC and ESP staff, such as the field assistants. The most effective means of connecting between POC and the journalists is through informal gatherings, such as hanging-outs at coffee shops after office hours. POC and journalists spend hours discussing environmental issues. “We usually insert ESP issues when we meet,” said the Malang, Medan, and Yogya POCs. This is one of their strategies to maintain their good relationship with the media. In addition to this, the West Java POC would usually ask the editor of Pikiran Rakyat newspaper to publish an article from an environment expert. If agreed, ESP will request an expert to send an article to be edited and published in the newspaper. This is one solution to encourage policymakers to use published articles as a reference material when drafting new policies or programs.

3.1.1. SUMMARY:

- MMC program is very significant to change people’s mind and raise awareness on the importance of environmental issues;
- MMC succeeded in breeding environment journalists;
- Many journalists still have problem with their editors to publish environmental issues although the latter also believe that environmental issues are important;
- MMC has a positive impact to policymakers to increase their awareness with action such as to increase local budget or replicate program with other funding agencies;
- POC has a strong relationship with journalists in an equal partnership.

3.1.2. RECOMMENDATIONS

ESP MMC has worked with print and electronic media, such as TV and radio for three years. Nevertheless, as many Indonesians believe that televisions and radios are a medium of entertainment, their impact to policymakers is not as big as that of the print media to be used as references. Therefore, policymakers rarely pay attention to recommendations provided by TVs and radios. “Radio is useful for community members to understand how important the environment is; but newspapers or magazines are more ideal for policymakers,” noted Green radio and POCs in Malang and Yogyakarta. Moreover, TV airtime is too expensive and not really effective for campaigning. Unless we create a good program, we might just waste a lot of money on TV airtime.

MMC should open new relationships with women weekly media, such as Femina Magazine, Nova Tabloid and Kartini Magazine. Some of ESP champions are women

or women groups, and their stories fit in those media. Many stories from those media have inspired not only women, but also policymakers. For example, there was a story from Nova Tabloid about PKK in Rawajati on how they save environment by collecting all used plastic and then turned it into shopping bags. There was a response from the Banten Governor, who is a woman, to do similar things in her province. Kartini magazine always publishes articles on environmental champions who have won the government's environment award (Adipura Award). Those media have feature space for human interest stories. These kind of stories have great potential to influence others and allow them to replicate the reported programs in their areas. In addition, journalists from magazines have more flexible deadlines to accommodate an ESP field visit to develop articles and stories. Magazine journalists can attend and get involved from the beginning when ESP and stakeholders hold capacity building training. They can see how ordinary people who do not understand about environment can be transformed into champions.

MMC campaigns often conduct a refresher program for journalists on current environmental issues. ESP usually conducts a 2-day weekend training outside the city to help journalists concentrate more. MMC campaigns also have a journalist-swap program. For example, a Bandung journalist can go to Medan and vice versa. It is similar with a comparative field trip and they can learn a lot from this program. They can also write stories from another perspective. This will be beneficial for ESP to get a wide spread campaign, not only in a given area but also in a much wider region. Journalists can then tell the differences between policies issued by local decisionmakers. For example, Medan journalists can learn how the Bandung Mayor takes care of solid waste management and sanitation issues.

MMC campaigns facilitate journalists and policymakers to discuss the negative impacts if no environmental services are provided. One recommendation would be for ESP to conduct a monthly meeting for environmental journalists to talk with local government officials. This is similar to what the parliament journalist groups have successfully done during the hearings on the broadcast law.

MMC campaigns should request journalists to submit their articles to its ESP News. They can write any stories, related or not to an ESP program, as long they are about environmental issues.

3.2. MEDIA NETWORKING AND STAKEHOLDERS

Stakeholders are impressed with ESP's media strategy, not only MMC but also communication strategy in general. Stakeholders said that MMC strategy assisted them to spread environment issues more widely. MMC inspired ESP stakeholders, especially the low level of local government officials, to use media as tools to deal with those in a higher position. Policymakers such as BPHLD, Bandung and PDAM Tirtanadi, Medan, said, through media they have "ammunition" to discuss with their superiors on how to develop an environmental program. "Media criticized local government policy on its sanitation infrastructure, built on the Mayor's instruction. But without maintenance budget, it's useless," said Zainal from PDAM Tirtanadi. The media then published this lack of awareness. He also added that the media knew about this problem when ESP took journalists to the field. PDAM Tirtanadi director responded to this published news and asked his subordinates to contact other government agencies to solve this problem.

The Medan sanitation working group had a similar problem when they tried to replicate ESP's master meter program in other areas and had a land dispute problem. "We had to buy land in that area, which was costly, and created a problem for us in terms of budget," said Rawaluddin Siregar. He then told this problem to the media through ESP media networking. Later, this problem became one of Medan local government priorities to discuss. Delyuzar from Jaringan Kesejahteraan Masyarakat agreed that MMC is effective to advocate problems when there is no other apparent solution. "Policymakers are afraid when the media reports that there is a problem in their department".

In another story, Ros from Bina Teknologi Lingkungan, Medan, and Iwan from BPHLD, Bandung, reported that, when they started as an ESP partner in 2005, they did not have capacity and knowledge of how to work with the media. They invited the media only when they had event or official ceremonial and had to spend a lot of money to get journalists to attend their event. ESP taught them how to manage issues and embrace the media. "I thought working with journalists needed a lot of money and was difficult, but ESP media networking approach proved that this is not true. Media networking is one of the priorities in my division to watch how programs run," said Ros. She was very proud when she knew one of the journalists' articles reporting about reforestation had won the Mochtar Lubis Award, the most prestigious award for Indonesian journalist.

ESP News is another useful material for journalists. Jejaring Task Force has been copying ESP News materials into their organization's newsletter. ESP News uses basic journalistic principles of the 5 W's and 1 H (who, what, when, where, why, who, and how), which makes it informative and credible. The content of ESP News is not only about the program, but also about community champions or cadres who benefit from the program. "We know that there is a champion in community that we can follow up in our networking because of ESP News", said Oswar from Jejaring and BAPPENAS. Dini, Jejaring secretary, and Anjar, from Forkami, said that they are

copying MMC's strategy as their media strategy. "We learned from ESP how media could cover our activities and publish it in our own newsletter," noted Anjar.

3.2.1. SUMMARY

- MMC succeeded to function as a bridge between the media and ESP stakeholders
- Stakeholders benefit from networking with the media to influence their superiors or policymakers.
- ESP newsletters are useful as back ground information for journalists.
- Stakeholders copy ESP newsletters

3.2.2. RECOMMENDATIONS

- MMC should maintain the strategies of using newsletters as a source of information and field trips.
- Training alternative media should be provided to include, for examples how organizations handle media and maintain equal partnership.

3.3. MMC AS ADVOCACY STRATEGY

One of ESP's strategic activities is capacity building for the community. This is a participatory activity because there is no teacher and student and everybody learns from each other. ESP through stakeholders approached a community or established new community, such as a credit union in Langkat, Medan, to run environment activity on their own.

In addition, such community has an additional knowledge and strength to face their problem because it is their own problem, not others'. For example, a community spoke out about environmental problems in their area, and asked policymakers such as the regent to be more concerned with the problem and produce new regulations or policies to create a better environmental. "I never thought that I and other villagers could go and talk to regent. But we have confidence after graduating from the Field School which taught us farm skill and farmers' rights," told Eson, farmer from Desa Mekarwangi, Bandung. Eson added he and other villagers had also learned how to deal with journalists. He said that they had hard time trying to meet the regent, but they never gave up. He was glad that media published their hearing. "We have a good relationship with the journalists; they often come to this village to check on our progress, sometimes they come with ESP field assistants," said Eson.

Tugiran, a farmer from Medan has a similar experience. After graduating from the Field School, he and his colleagues went to another area (Deli River) to campaign for a good environmental behavior. He pointed at Slamet, one of his colleagues who had never talked in public before, but now he has become one of the best facilitators. Tugiran and Slamet also told the community to speak to policymakers to ask for better environment facilities. "We taught them how to increase harvest, how to produce clean water, but they have to ask the village heads to support them for other facilities," told Tugiran. A similar thing also happened to a credit union in Dusun Jadirejo, Karya Maju, Medan. All members are women and they represented the village community to talk to their village head and asked for clean water. Jamiah, a credit union chairwoman, said that they collected money for public hydrant maintenance without the intervention from the village head.

Tugiran, Slamet and Jamiah, agreed that capacity building has changed them to be different people. "I never believed that I can talk in front of people and journalists freely without fear or anxiety," said Slamet. Tugiran said that he had had an extreme negative opinion about journalists and the media before he knew them. But now, he has his own media networking and uses them when he has new ideas to improve farmers' skill and economic condition.

3.3.1. SUMMARY

- Capacity building is a positive activity for community
- Capacity building encourages ordinary people became "public figures" in their own community and train them to be effective in public speaking.
- MMC encourages ordinary people to advocate their rights on their own.

3.3.2. RECOMMENDATIONS

- Public speaking training should be provided for community leaders
- Alternative media should be trained as advocacy strategy
- MMC should facilitate stakeholders to know more about the media

3.4. NEWS, MMC AND STAKEHOLDERS

MMC has already had a strong relationship with journalists, but the latter depends on their editors' policy. Although now environmental issues have become more popular and attracted public attention, they are not covered well in the media. Koran Tempo and Kompas journalists claimed this is partly because there is a rolling system in the media which requires them to work on other issues every six months or so. This activity is one of the barriers to get comprehensive news coverage. When a new journalist comes, ESP stakeholders have to explain things from the very beginning again. It happens especially in the "big media" such as Kompas, Tempo and Jakarta Post. AJI said that there are positive and negative sides of the rolling system. The positive side is that journalists get a much wider variety of knowledge; on the other hand, they only have superficial information. Green radio, Smart, Medan Bisnis, said if a journalist wants to focus on certain issues, the journalist can ask the editor to keep him/her in that issue. It usually works when the journalist can convince that they are capable in that issue, especially when the journalist can persuade his/her editor that this system can influence the quality of the news. Nevertheless, the problems with the rolling system depend on the regions. For example, this system did not create any problems in Bandung because old reporters always introduced things to newbie. It usually became problems in Jakarta, Medan, Yogya and Malang due to the high turn-over of human resources or the fact that journalists were moved to other regions.

Oswar said that he often found that journalists using old data because he/she did not confirm source or ask for new data. Dine from K3A, Bandung, said that they always ask senior journalists to brief the newbie on environment issues. "We can not influence internal media, but we have a good relationship with the journalists, so we ask them to tell the newbie about our activities," said Dine. What Dine did is similar with what almost all stakeholders did.

Despite the good cooperation, the media sometimes publish differently from what stakeholders wanted. For example, when stakeholders invited journalists to cover the inauguration of clean water project, the latter published news about lack of sanitation facility instead. Zainal from PDAM Tirtanadi and Boy, Customer Service Relation of PDAM Bandung, told that his institution has often been victimized by the media. "We held a press conference about our new public hydrant, but a day later after that media published about tariff discourse which we have not thought about," told Zainal. About this phenomenon, Erna Witoelar responded that it was not one hundred percent the journalists' mistake because, among stakeholders, they do not have a global issue to fight for. She added journalists have tried to accommodate environmental issues. However, since the issues are far too many, the journalists eventually do not want to focus only on one issue, but try to relate it with other issues.

3.4.1. SUMMARY

- Journalists have an internal problem in journalist assignment due to the rolling system
- The rolling system greatly impacts the continuation of environmental issues and creates a misleading perception among journalists.
- Stakeholders cannot do comprehensive campaign because they have no global issue in mind.

3.4.2. RECOMMENDATIONS

- MMC should anticipate the rolling system by approaching news editors to allow journalists to have a longer period in their assignment;
- POCs should write articles about environment in local media, not in their capacity as members of ESP staff, but more as independent experts or observers instead;
- MMC should provide data and current issue regularly to reporters and editors;
- MMC should become a facilitator in the news editor club;
- MMC should persuade news editors to send their articles for its newsletter.

3.5. MMC TEAM

POC as the spearhead of a program has a burden to make sure there is a policy change created by policymakers. This is not an easy task and needs coordination with PC and HC. Moreover, POC should accommodate all ESP divisions. However, there is a problem of human resources because MMC is a small team that supposed to serve all divisions. Sometimes a division feels that POC does not accommodate them enough although they understand that team is small and has many tasks. Despite this complain, I found that POC team works professionally although they have interpersonal problem.

MMC changes issue every three months that should be implemented by an ESP in a region. A problem with this policy arises when the older issue is still “hot” in the region, but has to be changed following the policy. Nevertheless, regions have a strategy to keep older issue and introduce the new one to the media. Although this makes the POC extremely busy, they can take care of this problem because of their good networking with the media. In addition, the region coordinators supported the POC’s strategy to do double issues. All region coordinators are satisfied with the MMC strategy and implementation which is very effective to spread awareness. The region coordinators are also impressed with how POC built networking and relationship with media.

3.5.1. SUMMARY

- MMC team is solid;
- POC could handle three months issue and interpersonal problem;
- MMC human resource is not enough to serve all divisions.

3.5.2. RECOMMENDATIONS

- Each division should have a junior POC as a link to MMC. This should be done because each division knows MMC’s degree of effectiveness;
- Management should overcome dissatisfaction from POC, especially over the issue that they are “step children” from other divisions during interpersonal problems.

3.6. IMPACT OF MMC ON POLICYMAKERS

One of ESP stakeholders is a government agent or local government official (policymakers). MMC aims to get a positive impact from the policymakers to support ESP's activities and follow-up with other activities. Although awareness to change policy is positive, a problem arises. Mukhlis, a village head from Sukamaju, Medan, said that for three years he asked the regent to provide clean water for villagers who had to consume dirty river water, but "there is no response at all." He added the local government approved other infrastructure development instead, such as the development of roads and village head offices. He said that providing clean water was cheaper than building a village office. "I do not know why the policymakers do not approve the clean water request," he said.

In other places, however, policymakers have approved a part of environment facility. "I know it's not big, but there is an increasing budget every year," told Rawaluddin Siregar from Pokja Sanitasi. Other stakeholders such as Boy, Customer service Relation from PDAM, Bandung, agreed with Rawaluddin that there is an increase in budget allocation and more attention is given to environmental issue, but it is still not a top priority. A government official said that there is an internal problem within the government agencies and policymakers, namely corruption. The policymakers prefer projects with bigger budget because they can have more personal gain. Muhklis reported that the cost to build road is IDR 100,000,000 per kilometer in comparison with that to provide clean water which is only IDR 35,000,000. The policymakers, however, chose build to 60-kilometer road instead as it provided more money. The officials at the BAPPENAS, however, said that it was hard to debate the decision because all development plans are always claimed to be for the sake of people's needs.

3.6.1. SUMMARY

- There is an increased awareness on the part of local and central government policymakers' about the required actions to improve health and environmental service delivery, which can be largely attributed to the increased media coverage of these issues through the MMC campaigns;
- Local government officials admit off the record that they tend to approve public service programs with large budgets as they are more easy to corrupt, rather than small-scale public service programs;

3.6.2. RECOMMENDATIONS

- MMCs should maintain its current strategy of quarterly themes/campaigns aimed at educating local government officials about the critical need for providing basic health and environmental services to communities;
- MMCs should facilitate training, discussion and workshop for stakeholders and media on methods to minimize corruption as it pertains to environmental service delivery; and
- One of the MMC's quarterly campaign issues should address the negative impacts of corruption on environmental service delivery.

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