

Lead CSO

SELECTION REPORT

Strategic Partnership on Green and Inclusive Energy

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In short, it is about stimulating and ensuring citizens have a voice and a choice.

Citizen Agency Consortium

Introduction

In January 2015, Dutch Minister for Trade and Development Liliane Ploumen announced her 'Dialogue and dissent' strategic partnership for advocacy and policy influencing of 2016-2020 period. To support this strategy, Hivos, together with the British organisations IIED and Article 19, formed a partnership alliance called the Citizen Agency Consortium (CAC). A proposal aims to form the basis of the joint efforts within CAC platform was submitted in 2015.

In 2015 CAC published a programme document to elaborate the strategy for Strategic Partnership. The action strategy is divided into four thematic areas: Sustainable Diets 4 All, Green and Inclusive Energy, Women@Work and Open Contracting. Each of these themes has its own Theory of Change and different plans, different partners, different spheres of interests and different country of implementation.

Indonesia is chosen to be one of the countries to implement strategic partnership in green and inclusive energy, as well as Sustainable Diet 4 all and, to degrees, Open Contracting.

Lead CSO selection

CAC emphasises the importance of civil societies' role as the catalyst for the intended changes. Hence, the main strategy to achieve the SP goals is through strengthening CSOs in order to enable them to raise and change their game.

To maximise the impact of the CSOs empowerment, CAC intends to work with **one energy lead CSO** in each country. This organisation will be selected on the basis of the CSO's effectiveness, legitimacy, and connections with relevant players in the energy field.

This lead CSO will be the main receiver of capacity development. A multiplier effect is foreseen through the creation of an energy CSO network in which the lead CSO acts as a facilitator of broader capacity development.

In addition, the Consortium intends to focus on supporting a small number of non-energy CSOs (women, consumer, climate, health, education, agriculture organisations or institutes), based on specific themes and opportunities in each country. These so called nexus organisations place the energy issue in a different context, which can lead to other influencing strategies, new networks at private sector and government level and more involvement of the media and broader civil society. These groups will likely have more developed L&A skills but may need more

capacity on energy transitions. We foresee an exchange of capacities between the energy and the other CSOs, both on L&A and energy skills.

This document provides the result of Indonesia's Lead CSO selection process.

Selection Method

Five potential Lead CSOs in Indonesia have been studied for this purpose, namely Indonesian Institute for Energy Economics (**IIEE**), Institut Bisnis dan Ekonomi Kerakyatan/People Centered Economic and Business Institute (**IBEKA**), Institute for Essential Service Reform (**IESR**), Yayasan RUMah Energi (**YRE**), and Yayasan Dian Desa (**YDD**). These CSOs are selected to be inspected based on the initial scouting done by Hivos Hub-SEA during the month of April-May 2016.

For the selection purpose, data about these potential lead CSOs was gathered through various methods including desk research, direct interviews, and data and evidence from Hivos Hub-SEA's knowledge bank and experience from previous involvement with these CSOs.

A set of questions developed from the Consortium Citizen Agency's programme document was used to scrutinise these potential Lead CSOs. The interview questions aim to inspect CSO's capacity, including its knowledge and experience in green energy theme, experiences in advocacy undertakings at national and international level, concern about gender and social inclusion, experience in multi-stakeholder advocacy approaches, financial strength and representability.

The result of the individual CSO's assessment which includes company profile and summary of finding is attached to this document.

Result summary

Most of the CSOs interviewed or studied have reputable knowledge and experience in green energy theme. However, some CSOs like IESR and IBEKA have longer on-ground involvements than others. CSOs with elongated on-ground involvements appear to possess better practical knowledge and understanding of the energy landscape from a wider perspective, e.g. grass-root point of view, financing, bureaucracy and policy making procedures. These CSOs also have wider networks and better access to policy making processes. Hence, they obtain higher scores.

Some CSOs e.g. IIEE, YDD, YRE are more reputable as projects implementer with an extensive portfolio working in large and multi-stakeholder ventures. However, these CSOs are typically

lack of lobby, advocacy and policy influencing activities. Since Strategic Partnership mandate is strong in lobby and advocacy (L&A) activities and it is deemed important that the Lead CSO has familiarity with L&A undertakings, CSOs with less L&A experience are considered less potential to be the lead CSOs. Hence they obtain lower score.

Some CSOs have strong gender and social inclusion components in their activities. CSO like YDD, YRE, IESR and IBEKA have been familiar in implanting gender element in their programmes and projects, explicitly or subtly embedded in programme objectives and intended impacts.

In terms of experience in multi-stakeholder approaches, financial strength and representability, all of the CSOs have relatively good score. Financially, these CSOs rely on support from national and international donors. However, there is also CSO which heads toward establishing their own financial source e.g. by instituting a social enterprise body (for example what YRE is doing with their newly formed business line).

In terms of human resource and organisational strength, it is noted that some of these CSOs are extremely figure-based. IESR and IBEKA, for example, are better known from their director's name rather than the organisation's name itself. This issue is elaborated further in the recommendation section of this report.

The WINNER

Overall score

CSO	YRE	YDD	IIEE	IBEKA	IESR
Score: poor 1 -- 15 excellent					
Energy theme	11	12	14	13	13
Score: poor 1 -- 10 excellent					
Gender and social inclusion	7	9	5	7	8
advocacy experience	4	4	7	8	9
Fit for purpose (strategy)	8	8	8	8	9
Strength of the organization	8	8	7	7	9
representing citizen	8	8	9	7	9
Total score	46	49	50	50	57

Based on the research findings and a wide-ranging consideration, we find that IESR acquires the highest score among other CSOs.

IESR is particularly strong in knowledge and on-ground experience in green energy topic with extended experience working with the government and getting involved in policy making processes. IESR has a strong presence in various policy making fora, and its say is highly respectable. The involvement makes the organisation has inordinate understanding of Indonesia bureaucracy and decision making process. The involvement also provides IESR with extensive network and access to the government's key persons and stakeholders.

IESR also has adequate knowledge and experience in terms of gender and social inclusion. It also has progressive involvement in regional and international advocacy activities.

The above strength points make IESR highly suitable to be the Lead CSO for Strategic Partnership in Indonesia, compares to other CSOs studied in this research. The strength of IESR can help ensuring Strategic Partnership activities to be successful.

Recommendation

IESR fits most of the selection criteria of lead CSO for Strategic Partnership. We strongly recommend this organisation to be the Lead CSO for Strategic Partnership in Indonesia. However, the following weak facets of IESR need to be addressed should this organisation is chosen to be the Lead CSO.

Among the most important weak points is the staff capacity. As a relatively small NGO, IESR's team is supported by limited number of staffs which are often tasked to handle multiple responsibilities. Hence, should IESR be chosen to lead Strategic Partnership, it needs to have a dedicated person to handle the large and multi-year SP activities. It is advised that IESR to hire a dedicated staff specialised to handle SP.

As IESR is also handling other projects from various donors, it is also recommended that IESR agrees on a clear arrangement with Hivos in terms of branding and crediting. This is to mitigate any overlapping credit-claiming in the future with other donors working with IESR. This clear agreement needs to be detailed in the contract.

Looking Ahead

Following the approval of this report is the contract signing with the selected lead CSO. Based on SP global calendar, the contract signing is in July 2016.

Hivos Hub-SEA will work with the selected Lead CSO to develop national advocacy strategy and to revisit the national ToC. In the intervening time, the identification and selection of Nexus CSO (NCSOs) will be held during June and July, once the contract between Hivos and LCSO is settled. Indonesia Strategic Partnership is planned to be launched in October 2016 (see attached timeline).

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IIEE

Indonesian Institute for Energy Economics

The Indonesian Institute for Energy Economics (IIEE) was established in 1995 in Jakarta as a nonprofit, nongovernment, independent organization. Its primary objective is to enhance energy economics studies that motivate and support national policies for prudent development and utilization of energy resources in Indonesia. IIEE has been actively involved in the development of public awareness and capacity building to convey the importance of optimal and efficient energy resources management.

+ plus

- strong research capacity
- good knowledge of green energy topic
- representative team

- minus

- limited experience in lobby and advocacy
- limited experience in working with the government
- limited concern/experience in gender mainstreaming

Checklist Result

Criteria	Point					Remarks
	1	2	3	4	5	
Energy theme						
Knowledge					x	relatively good background knowledge on the topic
On the ground experience				x		experience in conducting researches but less experience in active policy influencing activities.
Green mission and practice					x	concerned about green energy

Gender and social inclusion						
Capacity and experience in gender			x			less experience in gender inclusivity
Idem for marginalised/poor people		x				idem
Advocacy experience						
National level				x		Limited experience in working with the government. Currently working on Energy Efficiency School Ambassador, working closely with MEMR Planning Bureau
International level			x			Limited experience in international advocacy activities limited to ASEAN research network.
Fit for purpose (strategy)						
Networking / multi-stakeholder experience				x		Limited experience engaging with other national CSOs, mostly working with specific unit in government, few private sector and local institutions
Innovative				x		relatively innovative
Strength of organisation						
relevant staff besides director			x			Good human resource quality in energy sector, however the team is too small so that staffs' errands are often overloaded. Needs to have additional staff dedicated for SP
Stable financial situation				x		Relatively stable financial situation, income received from projects funded by donors
Representing citizens						
Board, staff reflecting citizens					x	Good score, not only covers board and staff but also programmes related with general citizens (e.g. with school students)
Number of beneficiaries				x		N/A
Total Score	50					

IBEKA

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IBEKA**Institut Bisnis dan Ekonomi Kerakyatan**

People Centred Economic and Business Institute

IBEKA is an NGO working on the economics and energy issues in the rural area of Indonesia. IBEKA's main objective is to work in rural areas with village communities to make environments more conducive to the growth of people-centred economic systems, with an emphasis on energy and electricity services. IBEKA has extensive experience setting up micro-hydro systems for rural communities in Indonesia.

+ plus

- good knowledge of green energy topic
- on-ground experience
- Access to various policy making fora

- minus

- Highly political
- Extremely figure-based
- Limited staff

Checklist Result

Criteria	Point					Remarks
	1	2	3	4	5	
Energy theme						
Knowledge				x		Good background knowledge on the topic
On the ground experience					x	Good experience in conducting researches but less experience in active policy influencing activities.
Green mission and practice				x		Good concern about green energy
Gender and social inclusion						
Capacity and experience in gender			x			fair experience in gender inclusivity

Idem for marginalised/poor people				x		idem
Advocacy experience						
National level					x	Good experience in working with the government.
International level			x			IBEKA's international activities focuses more on PR-ing activity to promote IBEKA for fund-raising purpose
Fit for purpose (strategy)						
Networking / multistakeholder experience					x	Good experience engaging with other national CSOs, working with units in government, private sectors and local institutions
Innovative			x			Relatively innovative
Strength of organisation						
relevant staff besides director			x			Highly figure-based, the team is too small so that staffs' errands are often overloaded.
Stable financial situation					x	Relatively stable financial situation, income received from projects funded by donors
Representing citizens						
Board, staff reflecting citizens			x			Fair representability
Number of beneficiaries					x	Good number of beneficiaries
Total Score	50					



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IESR

Institute for Essential Service Reform

IESR started formally on 10/12/2006 as an NGO called WGPSR (Working Group on Power Sector Restructuring), consisted of eight members: INFID, ICW, YLKI, PIRAC, IGJ, DebtWatch, LBH Jakarta, and Yayasan GENI. WGPSR transformed into IESR on 14/04/2008.

IESR conducts advocacy in the energy sector in Indonesia, particularly the power sector. IESR aims to enhance transparency and accountability in the Indonesian energy sector and increase public participation in the decision-making process. IESR works on providing alternative policy and ideas through campaigns, lobbying, and education.

+ plus

- Great knowledge and on-ground experience in green energy topic
- Strong network and presence in policy making fora
- Extended experience in working with the government
- Great understanding of Indonesia bureaucracy and decision making process and good access to policy making events
- Experience in gender-related advocacy activities
- Progressive involvement in national and international advocacy activities

- minus

- Figure-based
- Limited staff

Checklist Result

Criteria	Point					Remarks
	1	2	3	4	5	
Energy theme						
Knowledge				x		Relatively good background knowledge on the topic
On the ground experience					x	Great knowledge and experience in lobby and advocacy influencing

Green mission and practice				x		Good concerned about green energy
Gender and social inclusion						
Capacity and experience in gender				x		IESR have conducted several gender-related advocacy activities
Idem for marginalised/poor people				x		idem
Advocacy experience						
National level					x	Progressive advocacy portfolio, extended experience of working closely with the government
International level				x		Good involvement in international advocacy
Fit for purpose (strategy)						
Networking / multistakeholder experience					x	Great experience in multi stakeholders experience
Innovative				x		Relatively innovative
Strength of organisation						
relevant staff besides director			x			Good human resource quality in energy sector, however the team is too small so that staffs' errands are often overloaded. Needs to have additional staff dedicated for SP
Stable financial situation					x	Relatively stable financial situation, income received from projects funded by donors
Representing citizens						
Board, staff reflecting citizens				x		Good score, not only covers board and staff but also programmes related with general citizens
Number of beneficiaries					x	Great number of beneficiaries
Total Score	57					



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YRE

Yayasan Rumah Energi

Yayasan Rumah Energi (YRE) was established on 19 November 2012 within the framework of the Indonesia Domestic Biogas Programme (IDBP/BIRU), a program led by HIVOS. The establishment of YRE is part of program strategy to enhance ownership of local actors of biogas program. YRE as an implementing partner of BIRU and trusted partner of EBTKE, is aim to lead the biogas sector in Indonesia and will playing significant role in promoting energy security with gender equality and women empowerment fully integrated.

+ plus

- good knowledge of green energy topic
- on-ground experience in project implementation

- minus

- Limited experience in lobby and advocacy
- Limited network and access to policy making forum

Checklist Result

Criteria	Point					Remarks
	1	2	3	4	5	
Energy theme						
Knowledge				x		Relatively good background knowledge on the topic, focusing on biogas
On the ground experience			x			Less knowledge and experience in national level lobby and advocacy influencing; however significant at district/provincial level

Green mission and practice				x	Concerned about green energy
Gender and social inclusion					
Capacity and experience in gender			x		YRE have implanted gender component in their activities
Idem for marginalised/poor people				x	idem
Advocacy experience					
National level		x			Low experience in advocacy, more experience in district/provincial level
International level		x			Low involvement in international advocacy
Fit for purpose (strategy)					
Networking / multistakeholder experience				x	YRE has more experience in multi stakeholders experience
Innovative				x	Relatively innovative
Strength of organisation					
relevant staff besides director				x	Good human resource quality in energy sector
Stable financial situation				x	Stable financial situation, income received from projects funded by donors. Heading toward self-financing approach using a newly formed social enterprise entity.
Representing citizens					
Board, staff reflecting citizens				x	Representative staff
Number of beneficiaries				x	Big number of beneficiaries
Total Score	46				



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YDD

Yayasan Dian Desa

Yayasan Dian Desa (YDD), or “light of the village foundation” is an NGO promoting community development with a special focus on the development of appropriate technology. YDD started in 1968 as an informal group consisting of three technical students working on the development and application of appropriate technology for rural development. In 1972 the group was registered as a formal organization as Yayasan Dian Desa.

In 2016, YDD employs approximately 300 personnel from various disciplines. The location of activities has expanded, with active presence in the Province of Yogyakarta, Central Java, East Java, Nusa Tenggara Timur, and East Kalimantan. YDD is also actively working within the Southeast Asia region. YDD programs have also expanded to cover various fields such as water and sanitation, waste treatment (liquid & solid), alternative energy, agriculture & aquaculture, small industry promotion and micro financing. Since 1986, YDD has also been involved in various urban development activities.

In addition, YDD provides skills-based training to NGOs and community based organisations within Indonesia, relating to the needs of each respective organisation.

+ plus

- good knowledge of green energy topic
- extensive on-ground experience

- minus

- Non-Jakarta based (Jogjakarta)
- Limited experience in lobby and advocacy

Checklist Result

Criteria	Point					Remarks
	1	2	3	4	5	
Energy theme						
Knowledge				X		Relatively good background knowledge on the topic, focusing on clean cookstoves
On the ground experience				X		good on-ground experience
Green mission and practice				X		Concerned about green energy
Gender and social inclusion						
Capacity and experience in gender					x	YDD have implanted gender component in their activities
Idem for marginalised/poor people				X		idem
Advocacy experience						
National level		X				Low experience in advocacy
International level		x				Low involvement in international advocacy
Fit for purpose (strategy)						
Networking / multistakeholder experience				X		Good experience in multi stakeholders experience
Innovative				x		Relatively innovative
Strength of organisation						
relevant staff besides director				X		Good human resource quality in energy sector
Stable financial situation				X		Stable financial situation, income received from projects funded by donors.
Representing citizens						
Board, staff reflecting citizens				X		Representative staff
Number of beneficiaries				X		Big number of beneficiaries
Total Score	48					