

**A Review of
Save the Children's
Urban Street Children
Empowerment and Support
Program**

May 2002

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ABBREVIATIONS AND ACRONYMS

| | |
|---------|---|
| ACILS | American Center for International Labor Solidarity (AFL/CIO) |
| ADB | Asian Development Bank |
| AusAID | Australia Agency for International Development |
| BAPPEKO | Badan Perencanaan Pembangunan Kota (Central Jakarta Development Planning Board) |
| BIP | Bandung Indah Plaza |
| CRC | International Convention on the Rights of the Child |
| DCOF | Displaced Children and Orphans Fund |
| DROC | Democratic Republic of the Congo |
| FHI | Family Health International |
| IDF | Institutional Development Framework |
| IEC | Information, Education, and Communication |
| GOI | Government of Indonesia |
| HPN | Health, Population, and Nutrition |
| ICMC | International Catholic Migration Commission |
| ILO | International Labor Organization |
| IPEC | International Programme for the Elimination of Child Labor |
| LAHA | Lembaga Advokasi Hak Anak |
| LBH | Yayasan Lembaga Batuan Hukum Indonesia |
| LPA | Lembaga Perlindungan Anak Ja Tim, the provincial counterpart of the NCCP |
| M&E | monitoring and evaluation |
| NCCP | National Commission for Child Protection |
| NGO | nongovernmental organization |
| PKK | Family Welfare Movement |
| PRO | Program Office |
| RESCUE | Reaching Street Children in an Urban Environment program |
| ROC | Republic of the Congo |
| SC | Save the Children Federation/USA |
| SEMAK | Solidaritas Masyarakat Anak |
| SO | Strategic Objective |
| SOAG | Strategic Objective Grant Agreement |
| SPMAA | Sumber Pendidikan Mental Agama Allah |
| STI | sexually transmitted infections |
| TA | technical assistance |

| | |
|--------|---|
| UNDP | United Nations Development Program |
| UNESCO | United Nations Educational, Scientific, and Cultural Organization |
| UNPAD | Universitas Padjadjaran |
| UNICEF | United Nations Children's Fund |
| USAID | United States Agency for International Development |
| YMS | Yayasan Masyarakat Sehat |

MAP OF INDONESIA



EXECUTIVE SUMMARY

Don Whitson, M.D., M.P.H., and Cathy Savino, M.P.H., traveled to Indonesia from May 12 to 29, 2002, to assess the Urban Street Children Empowerment and Support Program, which is managed by Save the Children Federation/USA (SC) and funded through the Displaced Children and Orphans Fund (DCOF) of the United States Agency for International Development (USAID). This grant, awarded competitively in August 2000 (Cooperative Agreement no. 497-0393), is a 3-year program with an end date of July 31, 2003, and a total estimated cost of \$3 million.

The team's scope of work was to review the progress of the grant to date. This was the first DCOF visit to Indonesia since the grant began. In addition to an overall assessment, the visit presented the team members with an opportunity to learn about the Urban Street Children Program and to share the experiences of other DCOF-funded programs for street children.

The team members based their observations on documents, interviews, and site visits, because there was not enough time to do a comprehensive review. Although the team visited two cities plus Jakarta, the team members were left with impressions of subgrantees, not concrete facts or data that were verified. Of 39 subgrants, the team visited 12 subgrantees.

The team made recommendations to the Urban Street Children Program using the team's experience with similar DCOF activities, the program's contribution to the overall DCOF philosophy, and its contribution to the improvement of the health of the most vulnerable children in Indonesia.

Summary of the Urban Street Children Program

The Urban Street Children Program aims to improve the health and welfare of children living and working on the streets in Indonesia's urban areas. It is operating in four cities—Jakarta, Surabaya, Medan, and Bandung—through subgrants to 39 organizations. It is a capacity-building program. As noted in the January–March 2002 quarterly report, “The program seeks to expand, strengthen, and mobilize local responses to meet the special medical, behavioral, educational, legal, and social needs of girls and boys living and working on the street.” The program aims to achieve four results:

Result 1: Capacity of nongovernmental organizations (NGOs) to deliver assistance to street children enhanced

Result 2: Access to and use of health services by street children increased

Result 3: Special needs of girl street children addressed

Result 4: Alternatives to living in the street developed

There are 43 indicators to measure results in those areas. Both outcome and process indicators will be measured from baseline and end-line random sample surveys, a monitoring compilation tool, and quarterly reports and visits.

The program also aims to improve the national level debate about children, working with the Ministry of Women's Empowerment and the provincial level child protection agencies (Lembaga Perlindungan Anak Ja Tim, or LPA).

Observations

- The team members share Save the Children's concern as to whether the children receiving services are those children who are most at risk. While the current grant represents remarkable advances in getting subgrants out and reaching a broad variety of children, clearly poverty is the most salient characteristic of the children seen. Most of those children and young people have parents whom they return to every night, and most are connected to their family in responsible ways. Because the program offers alternatives to kids who want to stay out all night (at a drop-in center where a child can stay) or where their rights are promoted in the absence of parental involvement, it is questionable whether the street kids program is helping or not.
- Almost 2 years (as of August 2002) into a 3-year project, no clear successful strategy has emerged as a means to improve the health and welfare of street children. The slow start and the lack of attention by Save the Children leadership delayed progress. Only the personal determination of the project director and her staff, as well as USAID's ultimately forceful intervention, have created the impetus to move this grant forward.
- The large number of small NGOs requires inordinate amounts of technical assistance for institutional strengthening, while the long-term prospects for their survival as NGOs are weak. Clearly, Save the Children had to cast a wide net to see what could be accomplished in terms of programs and possibilities. And there are some positive experiences on which to build, but the next steps, involving analysis of what works and what does not, as well as strong criteria for those choices, will be critical in the next phase.
- Community mobilization is repeatedly cited as a central strategy, but it was omitted from the design. Although Save the Children encouraged prospective recipients to include community mobilization strategies in their proposals, few did so. The project design may need to be modified somewhat to encourage prevention efforts, especially to reach younger children.
- The project's Results and intermediate results focus only on services and advocacy and do not include any mention of prevention and community involvement. Yet, more than 75 percent of target children are 14 years of age and under, and strategies that either prevent those

children from working on the street or reduce their time on the street should be as important as support on the street.

- The effect of the grant has proved disappointing, both in terms of technical approach and in the slow progress. Some features of Save the Children's original proposal are now absent:
 - Money spent on subgrants was supposed to be more than 50 percent of the grant—\$1.75 million—but subgrant spending may be much less.
 - Community mobilization was to be the heart of the strategy for street children. According to the proposal, “discussions have shown that [the] private business community, religious organizations, and others see the need to address the needs of street children now.” But there is very little community mobilization that informs the program and little business or religious support.
- Save the Children (SC) has a strong leadership role that it has yet to play in Indonesia. In response to weak NGOs, SC chose technical assistance (TA) as a means to strengthen capacity and programs. This decision translated into staff members doing TA most of the time and required inordinate amounts of time to monitor and evaluate. It is unclear whether that strategy will work. In the next phase, SC will have to identify partners to facilitate the process. Community leaders, progressive religious groups, teachers, business people, and groups like Rotary are all potential partners for making the programs locally owned. SC's national contacts in the Ministry of Women's Empowerment also represent a promising relationship that needs to be nurtured.
- Highlights of SC's strengths:
 - The current staff members clearly are well qualified and well respected by all those with whom they met, and the staff seems well equipped to move into the next phase of development.
 - Using SC's experience in positive deviance may be a promising methodology in the area of prevention and community mobilization in support of children. That technique could perhaps be adapted to identify factors that encourage poor and troubled families to keep their children in school rather than sending them to beg so they can support the family.
 - Staff members have a good understanding of the population they serve and seem well aware of the challenges they face in reaching that segment of the population.

Recommendations

- SC needs to be more strategic as it progresses into the grant's last year and possibly beyond. This approach means clearly articulating a plan of action. There are 39 grants in four cities. It appears that this range, both in terms of number of grants and number of cities, spreads the staff too thinly. By applying TA individually, as well, the effect is that equal amounts of time are spent bringing up the level of widely disparate groups. SC staff members are forced to be reactive rather than proactive and to be responsive to possible opportunities.
- According to DCOF's experience with similar programs, interventions directed at prostitution and juvenile justice are beyond the scope of the funding. Few interventions have worked; they are expensive and benefit very few. Ultimately, prevention comes to be the main focus, as efforts to get kids off the street fail, especially for younger street children.
- In the event of a proposal to continue activities, the focus should be on supplying advocacy, networking, and direct services to NGOs; on building on the enormous amounts of TA given; and on using demonstrated strengths and successes. Three years is too short a

time to exact change, but SC's current strategy should be laying a strong base for the future. SC's role should be clarified in terms of advocacy at the provincial and possibly the national level. Any future DCOF funding will be judged against more stringent criteria than the original proposal.

INTRODUCTION

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Displaced Children and Orphans Fund

The Urban Street Children Program is funded by the Displaced Children and Orphans Fund (DCOF). DCOF began in 1989 as a congressional mandate whose goal was to serve especially vulnerable categories of children. Those categories have been modified over the years but they include children affected by war, children affected by HIV-AIDS (although FY 2002 legislation notes that children affected by HIV-AIDS should now be funded exclusively through USAID's HIV-AIDS bureau), and, finally, street children.

DCOF works through NGO partners to provide services. Currently, SC is receiving DCOF funds in Kosovo (as part of a program for children affected by war) and Malawi (as part of a program for children affected by HIV-AIDS).

DCOF currently supports street children programs in Brazil, Ethiopia, Democratic Republic of the Congo (DROC), Republic of the Congo (ROC), and Peru. DCOF has worked in Indonesia in the past, funding RESCUE, (Reaching Street Children in an Urban Environment) a project to assist street children from 1995 to 1997. The project ended when USAID reduced the size and scope of its Indonesia presence, which was before the Indonesian financial crisis of 1997.

DCOF has had modest success in helping identify models for children affected by war and for children affected by HIV-AIDS. DCOF's least successful programs have been those whose focus has been street children for a number of reasons: "Street children" is a poor term of art. It encompasses too broad a definition and does not allow for the great varieties of street children and the needs that affect those children and young adults. As a buzzword, it is useful for conveying a sense of vulnerability and risk, but for describing as a target group, the word fails to convey much meaning. It is useful to mention this problem because, as can be seen in this particular program, identification of who composes the target group of street children is open to interpretation.

USAID/Jakarta

DCOF moneys are received in USAID/Washington through fund manager Lloyd Feinberg. Joy Pollock and Ratna Kurniawati of the USAID Mission in Jakarta manage the program. The Urban Street Children Program in Indonesia falls under Mission's child health and nutrition component of the Strategic Objective Grant Agreement (SOAG) Protecting the Health of the Most Vulnerable Women and Children.

INDONESIA CONTEXT

The problem of street children in Indonesia has been receiving attention since even before Indonesia's 1997 economic crisis. Most observers agree that the situation has worsened since that time, mainly as a result of economic factors. Today, the Indonesian government estimates that about 40,000 street children are in Indonesia. Save the Children estimates that probably about 20,000 street children are in its four target cities: Jakarta, Surabaya, Bandung, and Medan. The programs that Save the Children supports are reaching about 4,800 of those street children. In recent years, some SC staff members have observed a trend toward a higher proportion of younger children and more girls among children SC programs help.

Aside from the Indonesian government, a number of other organizations have supported efforts to help street children in recent years:

- USAID and DCOF have funded street children programs RESCUE I and II.
- United Nations Development Program (UNDP) supported the development of an "open house" model for protection of street children (1994–1998 and 1998–2001).
- United Nations Children's Fund, or UNICEF (with majority funding from USAID/Indonesia's Democracy and Governance office) supported the development of National Commission for Child Protection (NCCP) and its local counterparts, which are the provincial LPAs in five provinces, from 1997 to 2000. Currently, UNICEF provides limited support to the NCCP and LPAs, supports the passage of the national child protection law, and contributes to efforts in the areas of juvenile justice and sexual exploitation of children.
- The Asian Development Bank (ADB) provided loans for the Social Protection Sector Development Program from 1999 to 2001, which funded large numbers of NGOs in 12 cities to provide services for street children, including drop-in centers, vocational training, nutrition, and microcredit.
- ADB Japan Fund is sponsoring a \$1 million pilot program in Yogyakarta that is serving 500 street girls.
- Australia Agency for International Development (AusAID) has provided support for programs for prostituted children.

Many other agencies have contributed to programs that target specific areas affecting street children, including programs for HIV-AIDS prevention, reproductive health services, education, child labor, and juvenile justice.

The ADB program deserves specific mention, because it has profoundly affected Save the Children's project design and implementation. ADB funds for street children were channeled directly from the national government to NGOs through the Social Safety Net Fund. The program funded "packets" of services for street children that included funds for school scholarships, vocational skills training, small loans, and food supplements. Each NGO received funds according to a capitation formula based on the number of street children served. The program reportedly led to the creation of many small NGOs whose sole aim was to secure those funds.

The net effect was the creation of a large number of small NGOs with very similar programs for street children. The NGOs carved out territories, each serving the street children in a specific area; reportedly, there was poor cooperation between different NGOs, which often viewed each other as rivals. Their programs emphasized service delivery, and there was little discourse about risk assessment, prevention, or community participation. Meanwhile, the Ministry of Education endorsed a program to provide primary and secondary education for children outside of school through curriculum "packets" that could be administered by NGOs to prepare children for equivalency examinations. Debates still rage about the appropriateness of using the packets versus developing alternative curricula for street children.

As the ADB project draws to a close, Save the Children's project has inherited its legacy. SC has received many grant applications from small NGOs with rather homogenous programs and ideas. Drop-in centers with sleeping facilities and kitchens, outreach programs, small vocational training programs with little or no connection to employment opportunities, half-hearted alternative educational efforts, and programs without meaningful community mobilization strategies are common. Reportedly, there is little cooperation or collaboration between NGOs, and few NGOs have staff members with experience in prevention, community mobilization, or advocacy. This situation poses a significant challenge to Save the Children's goal of fostering creative approaches and cooperation, and of shifting the focus away from service delivery toward prevention and community mobilization.

Indonesian Government

Three important developments are shaping the Indonesian government's response to the problem of street children: (1) the placement of child protection under the responsibility of the Coordinating Ministry of Women's Empowerment, (2) the recent efforts to pass a national child protection law, and (3) the Indonesian government's move toward decentralization.

After the recent restructuring of the Indonesian government, it was unclear which agency would be responsible for child protection. In the past 2 years, the Coordinating Ministry of Women's Empowerment has been given a mandate to assume such responsibility. The Ministry of Women's Empowerment is the principal national government counterpart to Save the Children's street children project and is the lead agency on the project's SOAG advisory committee.

As a coordinating ministry, however, the Ministry of Women's Empowerment does not directly implement programs, but rather coordinates with other ministries, such as Education, Health, and Home Affairs, to implement the government's policies and strategies. The Ministry has identified and prioritized problems in the area of street children. Those problems include the fact that street children are generally considered criminals rather than victims, and that current economic policies do not address core causes such as village-level poverty, lack of protection for children under the law, lack of access to services, and a lack of community-based efforts.

The Ministry has just begun to formulate its policy regarding street children. This approach includes discussion on areas such as public education and advocacy, improvement of resource mobilization at the local level through decentralization, prevention at the community level, improved legal protection at the local and national levels, increased services for recovery and reintegration, and improved monitoring and evaluation. The Ministry is discussing strategies that include increased child participation and community-based interventions, as well as strategies that encourage partnerships with NGOs, local government, and LPAs. Much of the Ministry's work has reportedly followed SC's lead and so is closely in line with the priorities of Save the Children's project (although there are small differences, such as SC's explicit emphasis on girls).

At present, the Ministry is expending much of its effort toward ensuring the passage of the new child protection law. The Ministry of Women's Empowerment and the Ministry of Social Welfare were given the task of reviewing the draft law recently submitted by Parliament. The Ministries are currently working to guarantee passage by Parliament this year on the International Day of the Child, July 27. Should this effort fail, an alternative approach being considered is signing it into law as a presidential decree. This approach, while expedient, is considered by UNICEF and others to be a less desirable option because it lacks the legitimacy that parliamentary passage would confer.

The new law is reportedly modeled after the less controversial parts of the International Convention of the Rights of the Child (CRC), which was signed but never ratified by the government of Indonesia. (Indonesia ratified the CRC on September 5, 1990.) The law is important because current law designates the family as primarily responsible for child protection and it assigns little responsibility or power to the government or society. It also provides little protection for children in conflict with the law and makes no provision for the children to participate in policy formulation or implementation. Many contentious issues remain to be decided, including the definition of a child, the right of children to information, and the definition and interpretation of the adoption or guardianship issue of adoption (which is not accepted as a concept under Islam). Passage of this legislation may facilitate Save the Children's efforts in advocacy and protection. Fortunately, none of the controversial issues are critical to Save the Children's project as it was designed.

The Indonesian government began a process of decentralization in 2001 that is scheduled to be completed by the end of 2003. Through that process, provinces are being granted much greater autonomy to formulate and implement policy and local legislation, even including the authority to accept loans from international agencies such as ADB (though with central government approval). While some of the current federal budget will be transferred to the provinces as well, most will reportedly be transferred to the district level. The Ministry of Women's Empowerment has repeatedly encouraged Save the Children to coordinate closely with provincial- and district-level authorities in its project implementation and has encouraged Save the Children to help facilitate access to Social Safety Net Funds by local government and nongovernmental agencies.

Much of this latter funding is still coming directly from ADB's loan at the national level and is going directly to NGOs for drop-in centers for street children. Whereas this source is coming to an end, funds for the Social Safety Net or another similar mechanism will reportedly continue to be available to local governments and NGOs.

Provincial and district authorities are struggling to keep up with the rapidly changing situation. Funding for social programs will come largely from municipal governments, while provincial governments will provide policy guidance as well as support to rural areas left without coverage.

There is evidence that districts are already beginning to meet to discuss regional problems, such as how to finance services for rural to urban migrants and internally displaced persons. Priority areas mentioned at the municipal level include support for the poor in general, back-to-school scholarships, educational packets, and updated data on street children. The Surabaya municipal planning board already holds quarterly meetings with donors involved with street children, including World Vision, PLAN International, Save the Children, World Food Programme, and Family Health International (FHI). One indicator of the need for strengthening and advocacy at the local level is that reportedly in Jakarta half the funds allocated for street children were actually spent on police sweeps and arrests.

National Commission for Child Protection (NCCP) and Provincial Child Protection Agencies (LPAs)

The NCCP was created with the support of UNICEF (and USAID) to be the agency responsible for reporting on Indonesia's compliance with the International Convention on the Rights of the Child. The NCCP's board was elected by a range of organizations, including NGOs and government. It was to be Save the Children's chief national counterpart for advocacy and coordination, as well as the recipient of institutional strengthening efforts. Unfortunately, the NCCP has failed to live up to its promise. Internal dissent regarding the role and scope of the NCCP has consumed much of its energy and time, and it has remained entirely dependent on UNICEF funding, which is slated to end this year.

Save the Children sponsored a strategy paper discussing options for the future of the NCCP. The paper recommends that the NCCP decide to become either a fully functioning government commission or a coalition of NGOs, but not both. While this debate continues within the board, Save the Children has wisely suspended its efforts to strengthen or guide the NCCP, choosing instead to focus on its provincial counterparts, the LPAs.

Many LPAs were established and supported by UNICEF through meetings with principal stakeholders, who elected boards of directors. UNICEF has been providing most of the financial support for their operations; however, as with the NCCP, this funding is scheduled to end this year. The notable exception to this pattern is the LPA of Bandung, which received little financial support from UNICEF and was established in October 1999 at the initiative of local organizations. Save the Children has been providing financial support to the LPAs in Medan, Bandung, and Surabaya. The district level counterpart to the LPAs is the Child Watch Forum, which until now has focused primarily on the issue of child abuse.

Save the Children reports that the NGOs have insisted on the importance of the role of the LPAs in coordination, policy, and advocacy. Most NGOs reportedly do not feel that the leadership of another NGO in this role would be trusted by the others.

The LPAs set their own agendas according to the priorities of their stakeholders. In Surabaya, the LPA is focusing on birth certificates, child labor, and children in conflict with the law. In Bandung, the LPA is focused on birth certificates, education, children in conflict with the law, and the monitoring of violence against children. Staff members feel their greatest successes to date have been in informing the Bandung city government about the CRC, the self-promotion of the LPA's goals and activities, and the establishment of a regular radio program.

In the three cities where the LPAs are being supported, working groups to develop child protection regulations that specifically address street children issues are a primary activity. Save the Children also supports LPAs to facilitate city-wide networks and advocacy efforts among NGOs working with street children.

UNICEF

Although UNICEF does not directly support projects providing services to street children, it has played a large role in supporting the NCCP and LPAs, supporting the passage of the national child rights convention, and supporting work in the areas of child labor and juvenile justice. Although UNICEF provides no support for the LPAs' programs, it is the source of a substantial percentage of operational support for LPAs in eight provinces, including the three cities outside Jakarta targeted by Save the Children. UNICEF's financial support for activities related to street children is divided about evenly between national and provincial levels. UNICEF is planning to end support to the LPAs this year.

UNICEF's efforts in juvenile justice at the national level have included support for establishing a task force to examine alternatives to imprisonment. UNICEF has sponsored a survey on juvenile justice and has supported the development of a training manual for police. At the provincial level, UNICEF states that several organizations are doing police training. UNICEF is not supporting any activities relating to children in prison.

UNICEF has been active in the arena of sexual exploitation of children, sponsoring the development of a national agenda for action on the prevention of sexual exploitation of children together with the Ministry of Women's Empowerment. Furthermore, a government team was sent to the Yokohama conference in October 2001 with UNICEF support.

It is interesting to note that there is a great deal of complementarity but little overlap between UNICEF's activities and Save the Children's street children program. While UNICEF's efforts are focused primarily at the national level and in areas of juvenile justice, sexual exploitation, and the child protection law, Save the Children is focused at the local level and in areas of providing services and strengthening the NGO. Only support for the LPAs is common to both.

Others

The Family Welfare Movement (PKK) is a nationwide para-governmental women's organization that dates back at least 30 years and functions under the coordination of the Ministry of Home Affairs. It reportedly works through a network of village-level volunteers in support of local development activities. The PKK is reportedly strongest in rural areas, but it is present everywhere; it is reported to be active in forming partnerships, public education, participatory research, and monitoring and evaluation. Save the Children has not identified the PKK as a strong potential partner in its target areas, although SC has mentioned that the PKK could play a potentially important role in prevention activities in rural villages of origin of street children who migrate to the city.

NGOs play a critical role in providing services to street children, but programs do not reach all children. In Bandung, for example, of the estimated 6,000 street children, only about 40 percent are reportedly being reached by NGOs. Because of factors cited above, many NGOs are weak

and ineffective. Of the 16 registered “street children” NGOs in Bandung, only 5 are active, and 4 of those are receiving support from Save the Children. Turf wars and suspicion between NGOs are common, and cooperation is reportedly poor.

Most experts report that there is little participation of the private business sector in matters concerning street children. This lack is true even of the multinational corporations in all areas except child labor, where there has recently been some interest.

Trafficking and ICMC/ACILS

The issue of trafficking has received greater attention in recent years. In October 2001, a partnership of the American Center for International Labor Solidarity (ACILS) and the International Catholic Migration Commission (ICMC) began a 2-year USAID-funded program to combat trafficking. Project activities are focused primarily at the national level. ICMC/ACILS works through the Ministry of Women’s Empowerment to support the development of a national action plan with the participation of civil society and NGOs. The project will gather data and publish a report on trafficking in Indonesia. It even has a small amount for subgrants of \$6,000–\$9,000 each to support NGO initiatives. There is little direct overlap of the ICMC/ACILS project with Save the Children’s street children project at this time other than the fact that both projects collaborate with the same office within the Ministry of Women’s Empowerment, but it remains a concern that the issue of overlapping grants, especially in terms of NGO capacity, must continue to be addressed.

ILO/IPEC

The International Labor Organization (ILO) is sponsoring activities in Indonesia as part of the International Programme for the Elimination of Child Labor (IPEC). Its activities are focused in five priority sectors: footwear, mining, prostitution, deep-sea fishing, and drug and child trafficking. The ILO is working through the Ministry of Manpower and has sponsored the establishment of a committee on child labor with representatives from more than 40 agencies, including the Ministry of Education, the military, police, and the Ministry of Women’s Empowerment. This committee is elaborating a national action plan to eliminate child labor. The ILO has been providing support for the passage of a new manpower protection law in Indonesia. In addition, the ILO has been actively participating with the United Nations and the World Bank on the International Youth Employment initiative.

The ILO works primarily through government and is convinced that there has been a great deal of progress in the area of child labor in Indonesia in recent years. Although the ILO occasionally partners with NGOs for specific activities, those initiatives are a small part of the overall activities. The ILO has had no activities specifically aimed at street children for the past 7 years because the problem of street children is viewed as a subset of the larger issue of child labor.

Save the Children

Given the rapidly changing situation at the national level (Ministry, law, decentralization, NCCP), Save the Children has wisely chosen to concentrate its efforts locally while continuing to collaborate with its national counterparts at the national level. As UNICEF withdraws its fund-

ing to the LPAs, Save the Children's support will be crucial to the LPAs' development and sustainability. It is apparent that, while many other programs have effects on street children in Indonesia (including the youth employment initiative, manpower protection, and trafficking), few large organizations or initiatives are aimed specifically at the problem of street children.

Save the Children is uniquely positioned to serve as a crucial link for information and coordination between the national and local levels. Save the Children's contacts can serve as a bridge to more rapidly inform and socialize local agencies in this time of rapid policy change and development while keeping the national agencies abreast of local problems, priorities, and activities.

SAVE THE CHILDREN'S PROGRAMMATIC APPROACH

SC's approach to managing the Urban Street Children Program has been shaped by several realities. As mentioned earlier, the actions of the NCCP and ADB both had an effect on how SC developed its strategy.

The Urban Street Children Program is part of the Office of Health and Nutrition portfolio within the USAID Mission in Jakarta, and this placement helped define its health parameters very specifically.

The grant was signed with the understanding that activities would take place in four cities. However, SC was reopening its Indonesia office after a long absence. It was too optimistic to assume that scale-up could occur so quickly. Given the difficulties that SC encountered getting started, though (the Country Director, Project Director, Finance Officer, and several program staff members were all replaced), rapidly expanding coverage to other cities meant facing an even bigger problem of getting subgrants awarded.

The NGO Environment

In other ways, SC was finding the NGO environment substantially different from originally assumed. The grant envisioned a total of 15 grants over the life of the project: 9 large grants in the range of \$100,000–\$200,000 and 6 smaller ones in the range of \$50,000–\$100,000. SC found no appropriate grantees at the smaller level.

The lack of strong NGOs, coupled with management difficulties, meant that no subgrants were made until almost a year into the grant. With the arrival of a new director in April 2001, awarding subgrants became a priority. In July 2001, within months of being hired, the SC Project Director and members of her team revised the subgrant criteria and were able to award 20 grants in a 3-month period. The remaining 19 subgrants followed in quick succession. The decision to award smaller grants as quickly as possible was an understandable response to the long delays.

Now it was necessary for staff members to try to catch up with the awards. The first priority was getting grants out and services started. The follow-up involved applying capacity-building tools and starting to design some of the technical assistance authorized under the grant. What became apparent was that the need for technical assistance went far beyond the original plan. The technical assistance requested by the NGOs was extensive because of the weakness of the NGOs and

the lack of alternatives. SC has tried to be responsive to that feedback, but without any other leadership, it is left solving the problems alone.

However, not all of the original proposal's ideas were overtaken by events. The idea of community mobilization was always the foundation of the program, a concept that has been somewhat lost in the rush to get services going. The notion that NGOs are part of a larger community—and thus the responses need to be found in and around the communities being served—isn't apparent. Without it, though, there's little hope for a long-term effect. Given SC's well-qualified staff, with long-standing connections to both NGOs and local communities, it will be important that the staff members use their connections to establish links in the local scene when further developing the program.

There is also the sense that grantees and perhaps SC itself are isolated from other relevant goings-on. There was no time to delve into SC's representation of street children issues in broader venues, but given the monitoring and evaluation requirements alone, it is hard to see where they would have found the time.

In terms of national strategy, the role of the NCCP, which is “to create and achieve a rational and comprehensive national strategy for the country's most vulnerable children,” remains a necessary function. The team applauds SC's resolve to stay informed on this front, helping where possible, so that the needs of vulnerable children are addressed whenever the timing becomes right. SC needs to continue to be proactive in promoting that kind of national leadership.

The Effect on the Budget

The original proposal for the Urban Street Children Program from SC was not much different from the current strategy as outlined in the May 2001 Detailed Implementation Plan, with the exception of Strategic Result 4, Alternatives to Living on the Street Developed. The original Result 4 suggested adoption, foster care, and supervised group living as a means to reach that goal. The current Result 4 framework lists intermediate results such as reducing criminality; providing street children with information, services, and activities; improving self esteem; and vocational or education training skills. What's very different between the two plans is the cost to get there.

The current operating budget for the Urban Street Children Program is being revised. Suffice it to say, the new budget will probably require significant changes from the original budget. The concern is that a grant that was designed to provide more than half its funds to subgrants may be spending much less than that on the subgrants. The revised budget is eagerly awaited.

COMMENTS ON PROGRAMATIC AREAS AND STRATEGIC OBJECTIVES

This section contains some general comments about each strategic area in the project.

Capacity of NGOs to Deliver Assistance to Street Children Enhanced

SC has appropriately reduced the intensity of its work with the NCCP and has focused more attention on the provincial LPAs and their networks. Nevertheless, SC's involvement with the Ministry of Women's Empowerment and the NCCP are important for two reasons. First, SC's presence lends support for passage and implementation of the national child protection law. Second, SC serves as a vital two-way link between the national bodies and policy initiatives and the local government and NGOs. One important role will be to help the LPAs attain financial sustainability after the end of the project through assistance in accessing provincial government resources.

SC has completed its assessment of the institutional strength of its NGO partners using the modified Institutional Development Framework (IDF) tool and has plans to begin individualized technical assistance in August 2002. To date, the bulk of SC's technical assistance has been focused on bookkeeping and financial reporting together with programmatic reporting. The planned activities for institutional strengthening were based on the results of the IDF and include strengthening fundraising, human resource management and administrative systems, and NGO management skills. Given the short time frame, limited budgetary resources, and large number of NGO partners, it is unreasonable to expect that the largest group of very weak partners will attain a level of good management, quality programming, and financial sustainability that will allow them to survive after SC's funding is over. Some organizations simply will not make the cut. For others who are weak but have promising ideas, SC should consider encouraging partnerships, mergers, and mentoring arrangements that may help the weakest organizations improve while diminishing the number of subgrants that SC must manage.

Health Status of Street Children Improved and Access to and Use of Health Care Services by Street Children Improved

SC's approach to the problem of health care access has been largely successful. Contracts with the municipal health departments rightly encourage the local governments to assume responsibility for health services for their citizens while at the same time bringing the health needs of street

children to the attention of local authorities. Services are being provided at NGO facilities where youths gather, with referrals to higher level government facilities for more complex problems. The approach is sustainable and low cost; in Surabaya, the local authorities are embracing this strategy. The problem of health care access in Jakarta still needs to be resolved, but a similar approach is being considered. Meanwhile, SC has included support for physician services in several of its Jakarta subgrants.

At this time, services are available to NGOs for street children through the government only in Surabaya, but SC has signed agreements in both Bandung and Medan. Those contracts are inexpensive (about \$5,000 per city for 18 months of service) and cover only transportation costs for the teams. In Surabaya, the teams consist of a physician, nurse, and dentist. The municipal health departments are providing tetanus vaccines to NGOs during campaigns for those children not in school.

Technical assistance needs identified by SC and its partners include the need for better psychosocial counseling, improvement of the quality of care, better health education materials (including dental health), and effective plans to affect behavior change, especially in sexuality and substance abuse. Standards for providing a healthy environment at drop-in centers were also identified as a need. Those standards appear reasonable, will be addressed through SC's TA plan, and will address intermediate result 2.2–2.5 regarding psychosocial well-being, risk, and self-esteem. It remains to be seen how effective those interventions are and how success will be measured.

Some outstanding problems with health services remain, however. In the cases that were observed, examination space and equipment were inadequate. Privacy and confidentiality are critical to providing appropriate care to adolescents, but appropriate spaces for consults were not observed. Little equipment was available to physicians or dentists, so all but the most basic problems must be referred. The issues of privacy, space, and appropriate equipment are especially important in the area of reproductive health. Although reproductive health services are often available in theory to adolescents through other agencies such as Family Health International (FHI), the youths are unlikely to use them spontaneously. Government agencies are prohibited from providing family planning services or contraceptives (including condoms) to adolescents themselves. It is encouraging, however, that in Surabaya, the municipal and provincial health departments acknowledge this problem and support NGOs that provide access to such services. Another problem identified by SC and its partners is the hours physicians work. Working children are free in the late afternoon and evening, while physicians and nurses work mornings. Alternatives are under discussion.

One NGO (in Jakarta) complained that although medical services were available with SC support, medications were not (no further clarification was obtained on why this was so), so problems that were appropriately diagnosed often went untreated. The dentist was able to perform only oral examinations and referred all problems identified to the health center. Access by children to health facilities is reportedly good in theory, but most report that even though the children can gain access through their NGO health cards, few use the facilities when problems arise outside the days when the medical teams are at the NGO.

SC may consider improving the quality of health services by supporting the purchase of the minimal equipment necessary for health workers to perform basic consults, such as curtains, examination tables, lights, or other related items. SC is already aware of the need for training and

TA for NGOs and health workers as they deal with health issues for street children and adolescents.

Special Needs of Girl Street Children Addressed

SC has been successful in increasing the number of girl street children receiving services from NGOs. Explicit inclusion of girls in SC's request for proposals was sufficient to increase the number of girls being served. Several NGOs added specific services for girls as part of their proposals, some for the first time.

While the problems of younger girls are similar to those of boys, most NGOs agree that serving older girls is a greater challenge. They cite the fewer options for older street girls, which are limited mostly to marriage, institutionalization (religious boarding school), or prostitution. SC and its partners have identified a list of technical assistance needs that are appropriate. Creative employment-based educational and vocational training opportunities would offer a solution for older girls, but few models are available.

The problem of girls in the sex industry deserves special mention. NGOs are struggling to find effective strategies for this difficult subgroup. Many of SC's partners have ties to Islamic groups and have an even more difficult time dealing with such problems effectively. The issues faced by this group of girls are most often intertwined with the issues of trafficking and of HIV-AIDS, and those issues are more complex than most NGOs are able to cope with. In addition, other programs and funds are specifically aimed at addressing those two problems. Given its limited resources, the weakness of its NGO partners, and the availability of some other resources that may address such matters, Save the Children should not attempt to address the issue of girls in the sex industry in this project.

Alternatives to Living in the Street Developed

This objective is probably the most important of all, because it directly addresses the larger problems faced by children living on the street, working in the street, or both. There are really two very different groups facing this problem: older children and younger children.

For the older children, few viable alternatives for "living on the street" or for improving the conditions and prospects for children working in the street are evident in SC's program thus far. Living alternatives are largely limited to sleeping at drop-in centers or shipping children off to orphanages maintained by religious groups. Vocational training programs are small, are poorly developed, and lack connections with real employment opportunities. The business sector is almost completely absent from the picture.

SC and its partners have identified a long list of technical assistance needs in this area of programming. Those needs are aimed mostly at older children. Although the list is well thought out, the issues are complex, and it will likely be difficult to find creative solutions and to implement those new strategies, such as alternative living arrangements and effective vocational training for older children, within the limited time frame and budgetary constraints of this project. This difficulty is especially true with regard to programs for older girls and for linking programs to appropriate employment opportunities and the private sector.

Younger children pose a different problem. In Indonesia, the trend toward a higher percentage of younger street children and younger girls being pushed by their families to work on the street for economic reasons is not addressed by the intermediate results in the “alternatives” strategic objective as written in the proposal. Those children (under 14) make up more than 75 percent of the children being served by SC’s partners. The majority of those younger children live at home (not in the street) many are in school, they are not having sex or using drugs (except glue, in some cases), and they depend on their parents for food. Still, they are vulnerable and are being exploited. Solutions that aim to “fix the child” through counseling, vocational training, and “alternative living arrangements” are not appropriate for the growing group of younger children.

SC and its partners alike repeatedly mention that those younger children most often come from specific neighborhoods of origin. However, most of SC’s partners limit “community involvement” to explaining their programs to the drop-in center’s neighbors so that the neighbors won’t complain, or to encouraging the community to “understand the problem of street children” and to see them as victims instead of criminals.

Creative community-based solutions are needed to *prevent* the younger children from being exploited by their families and communities. Several of SC’s partner organizations, such as Yayasan Dian Mitra, SEMAK (Solidaritas Masyarakat Anak), and Aulia, appear to have promising approaches, which should be developed further. Furthermore, this area lends itself well to SC’s experience with the positive deviance model that would help identify factors that allow poor families to keep their children at home and in school rather than sending them to work in the streets.

SUBGRANTS DETAILS

Save the Children has awarded a total of 39 subgrants each for a period of 18 months. The total amount committed thus far is about \$775,000. The grants are divided as follows:

| | |
|-----------|-----------------|
| Jakarta: | 17 NGOs |
| Surabaya: | 7 NGOs plus LPA |
| Bandung: | 7 NGOs plus LPA |
| Medan: | 5 NGOs plus LPA |

The number of children being served by the NGOs is estimated at just under 5,000, divided about half in Jakarta, and about 15–20 percent in each of the other three cities. The distribution of beneficiaries between NGOs is uneven, however. More than half of the children are served by the seven largest projects, with the largest two alone responsible for 26 percent of all children. The 18 smallest NGOs serve fewer than 25 percent of the total. About 40 percent of beneficiaries are girls.

Most grants are between \$20,000 and \$25,000 for 18 months, with the smallest NGO grant being \$12,500 and the largest being \$32,526. Although the grants are much smaller than originally planned, the Save the Children grant represents more than 80 percent of the total operational costs for over half of its recipient NGOs.

Because grants were awarded in groups by city, they will end in groups at different times. A total of 21 of the grants will end between November 30, 2002, and January 31, 2003, a little over half of all partners. The rest (almost all in Medan) end in May and June 2003. Save the Children will consider approving follow-on grants for projects on the basis of earlier performance.

Of the 39 projects being funded, 31 are direct implementation projects for street children; 3 are LPAs (Medan, Bandung, and Surabaya); 3 are legal aid organizations for children in conflict with the law (one each in Medan, Bandung, and Surabaya); and 1 is a listserv for street children issues (Medan).

Save the Children is supporting a total of 20 NGOs to provide health services directly to children (mostly in Jakarta), whereas in Surabaya, Save the Children supports the Municipal Health Department to provide those services with a small grant of about \$5,000, mainly to cover travel expenses.

Save the Children received few proposals from prospective recipients that met SC's criteria for vocational training, so few projects have such a component. SC decided not to fund the devel-

opment or dissemination of information, education, and communications materials because of the lack of NGO capacity to do so. Save the Children decided to fund only small amounts for direct health services because it preferred to work through contracts with the government health services. This approach has proved to be the most sustainable and cost-effective way to expand access to health services for street kids.

The DCOF team visited the LPAs in Bandung and Surabaya, as well as nine NGO subgrant recipients: two in Jakarta, two in Surabaya, and five in Bandung. The section that follows includes a brief description and comments about each of these. Some of this information was drawn directly from the excellent summaries prepared by Save the Children for this visit.

Jakarta

Yayasan Dian Mitra

Title: Reaching Street Children in Mangga Dua

Amount: \$19,076

Estimated contribution of SC to overall budget: 30%

Period: August 1, 2001–January 31, 2003

Established: 1993; foundation status in 1995

Beneficiaries in Mangga Dua neighborhood supported by Save the Children:

| | 6–10 Years | 11–14 Years | 15+ Years | Total |
|--------|-------------------|--------------------|------------------|--------------|
| Male | 9 | 30 | 1 | 40 |
| Female | 11 | 22 | 2 | 35 |
| Total | 20 | 52 | 3 | 75 |

This organization was a USAID/RESCUE partner. Yayasan Dian Mitra focuses on providing education using government sponsored “packets” both for education and for after-school educational reinforcement, complemented by religious or moral orientation. All children in formal school receive scholarships through matching funds. Dian Mitra also provides meals to children, operates a small credit scheme for parents, and refers interested mothers for sewing classes. Save the Children’s support allowed the organization to expand from its original neighborhood in Dian Mitra to the Mangga Dua neighborhood where, in addition to basic education, the organization has begun a small sewing class for 10 children and has begun offering medical care once each month.

At its older center in the Dian Mitra neighborhood, the organization serves 313 children, nearly all of the children in that neighborhood. In Mangga Dua, the organization serves about 50 children (fewer than cited above because it lost some children recently when the government razed part of the neighborhood to make way for a road). In addition, the organization operates an orphanage outside the city for another 30 children from both the Dian Mitra and Mangga Dua neighborhoods who have parents but who want to leave the city. Both the Dian Mitra and Mangga Dua neighborhoods are narrow strips of houses illegally built along railway sidings.

Many residents and their children work as scavengers, and both neighborhoods have high rates of crime and drug dealing.

Dian Mitra has an unusually high level of self-financing, raising about 50 percent of its operational support from the export of handicrafts made by mothers through a Dutch women's group, as well as through sales of other services such as transportation, photocopying, a small store, and use of public telephone lines. In addition, it receives support through private donations and Islamic groups.

Save the Children is supporting the replication of the methodology it developed in the Dian Mitra neighborhood in Mangga Dua, where Dian Mitra has been working for about 2 years. Dian Mitra has had some difficulty engaging the community in the new neighborhood. It rents its facility from the community leader, and it has managed to engage only about 30 percent of the neighborhood's children in its programs. Whereas all children in Dian Mitra are also enrolled in formal school, fewer than half of those in Mangga Dua are.

When asked about their recent successes, staff members mentioned that many ex-beneficiaries are now working in factories and shops, some have continued to high school, and one is in university. They felt that without the project, many children would have become criminals or drug dealers. They felt that the best solution for children was to remove them from the neighborhood's urban environment, and they would like to be able to place all the children in orphanages outside the city.

The project demonstrates an interesting degree of community participation and prevention, a high level of self-financing, and the ability to replicate and scale up the methodology. Staff members are very dedicated and are willing to work for free between grants. Dian Mitra also demonstrates a focused approach that is likely to be successful, especially for younger children. It is not clear, however, that it has developed a focus on risk other than poverty as a factor in prioritizing its interventions.

Yayasan Perkumpulan Bandungwangi

Title: Serving Children Working in the Sex Industry in Prumpung, East Jakarta

Amount: \$26,540

Estimated contribution of SC to overall budget: About 80%

Period: December 1, 2001–May 30, 2003

Established: 1995 as group for adult sex workers, foundation status 1999

| | 6–10 Years | 11–14 Years | 15+ Years | Total |
|--------|-------------------|--------------------|------------------|--------------|
| Male | 0 | 0 | 0 | 0 |
| Female | 9 | 80 | 20 | 109 |
| Total | 9 | 80 | 20 | 109 |

Yayasan Perkumpulan Bandungwangi began as an informal network of women working in the sex and entertainment industry. After attaining NGO status in 1999, it shifted its programmatic focus and geographic area toward support for girls working in the sex industry in an area around a park in Jakarta. Bandungwangi provides outreach services, runs a drop-in center, and provides

education and services related to sexually transmitted infections (STIs), HIV-AIDS, and orientation regarding the CRC, sexual harassment, and assertiveness. Through a grant from PLAN, Bandungwangi provides support for education toward primary or middle school equivalency (35 girls). Bandungwangi has collaborated with psychology students at a local university to improve the curriculum and teaching methods using Save the Children funds. Finally, Bandungwangi has begun an experimental vocational training program in sewing (3 students), English (3 students), computers (3 students), and embroidery (20 students) for the girls, the last of which has proved very popular. The goal of the efforts is to transition the girls out of the sex industry to regular employment or marriage, but to date they have had only one such success.

One serious constraint that Bandungwangi is encountering is the fact that many of the girls appear to have been trafficked from rural areas, many with the complicity of their families. The staff members estimate that about 80 percent come from a single province. They have little control over their time or destiny. Bandungwangi's origins as a group of ex-sex workers shows promise, but its sincere efforts are probably too unfocused and insufficient to have a meaningful effect on the lives of girls who have been trafficked into the sex trade. Staff members also indicate that they would have difficulty scaling up their operation if more funds were available. They estimate that they have contacted all of the girls in the current target area already. Fortunately, other organizations have shown interest in funding the organization, including ICMC/ACILS's trafficking program. This sort of funding would probably be more appropriate than Save the Children's street children project.

Surabaya

Yayasan Alang Alang

Title: Reaching Street Children in Joyoboyo Terminal Area

Amount: \$17,550

Estimated contribution of SC to overall budget: About 70%

Period: June 19, 2001–December 19, 2002

Established: 1998

| | 6–10 Years | 11–14 Years | 15+ Years | Total |
|--------|-------------------|--------------------|------------------|--------------|
| Male | 18 | 21 | 9 | 48 |
| Female | 19 | 19 | 6 | 44 |
| Total | 37 | 40 | 15 | 92 |

The team visited this NGO in the early evening. Upon arrival, the team saw many children around: younger ones at a table in the front area working on notebooks and older children in a room behind them doing the same. The atmosphere of the place was energetic and welcoming. Yayasan Alang Alang runs a drop-in center and limited housing for boys. It operates a tutorial program, helps children prepare for the education equivalency test, and provides guidance and support.

This organization is run by a charismatic individual named Haji Didit Hape. The purpose is to help kids become musicians and to provide a basic alternative education. The musicians are good enough to perform and win a large number of competitions, and they are often invited to perform

at functions in and around the country. The NGO is committed to helping the children who participate realize benefits from the activities.

Haji Didit Hape has aspirations beyond the current activities. His philosophy seems to be to help children realize their talents, whether musical or not. He would like to offer training to parents. He is well connected to the community and is well respected. In the team's estimation, this is a promising partner.

Yayasan Sumber Pendidikan Mental Agama Allah (SPMAA)

Title: Reaching Street Children in Nginden, Bratang, and Rungkut

Amount: \$23,187

Estimated contribution of SC to overall budget: About 30%

Period: June 19, 2001–December 19, 2002

Established: 1995

| | 6–10 Years | 11–14 Years | 15+ Years | Total |
|--------|-------------------|--------------------|------------------|--------------|
| Male | 16 | 38 | 16 | 70 |
| Female | 18 | 45 | 17 | 80 |
| Total | 34 | 83 | 33 | 150 |

Yayasan SPMAA is a relatively long-standing organization that has received funding from many organizations, including international funders and local religious organizations. The organization operates an outreach program and a drop-in center that includes sleeping facilities. Its programs include educational support for all of its children, using alternative education for all children, plus scholarships for 25 children. About half of the children are still in school. The vocational training program for children includes music (15 students), recycled paper (50 students), and sewing (15 students). Through a partnership with the psychology faculty of a private university, the organization also provides counseling to children. SPMAA provides religious and ethical training to participants. The organization is not functioning at capacity. It still takes all who come, and the only criterion for “graduation” is turning 18 years old.

Moreover, SPMAA has programs for parents. It has offered a 3-day small-business course for parents through partnerships with other NGOs specialized in this activity. It even provides small loans to parents. Through a grant from PLAN International, SPMAA is participating in a project of urban development in a poor industrial area that supports the development of small group businesses.

SPMAA is one of the organizations in Surabaya with regular health services provided through Save the Children's agreement with the Municipal Health Department. A team of one doctor, one nurse, and one dentist visits the drop-in center every 2 weeks. The health team was present during this visit. Team members examine children in the open communal area of the drop-in center. Most diagnoses are related to skin problems and accidents. More complex problems are referred to the health center, where children are seen either by the same staff or the general health center staff. The dentist performs oral examinations and refers those needing treatment.

The organization is professional, can explain its programs and priorities clearly, works in a defined geographic area, and is developing a community involvement and development strategy that may be considered prevention. It cited a need to improve the quality and professionalism of its outreach program. Still, SPMAA was somewhat unclear about its goals in working with street children—there was little focus on risk other than poverty, and there was no clear endpoint to its interventions other than a child’s reaching 18 years of age.

Bandung

Yayasan Bahtera

Title: Reaching Girl Street Children Who Live in the Street, Who Work in the Sex Industry, and Who Live in the Slum Areas

Amount: \$25,449

Estimated contribution of SC to overall budget: About 30%

Period: July 1, 2001–December 31, 2002

Established: 1995

Beneficiaries supported by Save the Children (Bahtera serves a total of about 700 children):

| | 6–10 Years | 11–14 Years | 15+ Years | Total |
|--------|-------------------|--------------------|------------------|--------------|
| Male | 90 | 100 | 75 | 265 |
| Female | 50 | 70 | 93 | 213 |
| Total | 140 | 170 | 168 | 478 |

Yayasan Bahtera is a relatively old, large, and well-developed NGO that has also assumed a leadership position among a group of six other NGOs for street children in Bandung. It receives funding from United Nations Educational, Scientific, and Cultural Organization (UNESCO) for nonformal education, funding from Microsoft for computers, and funding from the Indonesian government, as well as private funds. Bahtera reports that about one-third of its beneficiaries are from the urban area, another third from the periurban area, and the rest from other regions outside Bandung.

Bahtera has a total of about 700 beneficiaries participating in two drop-in centers, which include sleeping facilities. The second of those is supported by Save the Children and has allowed Bahtera to expand its programming for girls. Many of the girls reached by Bahtera live on the street, are working in the sex industry, or both. Bahtera’s programming involves outreach, home visits to parents, development of community support system to support street children, advocacy to local government, and a referral system to other available services.

Bahtera has a well-developed program, including a variety of vocational training courses: sewing, baking, computers, handicraft, and batik, each for 20 participants. It has developed an alternative education curriculum in which 160 girls, who are supported by Save the Children, participate. It is also an active participant in advocacy activities with the LPA and is developing a module for training NGO partners with SC support.

Bahtera cites its successes as being children who get jobs, get married, or finish school. It has dealt with having seven girls trafficked out of Bandung to Batam in the past 18 months, and it

was able to retrieve all of them through collaboration with NGOs and the police. After 2 or 3 years of involvement, Bahtera claims a “failure” rate of about 20 percent with children who have been defined as becoming criminals, dropping out of school, or entering the sex industry.

Bahtera is a well-organized NGO with a well-developed program and clear indicators. However, the depth of community involvement and prevention activity appears to be limited mostly to fostering tolerance and understanding of the community where its drop-in centers are located rather than its having involvement and true support from the communities where the street children come from. In addition, its outreach workers, especially its female ones, probably lack the street experience needed to provide effective support to girls living on the street or working in the sex industry. Four of Bahtera’s girls were in the final weeks of pregnancy and still could not describe plans for what they intended to do once their babies were born.

Yayasan Matahariku

Title: Preventing Abuse and Providing Psychological Support to Street Children Who Have Been Victims of Physical and Sexual Abuse

Amount: \$24,818

Estimated contribution of SC to overall budget: 100%

Period: July 1, 2001–December 31, 2002

Established: 2000

| | 6–10 Years | 11–14 Years | 15+ Years | Total |
|--------|-------------------|--------------------|------------------|--------------|
| Male | 0 | 0 | 0 | 0 |
| Female | 60 | 70 | 30 | 160 |
| Total | 60 | 70 | 30 | 160* |

* Note that most of these are also beneficiaries of Bahtera.

Yayasan Matahariku was founded by alumni of the Psychology Department and Public Health Department of UNPAD (Universitas Padjadjaran) University in Bandung. SC is its first donor. Matahariku operates a crisis center that is at its headquarters and that includes a hotline. Matahariku provides individual and group counseling for girls participating in other NGO programs, by far the largest of which is Bahtera. This counseling is done at the referring NGOs’ respective sites. At least some of the girls receiving this counseling have been victims of physical abuse or sexual exploitation. As part of its program, Matahariku is producing educational materials for NGO workers and children on prevention of abuse (an exception to SC’s policy of not supporting information, education, and communication), as well as providing training for NGO workers on abuse and its prevention. One of the more creative aspects of Matahariku’s program is counseling the girls’ boyfriends about prevention of abuse.

It should be noted that the majority of girls receiving counseling are also counted under Bahtera's or other NGOs' programming. Bahtera has mentioned that the presence of Matahariku has freed its own outreach workers to spend more time in the street instead of counseling at the drop-in center. Nevertheless, the marginal value of this counseling, especially individual counseling, needs to be questioned in light of the cost. In addition, the same comment that was made above for Bahtera also applies to Matahariku: The counselors, though young and enthusiastic, probably lack the experience necessary to provide effective counseling to this especially difficult target group.

Yayasan Masyarakat Sehat (YMS)

Title: Reaching Street Children in Cicaheum, Kosambi, and Cileunyi

Amount: \$26,368

Estimated contribution of SC to overall budget: 50%

Period: July 1, 2001–December 31, 2002

Established: 1975 as a health NGO, later a community-based clinic; child labor since 1993; street kids since 1997

Note that YMS has a significant level of self-financing through its revolving health fund.

| | 6–10 Years | 11–14 Years | 15+ Years | Total |
|--------|-------------------|--------------------|------------------|--------------|
| Male | 28 | 45 | 78 | 151 |
| Female | 9 | 13 | 9 | 31 |
| Total | 37 | 58 | 87 | 182 |

This organization began as a community-based, primary health organization focusing on water and sanitation activities. It added a community-based clinic in 1991 together with a revolving health fund. Later, YMS added activities in child labor in 1993 and street kids in 1997. It has received funding from a wide range of organizations, including IPEC/ILO, Misereor, Canada Fund, the Indonesian Department of Social Welfare, and Atma Jaya. Aside from its community clinic, YMS currently operates two drop-in centers, the second of which receives support from Save the Children and includes programs for girls. A significant percentage of the beneficiaries are homeless; typically, a total of 30–50 children sleep at the two drop-in centers each night. In addition, YMS provides meals for beneficiaries, though YMS provides only the staple of rice and vegetables and the children must contribute the rest. About 50 children each day receive their main meal from the center.

YMS has launched a small vocational training program including a driving course for seven boys (all of whom have finished, three of whom have found work, and four of whom are still looking for work), plus an automotive course for ten boys (eight of whom are still studying). It has sponsored three children as interns in a chicken feed store, whose owner later hired two of the children. YMS also sponsors a course in recycled paper (15 participants) and batik (15 participants). One girl participates in a sewing course at another institution. About half of the children are still in school, of which 38 participate in YMS's educational support program. Save the Children is also supporting the cost of a physician at the YMS clinic.

YMS describes its approach as community-based. It socializes the program to key stakeholders and parents where it works, involves the children in programming, and provides individualized attention and support depending on each child's needs. There seems to be little focus on prevention or reintegration, however, and staff members describe their role as that of "surrogate parents." Indeed, one girl is living with one of the social workers. YMS is considering changing its internal organization to assign specific children to individual outreach workers. YMS describes its successes as being able to prepare a child for successful transfer to a religious boarding school, into the workforce, or back home. Staff members mention that, without preparation, children do not adapt to the boarding school environment. In addition, most Islamic schools require primary school equivalency. YMS staff members say that they would most like to establish a residential transition center that would be outside the city and would provide vocational training.

During the site, visit it was clear that this organization is working with difficult kids. Many, even among the youngest, appeared to be living on the street, and many said they were from areas far from Bandung. They wore dirty, tattered clothing; many were ill. It appeared doubtful whether effective care would be forthcoming in spite of YMS's clinic. Although YMS describes its approach as community-centered, it appeared to be working as surrogate parents in large part. The drop-in center itself was dirty and disorganized.

Nonetheless, this organization, by its age, experience, and selection of a difficult population, shows some promise. Its outreach workers appear to be more street-smart and experienced than in some other organizations visited. Strengthening the quality of its vocational training programs through better integration with private business and improving the quality of its community participation would greatly strengthen its program.

Yayasan Bias Kriya Nusantara

Title: Reaching Street Children in Martanegara, Talaga Bodas, and Perempatan Lodaya

Amount: \$16,266

Estimated contribution of SC to overall budget: about 100%

Period: July 1, 2001–December 31, 2002

Established: 2001 (SC is its first funder)

| | 6–10 Years | 11–14 Years | 15+ Years | Total |
|--------|-------------------|--------------------|------------------|--------------|
| Male | 3 | 8 | 61 | 72 |
| Female | 0 | 0 | 0 | 0 |
| Total | 3 | 8 | 61 | 72* |

*Bias has a total of 123 children registered.

This organization was founded in about 1999 by a group of college friends, the leader of which is an ex-street kid himself. Yayasan Bias was established with funding through the ADB program described previously. The founders are mostly artists and musicians, and they serve a group of older street boys, about 80 percent of whom reportedly sleep at home most of the time. About 25 percent are still in formal school. Bias has a street-based strategy that includes outreach, as well as work in a drop-in center. Its program centers around music and drama training (or "therapy"), as well as woodworking, for a total of 35 of its beneficiaries. Bias has no formal education program and no community participation component.

SC admits that this partner is one of its weakest and more problematic. Bias has reportedly had continuous difficulty with financial reporting, documentation, data collection, and systematization of its approach. The organization is lean, and the team met the group on a street corner where lots of children gathered. The kids were friendly and outgoing and appeared healthy. The team members followed them to another site to see more and observed the staff members dancing in masks on the street, emoting while the kids took turns playing the accompanying drums. Those staff members had difficulty articulating the goal of their program, aside from encouraging self-esteem and self-expression. The director's long-term goal would be to open a school for street kids that included training in the arts.

Unfortunately, Bias as an NGO lacks organization and focus and is unlikely to grow.

Yayasan Lembaga Advokasi Hak Anak (LAHA)

Title: Providing Litigational Support and Advocacy for Street Children in Bandung

Amount: \$22,726

Estimated contribution of SC to overall budget: 100%

Period: December 1, 2001–May 30, 2003

Established: 2000; Save the Children is LAHA's first funder

Yayasan LAHA is an advocacy group working especially in the area of children in conflict with the law. It has a total staff of seven, including two lawyers. About 70 percent of its effort is spent on defense of children in conflict with the law; the rest is spent on advocacy work, legal review, and building the "Coalition for Children in Conflict with the Law," which includes LAHA, LBH, (Yayasan Lembaga Batuan Hukum) other NGOs, and the media. LAHA has a memorandum of understanding with the much larger national NGO working in juvenile justice, LBH. Other NGOs in Bandung have expressed the need for an organization like LAHA to handle cases involving juvenile offenders.

Since January 2002, LAHA has handled of 14 of the 140 reported cases involving juveniles during that period. Of those, six are still in process. LAHA staff members explained that the most effective means of intervening on behalf of juveniles is to negotiate with police for their release before they are formally charged. Although there is an existing law delineating proper procedures for cases involving minors, those procedures are reportedly rarely followed, and there are no consequences for police or the courts if the procedures are not followed. Reportedly, juveniles are often denied representation and are treated as adults, in spite of laws to the contrary. In addition to this work, LAHA plans to review local legislation regarding juvenile justice and child rights and to socialize the findings through discussion groups with stakeholders. In addition, LAHA plans to produce a book on child rights and justice procedures, originally intended for children but probably to be aimed at NGO outreach workers.

Although LAHA is thought to be important by other NGOs working with street children, and although some of its advocacy work may be effective, its most significant effect will likely be restricted to the individual cases it handles. The current state of legal protection for juvenile offenders in Indonesia is too poorly developed to make effective systematic intervention productive. This lack is evidenced by the fact that LAHA itself claims to be most effective at getting children released from custody before they are charged, and not through the successful application of the law. Save the Children should support efforts to advocate for the rights of chil-

dren and for child protection, including support for the child protection law and local initiatives through the LPAs. SC should steer clear of the expensive and limited area of juvenile justice.

Solaridaritas Masyarakat Anak (SEMAK)

Title: Reaching Street Children and Their Community in Sukapakir, Kiara Condong, and Bandung Indah Plaza (BIP) Area

Amount: \$21,900

Estimated contribution of SC to overall budget: about 85%

Period: July 1, 2001–December 31, 2002

Established: 2000

| | 6–10 Years | 11–14 Years | 15+ Years | Total |
|--------|-------------------|--------------------|------------------|--------------|
| Male | 15 | 25 | 20 | 60 |
| Female | 10 | 30 | 25 | 65 |
| Total | 25 | 55 | 45 | 125 |

Although SEMAK is a new NGO, the four core staff members originated with the much older NGO Anak Merdeka, which was a leading NGO for street children in the early 1970s. The director is an ex-street kid himself. SEMAK is currently working in three different areas. The first is a poor area with children at risk, but few are actually on the street. The second is a neighborhood where up to 40 percent of residents send their children out to beg, some as young as 4 years old. The third is a neighborhood where older children often work (as scavengers, in factories, or dealing drugs) and younger children often tag along with them, while girls as young as 12 are often pushed out to marry. SEMAK is providing educational support to all 125 children it serves, as well as operating a drop-in center and sponsoring activities, including arts, music, and sports.

SEMAK describes its work as community-based, and it appears to have the most coherent prevention plan of any organization visited. SEMAK does not enter communities with a package of services, but rather works with communities to identify and address the reasons why families send their children to the street. SEMAK also maps communities so it can identify available community resources and define priorities. This approach aims to identify and mobilize community resources that may ease the financial burden of having a child and thus lessen the pressure to send children out to beg.

The organization is still developing its methodology, but it can already point to some small successes. In the first neighborhood, of 20 children who previously worked in the street, 10 have either stopped or have reduced the frequency to less than once per week. SEMAK notes that it was necessary to work with other working children to keep them from encouraging their friends to join them in the street.

Among all the organizations visited, the staff of SEMAK has the clearest idea of the reasons children end up on the street, as well as a creative community-based strategy for addressing the problem at the level of prevention while not ignoring the needs of those already on the street.

LPAs

LPA Surabaya East Java

Title: Lembaga Perlindungan Anak Ja Tim

Amount: \$15,350

Period: December 1, 2001–November 30, 2002

LPA Bandung West Java

Title: Advocacy on Behalf of Street Children in Bandung, West Java

Amount: \$12,565

Period: December 1, 2001–November 30, 2002

These two grants are listed for completeness. Their goals and priorities are described in the section on the Indonesian context earlier in this report. It is clear that SC's support for the three LPAs is critical to the coordination, networking, and advocacy efforts of this project. Both the Surabaya and Bandung LPAs have boards of directors who represent a broad base of society and who have clear, realistic goals and action plans. They are respected by their constituent NGOs, which agree on the importance of their role. One of SC's biggest challenges will be to help the LPAs attain financial sustainability before the end of the grant.

GENERAL COMMENTS ON SUBGRANTS

About half of the subgrants are up for renewal within the next 6 months or so. Yet, the technical assistance on which the institutional strengthening is supposed to depend will have only just begun. It is unlikely that the changes needed to strengthen the weakest of those organizations, especially the ones that depend entirely on SC funding, will have been implemented and will have produced results. SC will be obligated to make decisions on the continuation of subgrants based on more qualitative factors.

Monitoring and Evaluation (M&E)

SC has worked very hard to design a plan for monitoring and evaluating the project. SC's project design includes 4 results, 18 intermediate results; its monitoring and evaluation plan intends to measure 43 outcome indicators, to track an even larger number of monitoring indicators, and to gather a wealth of qualitative information. Some outcome indicators are difficult to measure, such as "degree of conviction and knowledge regarding rights," and some are not likely to change much in the next few months, such as "level of financial skills (ability to save money, use money wisely)." The indicator regarding condom use produced so few positive answers (only 15 children) that the significance of any analysis will be questioned. In addition, many projects have dynamic populations entering and leaving, so interpretation of improvement or lack of improvement in the psychosocial indicators will be difficult.

Three of the four SOAG indicators are not working well and may have to be rethought. The indicator on tetanus toxoid did not produce meaningful results because children have difficulty remembering their immunization status, and nearly everybody said they'd been immunized. So few children indicated they were sexually active and used condoms that the statistical significance of the results will be questioned. The "number of initiatives influencing local policy" may be too vague to yield meaningful information. It does not take into consideration the scope of the initiatives and whether or not they were successfully implemented. The indicator on adult support was creative and well thought out and will likely yield useful information.

SC's M&E specialist will visit the project in the coming weeks. It should be pointed out that the project will be judged by the results of the indicators that SC is measuring. Simplification of the number and types of indicators is in the project's best interests, from the point of view of both leaner management and clearer evaluation criteria.

CONCLUSION

Observations

- The team members share SC's concern as to whether the children receiving services are those who are most at risk. While the current grant represents remarkable advances in getting subgrants out and reaching a broad variety of children, clearly poverty is the most salient characteristic of the children seen. Most of those children and young people have parents whom they return to every night, and most are connected to their family in responsible ways. Because the NGOs offer alternatives to kids who want to stay out all night (at a drop-in center where a child can stay) or because the NGOs promote the kids' rights in the absence of parental involvement, it is questionable whether the street kids program is helping or not.
- Almost 2 years (as of August 2002) into a 3-year project, no clear successful strategy has emerged as a means to improve the health and welfare of street children. The slow start and the lack of attention by SC leadership delayed progress. Only the personal determination of the project director and her staff, as well as USAID's ultimately forceful intervention, has created the impetus to move this grant forward.
- The large number of small NGOs requires inordinate amounts of technical assistance for institutional strengthening, while the long-term prospects for their survival as NGOs are weak. Clearly, SC had to cast a wide net to see what could be accomplished in terms of programs and possibilities. Although there are some positive experiences on which to build, the next steps, which involve analysis of what works and what does not plus strong criteria for those choices, will be critical in the next phase.
- Community mobilization is repeatedly cited as a central strategy, but it was omitted from the design. SC has encouraged prospective recipients to include community mobilization strategies in their proposals, but few did so. The project design may need to be modified somewhat to encourage prevention efforts, especially to reach younger children.
- The project's results and intermediate results focus only on services and advocacy, and they do not include any mention of prevention and community involvement. Yet, more than 75 percent of target children are 14 years of age and under, and strategies that either prevent those children from working on the street or reduce their time on the street should be as important as support on the street.
- The effect of the grant has proved disappointing, both in terms of technical approach and in the slow progress. Some features of SC's original proposal are now absent:
 - Money spent on subgrants was supposed to be more than 50 percent of the grant—\$1.75 million—but subgrant spending may be much less.

- Community mobilization was to be the heart of the strategy for street children. According to the proposal, “Discussions have shown that [the] private business community, religious organizations, and others see the need to address the needs of street children now.” But there is very little community mobilization that informs the program and there is little business or religious support.
- SC has a strong leadership role that it has yet to play in Indonesia. In response to weak NGOs, SC chose technical assistance as a means to strengthen capacity and programs. This approach has translated into staff members doing TA most of the time and has required inordinate amounts of time to monitor and evaluate. It is unclear whether that strategy will work. In the next phase, SC will have to identify partners to facilitate the process. Community leaders, progressive religious groups, teachers, business people, and groups such as Rotary are all potential partners for making the programs locally owned. SC’s national contacts in the Ministry of Women’s Empowerment also represent a promising relationship that needs to be nurtured.
- Highlights of SC’s strengths:
 - The current staff members clearly are well qualified, are well respected by all those with whom they meet, and seem well equipped to move into the next phase of development.
 - Using SC’s experience in positive deviance may be a promising methodology in the area of prevention and community mobilization in support of children. That technique could perhaps be adapted to identify factors that encourage poor and troubled families to keep their children in school rather than sending them to beg so they can support the family.
 - Staff members have a good understanding of the population they serve and seem well aware of the challenges they face in reaching that segment of the population.

Recommendations

- SC needs to be more strategic as it progresses into the grant’s final year and possibly beyond. This strategy means clearly articulating a plan of action. There are 39 grants in four cities. It appears that this range, both in terms of number of grants and number of cities, spreads the staff too thinly. By applying TA individually as well as to groups, the effect is that equal amounts of time are spent bringing up the level of widely disparate groups. SC staff members are forced to be reactive rather than being proactive and responsive to possible opportunities.
- According to DCOF’s experience with similar programs, interventions directed at prostitution and juvenile justice are beyond the scope of DCOF. Few interventions have worked; they are expensive and benefit very few. Ultimately, prevention comes to be the main focus, as efforts to get kids off the street fail, which is especially true for younger street children.
- In the event of a proposal to continue activities, the focus should be on advocacy, networking, and direct services to NGOs; on building on the enormous amounts of TA given; and on demonstrated strengths and successes. Three years is too short a time to exact change, but SC’s current strategy should be laying a strong base for the future. SC’s role should be clarified in terms of advocacy at the provincial and possibly the national level. Any future DCOF funding will be judged against more stringent criteria than was the original proposal.

Next Steps

According to DCOF's experience with other street children programming, some lessons may be learned that may apply to Indonesia. DCOF is opened to exchanges that allow programs to learn from each other. At a minimum, it would be useful to receive reports that are generated from other programs and to look to a broader forum where such lessons can be shared. Listed below are some broad assumptions about street children programs:

- Offering a place to sleep has proven more problematic than helpful.
- Drop-in centers per se are not always useful but need to be examined in context.
- It is better to have space donated as part of a community contribution than for it to be solely funded by one donor.
- Children themselves have much to offer as spokespersons.
- Groups whose philosophy is that they are better caretakers of children than parents are generally misguided.
- Education, prevention, and vocational training are all options for effective programming.

Given the aforementioned circumstances, it is easier to understand how the current program developed. From the DCOF perspective, what's important now is how this groundwork will form future programming. The initial proposal contained important concepts that have not yet been implemented. It will be necessary to convince DCOF that those plans have a basis in reality before additional funding is offered.

APPENDIX

Contacts

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DCOF Assessment Visit Schedule

May 15–29

Cathy Savino,
Dr. Don Whitson

| Date | Time | Activity | Place | Status/ Contact |
|----------------------|--|--|--|---------------------------------|
| Tuesday, May 14 | 16:30 | Don Whitson's arrival on Thai 413 | Met by Borobudur Hotel car | Confirmed |
| Wednesday, May 15 | 8:20 10:45 11:00–12:30 12:30–14:00 15:00–16:00 | Cathy Savino's arrival on GA 823 Meeting with Joy Pollock at hotel Meeting with HPN staff members: Molly Gingerich, Joy Pollock. Also discussion of schedule and ticketing, etc. Lunch meeting with HPN and PRO Meeting with the USAID-funded Counter Trafficking Project, Ruth Rosenberg, Program Manager (ICMC), and Yuyon (ACILS) | USAID ICMC Office Jl Terusan Hang Lekir I/5 Kebayoran Baru | Tel: 720-3910 Confirmed/Ruth |
| Thursday, May 16 | 7:45 8:00–16:00 | Departure from hotel Full-day meetings with Save the Children/US and Urban Street Children team Meeting with SC Field Office Director Meeting with Street Children team <ul style="list-style-type: none"> • General introduction to the program • Health programming • Program and institutional capacity build- ing plan | SAVE/US Office in Kebayoran Baru | |
| Friday, May 17 | 8:30 9:00–12:00 Lunch 14:30 18:30 19:00-20:30 | Departure from hotel Visit with Yayasan Dian Mitra (former RESCUE partner) with SC staff members Didid Adi Dananto and Eko Kriswanto. Meet- ing at Senin office, followed by site visit to Mangga Dua to observe educational pro- grams Meeting at UNICEF with Julie Lebegue; Joy Pollock and Sumali Ray-Ross also to attend Departure from hotel Visit with SC NGO partner Bandungwangi at evening entertainment site with SC staff members Laurel McLaren and Wilson Sitorus | Senin Mangga Dua UNICEF office East Jakarta | SC confirmed appt. |

| Date | Time | Activity | Place | Status/ Contact |
|----------------------|---|--|--|---|
| Saturday, May 18 | | Weekend | | |
| Sunday, May 19 | 14:15 16:00 18:00 19:00–21:00 | Departure from hotel for airport Flight to Surabaya on GA 318 with Joy Pollock Meet Dr. Alphinus Kambodji at Hotel Majapahit Mandarin Oriental Visit to Yayasan Alang-Alang for night street activity | Surabaya | Air reservations confirmed Hotel reservation confirmed |
| Monday, May 20 | 7:45–8:45 9:00–10:00 10:30–12:45 Lunch 13:45–15:00 18:00 | Breakfast meeting with East Java Child Protection Agency (LPA) Director, Nanang Chanan, plus other LPA representatives Meeting with BAPPEKO Surabaya, Dr. Mukhlas Udin Meeting with Surabaya City and Province Health officers Visit to Yayasan SPMAA health service activities (Director: Glory Islamic) Return flight to Jakarta on GA 318 | Surabaya | |
| Tuesday, May 21 | AM Lunch 14:00 18:00 21:00 | Meeting with the Ministry of Women’s Empowerment (MenegPP) Children’s Welfare Division with the Deputy (Ibu Sumarni) and the activity staff members Train departure (Argo Gede Executive Class) to Bandung with Ratna Kurniawati, Laurel McLaren, Didid Adi Dananto, and Wilson Sitorus Train arrival in Bandung; overnight at Grand Hyatt Hotel | Central Jakarta Gambir Station (Central Jakarta) Bandung | Train reservations confirmed Grand Hyatt Hotel confirmed |
| Wednesday, May 22 | 9:00–11:00 11:30–15:00 16:00–18:00 | Meeting with the West Java Child Protection Agency and LAHA legal aid assistance for street children activity Visit to Yayasan Bahtera and Matahariku to see activities that are designed for girls who had been forced into the sex industry Visit the outreach site at Yayasan Bias Kriya Nusantara | Bandung | |

A Review of Save the Children's Urban Street Children Empowerment and Support Program

| Date | Time | Activity | Place | Status/ Contact |
|-----------------------------------|--|--|----------------------------|----------------------------|
| Thursday, May 23 | 9:00–12:00 13:00–15:00 17:00 20:00 | Visit YMS Drop-in Center Visit the outreach site at Yayasan SEMAK Return by train to Jakarta Train arrival in Jakarta | Bandung Jakarta | |
| Friday, May 24 | AM PM | Meetings with donors and experts Visit with SC NGO partners in Jakarta | Jakarta | Flight confirmed |
| Saturday/ Sunday, May 25–26 | | Report writing | | |
| Monday, May 27 | 14:45–15:25 | US holiday/report writing | | Flight confirmed |
| Tuesday, May 28 | AM PM | Discussion on monitoring and evaluation with SC team, HPN/USAID (Joy Pollock, Ratna Kurniawati, and Lynn Adrian) and USAID/PRO M&E officer | SC/US office | |
| Wednesday, May 29 | 9:30–11:00 11:00–11:30 12:30 13:30 Evening | Debriefing with HPN and PRO and Acting Mission Director Lunch with SC and HPN team SC debriefing Depart Indonesia | USAID TBD | Confirmed with Putri |