



Universiteit Utrecht

Master Thesis

**Refining Indonesian Civil Society Organization
Participation for Achieving Sustainable
Development Goals**



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Abstract

A new global movement, Sustainable Development Goals (SDGs), has been ongoing since the Millennium Development Goals (MDGs) had expired in 2015. Not only involving both developed and developing state members, the United Nations also mandated other stakeholders including civil society organization, in an attempt to achieve the SDGs' 17 goals and 169 targets by 2030. However, the inclusion of organizations for the implementation of SDGs has both negative and positive reactions among scholars. Accordingly, after assessment, this research is in light of previous studies that are in favor of the organization's presence. The capacity of eight different backgrounds of organizations in Indonesia, together with the country's governance and level of its citizens' awareness towards the 2030 agenda are assessed. Indonesia is a preferred nation for this research due to the country's experience in the failure of MDGs, even though hundreds of thousands of organizations operate within the nation. Thus, it is aimed at improving civil society organization participation for the success of both SDGs' implementation and accomplishment in the country. Finally, this master thesis recommends that association needs to integrate SDGs into the organizational system as well as to upgrade its capacity; considering the findings of this study that (1) the country adopts SDGs with a largely decentralized governance mode based on the criteria of Driessen et al. (2012); (2) the public awareness considered as inadequate, based on the overall opinion that this research details; and (3) not all assessed organizations comply with the capacity's indicators developed from the framework of Antlöv et al. (2010). The limitations, contribution to the knowledge gap and scientific discussion, as well as suggestions for future research, are also discussed.

Keyword: Indonesia, Civil Society Organization, Sustainable Development Goals, Capacity, Governance

Abstraksi

Tujuan Pembangunan Berkelanjutan (TPB – *Sustainable Development Goals*) sudah berlaku sejak berakhirnya Tujuan Pembangunan Milenium (TPM – *Millennium Development Goals*) pada tahun 2015. Tidak hanya melibatkan negara maju dan berkembang, Perserikatan Bangsa-Bangsa juga memberi mandat kepada pemangku kepentingan lain, termasuk organisasi masyarakat sipil untuk mencapai 17 tujuan dan 169 target TPB untuk tahun 2030. Namun, keikutsertaan organisasi ini menjadi perdebatan diantara para akademisi. Hanya saja, setelah dilakukan penelitian, tesis ini setuju dengan diikutsertakannya organisasi. Studi ini menguji kapasitas delapan Lembaga Swadaya Masyarakat dan menganalisa keadaan *governance* dan tingkat kesadaran masyarakat terkait TPB di Indonesia. Indonesia dipilih karena kegagalannya pada TPM ditengah adanya ratusan ribu organisasi beroperasi. Sehingga, penelitian ini juga bertujuan untuk meningkatkan partisipasi organisasi demi kesuksesan program-program dan pencapaian SDGs. Hasilnya, tesis ini merekomendasikan kepada lembaga swadaya masyarakat untuk mengadopsi TPB kedalam sistem organisasi serta meningkatkan kapasitas secara bersamaan; mengingat (1) negara mengadopsi TPB namun dengan mayoritas model *governance* yang desentralisasi berdasarkan kriteria Driessen et al. (2012), (2) kurangnya kesadaran publik berdasarkan hasil survei, dan (3) tidak semua organisasi memenuhi indikator kapasitas yang dikembangkan dari kerangka Antlöv et al. (2010). Batasan, kontribusi kepada kesenjangan pengetahuan dan perdebatan ilmiah, serta anjuran untuk penelitian selajutnya juga dibahas dalam penelitian ini.

Kata kunci: Indonesia, Civil Society Organization, Sustainable Development Goals, Capacity, Governance

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List of Abbreviations

BPS	<i>Badan Pusat Statistik</i> – Statistics Indonesia
HIPMI	<i>Himpunan Pengusaha Muda Indonesia</i> - Indonesia Young Entrepreneur Association
IBCSD	Indonesia Business Council for Sustainable Development
ICED	Indonesia Clean Energy Development
INFID	International NGO Forum on Indonesian Development
KOPHI	<i>Koalisi Pemuda Hijau Indonesia</i> - Indonesia Green Youth Coalition
MDGs	Millennium Development Goals
NGO	Non-Governmental Organization
OWG	Open Working Group
RPJMN	<i>Rencana Pembangunan Jangka Menengah Nasional</i> – National Middle-Term Development Plan
RPJPN	<i>Rencana Pembangunan Jangka Panjang Nasional</i> – National Long-Term Development Plan
SDGs	Sustainable Development Goals
SQ	Sub Question
UN	United Nations
WALHI	<i>Wahana Lingkungan Hidup Indonesia</i> - The Indonesian Forum for Environment

1. Introduction: Embracing Civil Society Organization in Sustainable Development Goals

After successfully conducting global mobilization to tackle a set of the world's most pressing global problems, through Millennium Development Goals (MDGs) from 2000 until 2015, the United Nations (UN) will continue to use this method for another fifteen years. In September of 2015, the UN and its 193 member states adopted 17 Sustainable Development Goals (SDGs), including 169 associated targets on a wider range of global topics covering economic, social, and environmental dimensions shown by Figure 1 (UN, 2015b). SDGs and their qualitative and quantitative targets are claimed to be integrated, indivisible and universally applicable in outlining the vision, principles and objectives and delineating a policy framework for the implementation (Pavoni & Piselli, 2016; UN, 2015b). They are also in light of other UN frameworks and action programs, such as Addis Ababa Action Agenda of the Third International Conference on Financing for Development, Sendai Framework for Disaster Risk Reduction, 10-Year Framework of Programs on Sustainable Consumption and Production and so on (UN, 2015b).

Unlike previous goals, SDGs not only involve developing nations but also those that are developed, taking into account different national circumstances, such as development levels, capacities, policies and priorities. These make every nation responsible for setting their own national targets, while incorporating national planning processes, policies and strategies to these aspirational and global objectives. However, the governments alone will not be able to achieve these ambitious goals, which require multi-stakeholder involvement. The resolution emphasized that the role of the private sector from micro-enterprises, cooperatives, multinationals, civil society and philanthropic organizations are also counted in the agenda implementation (UN, 2015b). This research project will focus on the area of SDGs implementation, specifically with regards to the role of civil society organization.



Figure 1. Transformation of Millennium Development Goals to Sustainable Development Goals (UN, 2017b, 2017c)

The civil society organization has been involved in the negotiation process of SDGs through direct participation in formal sessions of negotiations, Open Working Group (OWG)

hearings, a vibrant e-discussion and global survey (My World), eleven thematic discussions and approximately a hundred national and regional consultations (Sénit, Biermann, & Kalfagianni, 2016; UNDG, 2013, 2014). The previous UN Secretary-General acknowledges the SDGs process as “the most inclusive and transparent negotiation process in UN history” (UNSG, 2015). However, there are some limitations related to the organization participation in this process. Then findings that Sénit et al. (2016) detail on assessing three ways of civil society organization participation during SDGs negotiation processes (Rio Dialogue, My World Survey and OWG hearings), showed that the three processes were less accountable as the feedback was solely bottom-up and therefore unrepresentative. Furthermore, the participants of the discussions were not widely inclusive in terms of demographic and social criteria. Overall in the UN system, “there is no institutional mechanism in place for civil society organizations to influence decisions” (Biermann, 2014, p. 209). Despite these limitations, the organization still has the chance for their voices to be heard.

With regards to the implementation, the SDGs have mandated the UN community several times to engage with civil society organization, the major groups and other stakeholders in the resolution. It is stated in the preamble that “all countries and all stakeholders acting in collaborative partnership will implement this plan” (UN, 2015b, p. 1). The first paragraph (point 39) of the article outlining means of implementations also states that, “in support of implementation of all the Goals and targets, bringing together Governments, the private sector, civil society, the United Nations system and other actors and mobilizing all available resources”. Additionally, point 45 also mentions “sub-regional institutions, international institutions, academia, philanthropic organizations, volunteer groups and others” (UN, 2015b, pp. 10–11). The inclusion of civil society is also mentioned in several paragraphs of the resolution (UN, 2015b, v. 52, 60, 74d, 74e, 77, 79, 84, 85 and 89). Overall, the part of civil society in the earth system governance is counted as both an actor and an agent at the same time. As explained by Biermann (2014), “the actors include all individuals, organizations and networks that participate in decision making” and the agents “have been granted authority by other actors” (p.47).

The discussion related to the implementation had also been held by the UN along with the SDGs negotiation. The UNDG (2014) ‘Delivering the Post-2015 Development Agenda’ report highlights several important points for the implementation based on dialogues with many stakeholders from policy planners, civil society representatives, academics, volunteer groups, communities and private-sector leaders in various countries. The report advocates the (1) strengthening of capacities and building of effective institutions, (2) the localization of the agenda, (3) the establishment of participatory monitoring and accountability, (4) the construction of a partnership with civil society organization, (5) engagement with the private sector as well as (6) the understanding of culture and development. The report also makes up four criteria that are pertinent to all points, which are participation, inclusion, capacities and multi-stakeholder partnerships. The discussions were in response to the MDGs’ implementation experience while considering the challenge and opportunity for the upcoming agenda at the same time. Thus, the release of the SDGs is actually not only a list of targets that must be achieved by 2030, but is complete with a framework on how to implement them in the respective countries including bringing in many stakeholders.

After more than a year since the birth of SDGs, the sustainable development problems are becoming the dominating policy discussions in many countries and regions. For instance, the discussion on how to translate the 2030 Agenda into actions, commitments, responsibilities, and accountability in the European Union were still continuing until mid 2016 (Gregersen et al., 2016). Other concerns have also been established among scholars who have been conducting research about the implementation of SDGs from many disciplines since then. For example the research conducted by Jaiyesimi (2016), which addresses four major challenges of SDGs implementation in Africa, including financial, peace maintenance, progress measurement and accountability.

However, the study regarding the role of community organization in the implementation of the goals is still limited, taking into consideration that it is one of the most important key roles in the SDGs implementation; even though scholars like Kontinen & Millstein (2016) criticized that using civil society organization as a means of SDGs' implementation is problematic considering the heterogeneity, the wealth of ethnographies and the complex dynamic of both theoretical and empirical. At the same time, the important role of organization cannot be eliminated from the development agenda in response to the previous global agenda, MDGs (DDP, 2016; Salamon and Toepler, 2015; Chitiga-Mabugu et al., 2014). To make a useful contribution to this scientific discussion and its knowledge gap, it is relevant to assess the implementation of SDGs on the level of civil society organization. The extent to which civil society organization can help the agenda implementation is still a big question that this project attempts to answer.

1.1 Country Selection

To shape this research project, it is important to specify the regional area of this research, as the implementation of SDGs themselves are different in every country, based on the national circumstances. Indonesia is an essential example for this case, considering its civil society organizations, development and SDGs adaptation. A wide range of social groups and movement based on faith, profession, ethnicity and so on, have survived long before the nation was established (Antlöv et al., 2010). Currently, there are more than three hundred thousand civil society organizations operating in the country with a rich array of focus areas serving 257,563,815 people or 3.51% of world population (Ditjen AHU, 2017; UN, 2015c). At the same time, as a participant in the previous global agenda MDGs, Indonesia has experienced failure in realizing the goals by 2015 (BAPPENAS, 2015; Tosepu et al., 2016). It makes it more challenging for the country since the fresh 2030 agenda is developed from MDGs with more goals and targets to accomplish. Furthermore, since 2014, Indonesia has elected a new president along with new short- and long- term national programs, one year before the release year of SDGs. The integration among the national and global agendas in the country is interesting and begs to be explored. As a final remark, it is noteworthy that I myself am Indonesian, which serves as a motivation for this study. I am passionate about promoting sustainable development within my own country.

1.2 Research Aim and Questions

This research aims to formulate recommendations for civil society organizations in Indonesia, as well as to encourage them in integrating SDGs into their organization and to strengthen

their role in SDGs implementation. To achieve this, the capacities of eight different nationwide organizations, which together cover all SDGs' mentioned problems, are evaluated. The methodology of the selection of the organizations is explained in detail in sub-chapter 2.1. This study also presents insight into the authority given by the state to them through analyzing its SDGs' mode of governance. It also investigates current Indonesian citizen awareness concerning the future goals via survey, to support formulating recommendations. Also, this study seeks to contribute to the theoretical and empirical debates on inclusion of civil society organization in global agenda such as Sustainable Development Goals. Hopefully this research will turn knowledge into action.

To fulfill the purpose of this research, this study attempts to answer the following question: ***How can civil society organization improve its participation in the Sustainable Development Goals' implementation in Indonesia?*** In order to answer this, several sub-questions (SQ) also need to be answered:

SQ 1: *What is the current condition of Sustainable Development Goals in Indonesia?*

SQ 2: *How are Sustainable Development Goals adopted into the national agenda and what is Sustainable Development Goals' mode of governance in Indonesia?*

SQ 3: *To what extent are Indonesian citizens aware of Sustainable Development Goals and to what degree do they trust civil society organization in achieving the 2030 goals?*

SQ 4: *How does the capacity of civil society organization relate to Indonesian Development?*

Research framework explaining correlation between all questions will be described further in chapter 3.

1.3 Social Relevance

This master thesis is concerned with the implementation of the ongoing and future agenda that is becoming the main concern of most of the world today, including Indonesia. Accordingly, Indonesia and its society experienced failure with a similar agenda in the past, that of MDGs. This research is expected to improve the impact of making the 2030 agenda progressive and effective, and will likely benefit the country and in conjunction, the society. The civil society organizations, as one of the crucial agents to deliver and to bridge the goals to the community and individuals, will be evaluated here together with supporting assessments (of the government and citizens) so that the organization is also able to maximize its role for the country and community.

The impact of this thesis also had been felt by several Indonesian societies through the survey (see chapter 2.3 and 5.1). The respondents were introduced to SDGs and were asked to mark the current condition of the country towards the seventeen goals. Among all participants, 130 of them left feedback, either to ask for further questions, to criticize or to support the survey. The critics were mainly recommendations for the substance and had been resolved by responding to them via email. The positive feedback were compliments about the utility of the survey, hopes to deliver the results to the government, organizations and Indonesian citizens and even thank-you notes, which expressed their gratitude for their new awareness of the Indonesian development conditions.

2. Research Strategy and Methodology

In this chapter, the research strategy and methodology used for data collection and analysis are discussed. They are a guide to conduct this thesis, including guidance on planning, executing and monitoring (Johannesson & Perjons, 2014). Overall, the methodology used for this thesis is desk research, semi-structured interview and the survey. The following sub chapters will explain the strategy used for each methodology. The comprehensive framework of this research is presented schematically in Figure 2.

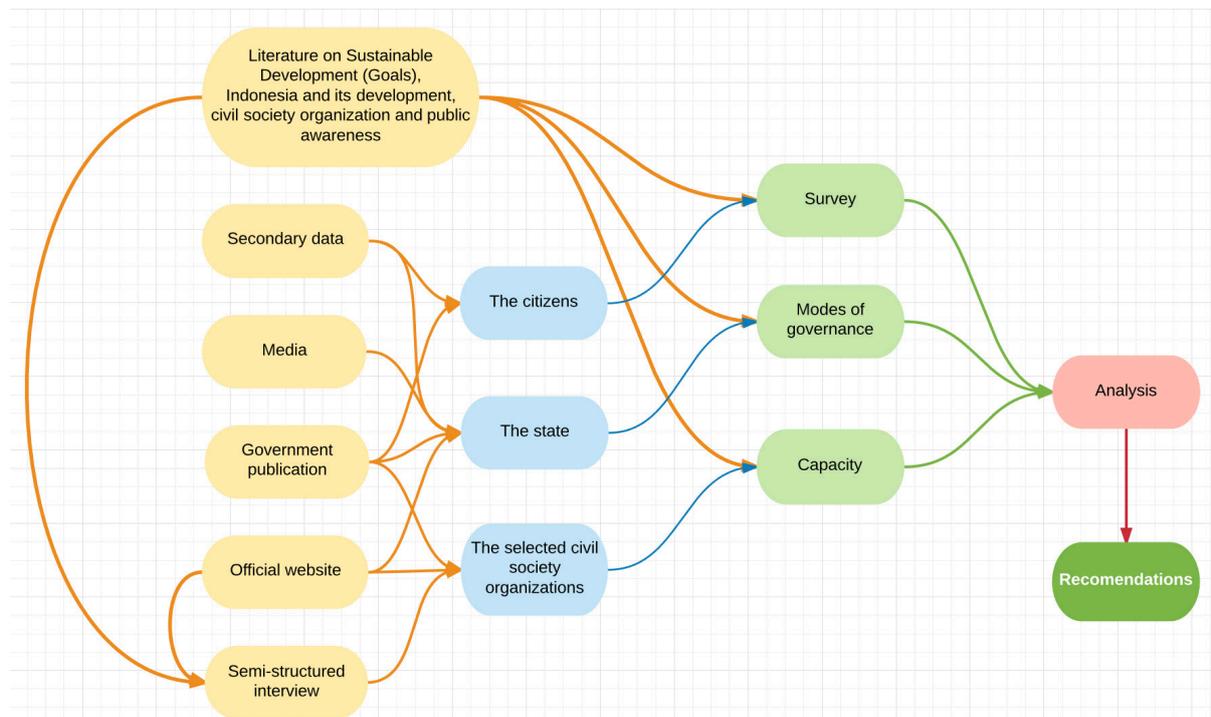


Figure 2. Research strategy of this study (orange: data collection, blue: actor, light-green: assessment, red: analysis and dark-green: result)

2.1 Desk Research

Desk research is a method to gather empirical data from existing materials, including literature (books, articles, conference proceedings and other knowledge products of scholars), organizations' and officials' websites, secondary data (the data compiled by other researchers) and statistical material (Verschuren & Doorewaard, 2010). Extensive review of the literature on Sustainable Development (Goals), Indonesia and its development, civil society organization and public awareness has been undertaken to find concepts and actors for this case. It resulted in three different approaches to assess three distinct stakeholders of this case: modes of governance for the state, awareness for the citizens and capacity for the selected civil society organizations. The explanation of the three concepts, as well as their integration, are structured in chapter 3. The literature also aided in the formulation of the interview (see sub chapter 2.2) and the survey (see sub chapter 2.3).

For the initial literature review, Scopus, Indonesia One Search and Google Scholar search engines were used. The recent and relevant literature in English and Bahasa Indonesia was taken into account based on the following keywords: 'Sustainable Development Goals Implementation', '*Pembangunan Berkelanjutan*', 'Civil Society Organization', 'Non-

Governmental Organization’, ‘*Lembaga Swadaya Masyarakat*’, ‘Indonesian Development’, ‘Capacity’ and ‘Modes of Governance’. At least five articles and books were selected for each concept and chapter. Each source was reviewed in detail to understand contributing factors to the concepts and finally to build a definition and comprehension of the concepts.

Supplementary and supporting data from national media, secondary resources, official websites and government publications have also been collected for background information and current facts about the state and its SDGs performance. While for the organizations, information was gathered from their official websites and government publication; and for the citizens, from official statistics published by the government and the United Nations. All references used for this thesis are listed in the Bibliography.

2.2.1 Civil Society Organizations’ Selection

There is no single organization that covers all related problems raised by the SDGs in depth found in Indonesia. It requires a selection of several organizations to be assessed covering all of the 2030 goals. The assortment has also been conducted through desk research exploring many organizations’ websites. The preference of the organization is based on three preconditions; firstly, it has to be an active association. The second is its intervention area, which must be on a nationwide scale. The final precondition is its focus area, which should be related to a minimum of two out of seventeen SDGs’ addressed issues; this also means that the association does not necessarily embed SDGs into its organization since one of the objectives is also to introduce the global agenda.

Civil Society Organization	Working Area	SDGs	Category
Indonesian Young Entrepreneur Association (HIPMI)	Education, decent work and economic growth	Goal 1 & goal 8	Small-enterprise
Muhammadiyah	Religion, education and health	Goal 3 & goal 4	Faith-based
International NGO Forum on Indonesian Development (INFID)	Human right, democracy, equality, education, social, sustainable development	Goal 5, goal 10, goal 16 & goal 17	Development
Indonesia Green Youth Coalition (KOPHI)	Environment, youth empowerment and sustainable development	Goal 6, goal 13 & goal 15	Community
Indonesia Clean Energy Development (ICED)	Energy efficiency, climate change and responsible investment	Goal 7, goal 12, goal 13 & goal 17	Energy
The Indonesian Forum for Environment (WALHI)	Environment, water, food security, forestry, coastal and urban areas	Goal 5, goal 8, goal 10, goal 11, goal 13 & goal 15	Environment
Indonesia Business Council for Sustainable Development (IBCSD)	Business, sustainable development, economic growth and supply chain	Goal 9, goal 12, goal 13 & goal 17	Big-enterprise
Pisagro	Poverty, food security and climate change	Goal 1, goal 2 & goal 13	Agriculture

Table 1. List of selected civil society organizations

This long list and different kinds of associations still fulfill all three of the preconditions. Finally, I shaped them into eight associations representing several categories of association including faith-based, community, professional, big-enterprise, small-enterprise, agriculture, energy and environmental associations (see Table 1). They are Indonesian Young Entrepreneur Association (HIPMI), Muhammadiyah, International NGO Forum on Indonesian Development (INFID), Indonesia Green Youth Coalition (KOPHI), Indonesia Clean Energy Development (ICED), The Indonesian Forum for Environment (WALHI), Indonesia Business Council for Sustainable Development (IBCSD) and PISAgro. However, ICED has to be included even though its type of institution is in between civil society organization and consultant; as ICED is the only institution with a concern on energy and meets three requirements.

2.2 Interview

The interview is a research method of maintaining and generating conversations (either face-to-face or just verbal exchange) on a specific or range of topics in which the interviewer tries to elicit information, opinions, values, aspirations, attitudes and feelings from (an)other individual(s) (May, 2011; Mishler, 1991). Either as structured, unstructured or semi-structured, the researcher will gain an understanding about the interpretation and experiences of the interviewee (Longhurst, 2010, p. 105). The semi-structured interview has been used to obtain the data from the organizations' representatives. As this research also requires both clarification and elaboration, this method allowed me to probe and to invite the interviewees to expand on the raised issues, but still in a structured manner (May, 2011). To do this, a set of ideas based on the results of the desk study and literature review in sub chapter 3.3 were employed as a catalyst to formulate questions and to provide factual, thoughtful and descriptive information (see Appendix 1).

The representatives of seven out of eight organizations were met and interviewed in Jakarta, Indonesia in June and August. The people whom I talked to were capable of answering all required questions, as all of them are executive members consisting of project coordinators, managers, a head of international relations and even a vice president. The discussions were in Bahasa Indonesia, but the results have been transcribed and translated into English, which are available in (Appendix 2-Appendix 8). However, PISAgro was not available to be interviewed due to technical problem with my email address so they never received my messages. Fortunately, the organization is transparent in terms of public information where all the necessary information could be found online.

2.3 Survey

A survey aims to present an overall picture of opinions, characteristics and beliefs on the comprehensive issues and phenomenon of a population at large using a representative sample (May, 2011; Verschuren & Doorewaard, 2010). The survey conducted for this thesis was an attitudinal survey to find out the level of awareness of Indonesian citizens related to the SDGs and Indonesia development; this theoretical background is explained in chapter 3. The previous and similar research conducted by Ogbodo and Okoro (2015), Nashash (2013) and Connolly et al., (2008) were used as a guidance to formulate this survey. Overall, thirty-three open-ended questions had been asked to the participants in Bahasa Indonesia excluding their

background information. The results of the survey are presented in sub-chapter 5.1 and the list of questions included is accessible in Appendix 9.

Thanks to technology, eight hundred and twenty-two people from all the provinces of Indonesia participated in the survey through Google Form online questionnaire, well exceeding the target of three hundred respondents. The strategy used to engage the citizens initially was to create a specific domain that represented the aim of this survey, namely www.sdgsindonesia.id. The web address was then directed to the online questionnaire. After that, the publication materials such as electronic persuasive poster and narrative explanation about the survey were prepared (See Appendix 10). The information then spread firstly to my personal networks on several social media platforms including Facebook, Twitter, Instagram, WhatsApp, Path and Google Groups. Several connections also helped me to share the news. Not to mention, around a hundred respondents who agreed to help also had been contacted to spread the online survey.

I also prepared and submitted a cooperation proposal to seventy-seven influential social media accounts, local medias and associations in Sumatra, Java, Kalimantan and Sulawesi. However, the proposal only received a low response resulting in four institutions willing to publish the news which are *Papan Info*, *Membangun Aceh dengan Pengetahuan*, *Masyarakat Aceh Lon Sayang*, and *Pecinta Budaya Batak*.

3. Research Framework and Theoretical Background

A myriad of literature has confirmed that the core of Sustainable Development refers to the report of the World Commission on Environment and Development, *Our Common Future* (Servaes, 2017; Jaiyesimi, 2016; Biermann, 2014; de Vries, 2013; Daly, 2009; De Vita et al., 2001). It states, “sustainable development is development that meets the needs of the present without compromising the ability of future generations to meet their own needs” (WCED, 1987, p. 54). Despite the vagueness of this report, it has succeeded in mentioning urgent problems that the entire world needs to be concerned with and eventually leading to the ideas from the report being applied to the 2030 global development agenda. These urgent multidimensional problems, such as poverty, hunger, disease, education, gender inequality, environmental degradation and so forth are translated into an understandable set of understandable goals, including the establishment of their measurable indicators that help to promote global awareness, political accountability, social feedback and public pressures (Sachs, 2012).

Number	Sustainable Development Goals
Goal 1	End poverty in all its forms everywhere
Goal 2	End hunger, achieve food security and improved nutrition and promote sustainable agriculture
Goal 3	Ensure healthy lives and promote well-being for all at all ages
Goal 4	Ensure inclusive and equitable quality education and promote lifelong learning opportunities for all
Goal 5	Achieve gender equality and empower all women and girls
Goal 6	Ensure availability and sustainable management of water and sanitation for all
Goal 7	Ensure access to affordable, reliable, sustainable and modern energy for all
Goal 8	Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all
Goal 9	Build resilient infrastructure, promote inclusive and sustainable industrialization and foster innovation
Goal 10	Reduce inequality within and among countries
Goal 11	Make cities and human settlements inclusive, safe, resilient and sustainable
Goal 12	Ensure sustainable consumption and production patterns
Goal 13	Take urgent action to combat climate change and its impacts*
Goal 14	Conserve and sustainably use the oceans, seas and marine resources for sustainable development
Goal 15	Protect, restore and promote sustainable use of terrestrial ecosystems, sustainably manage forests, combat desertification, and halt and reverse land degradation and halt biodiversity loss
Goal 16	Promote peaceful and inclusive societies for sustainable development, provide access to justice for all and build effective, accountable and inclusive institutions at all levels
Goal 17	Strengthen the means of implementation and revitalize the global partnership for sustainable development

Table 2. 17 Sustainable Development Goals (UN, 2015b, p. 14)

Even though the global governance, through goal-setting (such as MDGs and SDGs), has dissociated itself from the international legal system due to its illegally binding characteristics, this practice does work factually (Biermann et al., 2017; Sachs, 2012). As emphasized by Sachs (2012, p. 2210), this set of goals is somewhat like “a set of moral and practical commitments” that can be adopted not only by governments but also business and civil societies everywhere. As a result, in response to the MDGs, more than one billion people have been saved from drastic poverty, more than 50% of children worldwide have been rescued from mortality, more girls as well as more than 50% of children that never had schooling have been accessing education from 1990 to 2015 and so on (see the final report of MDGs in UN, 2015c). According to Sachs (2012), these achievements made the Rio+20

summit of 2012 recommend the world to adopt the SDGs and to start discussing the post-2015 agenda. Eventually, after a long process, the resolution of the 2030 Agenda for Sustainable Development has been decided in the 70th session of the General Assembly on 25 September 2015, including 17 Goals (Table 2) and 169 associated targets (see UN, 2015a). Moreover, the most important point of SDGs is, “they are integrated and indivisible and balance the three dimensions of sustainable development: the economic, social and environmental” (UN, 2015b, p. 2).

Concerning civil society organization within the SDGs, there are also debates among scholars about insertion of this actor in this future agenda, as mentioned briefly in the introduction. Kontinen & Millstein (2016) perceived that to use it as a means of implementing SDGs is problematic considering its vast diversity. They argued that, for instance, the situation in Africa is “the tendency to distinguish between noble, authentic and good NGO aligned with a virtuous model, from the bad, opportunistic, self-serving NGO more conversant with the functional model of civil society” (p.5). On the contrary, the contribution of civil society organization is still highly needed for the implementation learned from previous experiences with MDGs. Chitiga-Mabugu et al. (2014) pointed out that civil society organization in South Africa and Zambia contributed to filling critical service delivery gaps and in modeling and innovating right practices in MDGs, even though its engagement in the goal process was poorly coordinated. DDP (2016) saw that the inclusion of civil society organization in SDGs is imperative, considering its role as an agent of accountability and service delivery, not to mention their engagement, impact and efficacy in the global development processes. Salamon & Toepler (2015) highlighted the fundamental role of civil society organization by showing the real fact contribution of the association and illustrating the role in every point of the SDGs focusing in four crucial areas: knowledge, structure, resources and enabling environment. The concept of civil society organization is presented in sub chapter 3.2.

The aforementioned explanation justifies that the civil society organization has been contributing to the development, however to what extent this stakeholder can maximize its participation still needs to be investigated. I define the participation and the engagement here as any contribution related to the goals and targets of SDGs by the organization, similar to what Salamon & Toepler (2015) understand in their research regarding non-profit institution contribution towards SDGs. They demonstrated how both output and impact have been actualized by several organizations and how both fit into the seventeen goals to project the fundamental relevance of this actor’s participation for SDGs. In this case, the participation of nominated institutions in Indonesia will also be presented in chapter 6.

Based on reviewed bodies of literature, there are other stakeholders involved in terms of civil society organization activities and contributions to development program, including SDGs: government, citizens and the civil society organization itself (Antlöv et al., 2010; Carmin, 2010; De Vita et al., 2001). This thesis has assessed these actors with different tools of analysis: modes of governance for the state, a survey for the citizens and capacity for the civil society organization. The research framework of this thesis is shown in Figure 3.

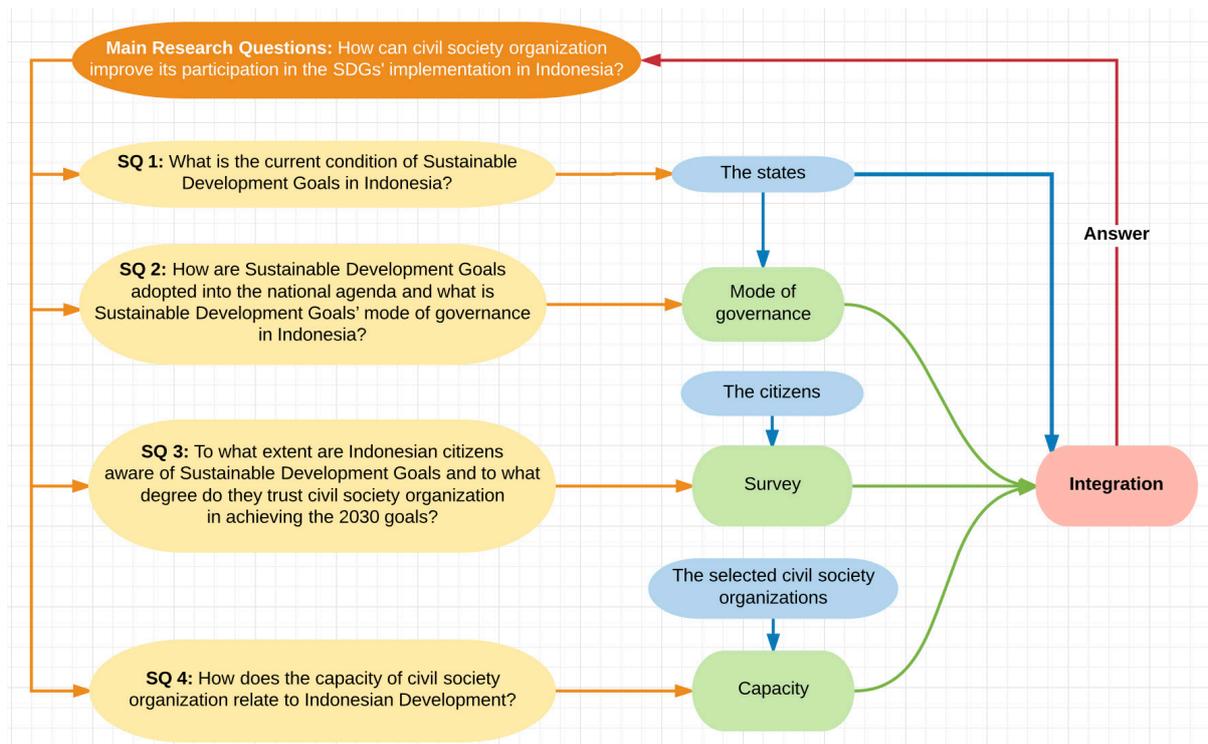


Figure 3. Research framework

The government is the leading actor in charge of SDGs since it is voluntarily responsible for firstly adopting the agenda and then planning, implementing, monitoring and reporting the progress to the public and the United Nations. Then it is critical to know the current condition or level of achievement with regards to SDGs first. It gives an idea of how much work related to stakeholders, including the government and the civil society organization, needs to be done in order to achieve the goals by 2030. As mentioned in the previous section, SQ 1 highly relies on the official statistical information published by the state.

After that, it is also important to analyze the SDGs domestication and governance in Indonesia because both affect other units below the state, including civil society organization (Antlöv et al., 2010; De Vita et al., 2001). Particularly for Indonesia, the regulations and the constitution are expected and required of the organization to help the country's development (Presiden Republik Indonesia, 2017, Chapter 1). Indicating governance mode is one of the tools to investigate SDGs governance in the country since it explores several existing criteria that will allow insight into the SDGs' operating system by the country. A further explanation of the governance mode is presented in sub-chapter 3.1, and the result is available in sub chapter 4.3.

The individuals or citizens are clients of the civil society organization whom its development products and services are delivered to (De Vita et al., 2001; Najam, 1996). At the same time, they are also one of the primary targets of SDGs, which are used as an indicator in almost all SDGs goals to improve their quality of life, as well as monitoring progress and performance (Holden, Linnerud, & Banister, 2017; UN, 2017a). Nashash (2013) and Ogbodo & Okoro (2015) emphasized that the awareness of citizens toward the global agenda is paramount in achieving them. For this reason, the level of awareness of Indonesian citizens needs to be

ascertained for this research. This information is functional for the organization to acknowledge the opportunities or challenges to plan the future action and to improve their impact (Krysanova, Buiteveld, & Haase, 2008; Wee, Ho, & Li, 2002). The tool used for it was attitudinal survey, the methodology and strategy of which were described in sub-chapter 2.3. Public opinion is key in this kind of survey, which produces average results of all samples to predict the outcome (May, 2011). May also pointed out that the results of the attitudinal survey are also advantageous as it is able to see the relationship between attitude and behavior. It is useful to discover the niches and barriers for civil society organization to empower the citizens. This survey also attempted to seek statistical evidence for the organization, so as to improve its impact rather than as proof of their influence on the public.

The improvement of the organization participation in the implementation also depends on the capacity of that association itself (Najam, 1996). According to Hope (2009), the capacity, as a vital aspect of policy change for growth and development, has become a critical precondition for sustaining development in developing country such as Indonesia. Furthermore, Hope (2009, p. 80) also highlights that “good governance can be achieved and sustained only in environments of developed human and institutional capacities”. The theoretical background of the capacity is presented in sub chapter 3.3 and assesses eight different associations, which are also able to learn from each other in several capacity aspects; further explanation will be in section 6.

The results of the assessments will be integrated and analyzed in chapter 7 in order to answer the main research question, as well as to formulate the recommendations. Next, the theoretical background of the governance modes, the civil society organization and the capacity of the organization will be presented.

3.1 Modes of Governance

The concepts of governance show the complexity of the real world policy processes considering the blurred condition among those who govern and those who are governed (Pahl-Wostl, 2015). It is due to the growing awareness of the change of state nature that the governments are no longer the only relevant actors when it comes to the management of societal issues (Lange, Driessen, Sauer, Bornemann, & Burger, 2013). However, the existing literature associates a wide variety of different phenomena with these concepts, ranging from different institutional structures and actor constellations in political decision-making to varying types of policy instruments (Treib, Bähr, & Falkner, 2007). That is why there is no fixed definition of governance yet. Despite this distinction, many scholars believe that governance is the interface, ensemble, shared responsibility or process of interaction among actors (state, market and civil society) aiming at the realization of collective goals and may take multiple forms (Driessen et al., 2012; Lange et al., 2013; Lemos & Agrawal, 2006; Pahl-Wostl, 2015; Treib et al., 2007). Thus, governance includes any action taken by stakeholders, including government, private institutions, communities and non-profit organizations.

The multiple forms of governance, as well as the changes in governing, are known as modes of governance. Many analyses on a range of governance modes exist in the literature that can explain the complexity and dynamic of governance. Treib et al. (2007) who are concerned with the governance in the European Union, classify the modes of governance based on

various elements from institutional properties to actor constellations and policy instrument covering policy, polity and politics dimensions (see Figure 4). In the policy dimension, they consider the output (legally binding or soft law), approach to the implementation (rigid or flexible), the sanctions (presence or absence), type of regulation (material or procedural) and kind of norms (fixed or malleable). For the polity, they distinguish the structure of governance interactions (hierarchical or market structure), authority (centralized or dispersed) and degree of formal institutionalization of decision-making and implementation processes (institutionalized or non-institutionalized). To operationalize it, they suggest to firstly develop a basis of the empirical investigation by making classification schemes for each dimension and go on to combine the findings and draw the relations among institutional structures, actor constellations and policy instruments (Treib et al., 2007).

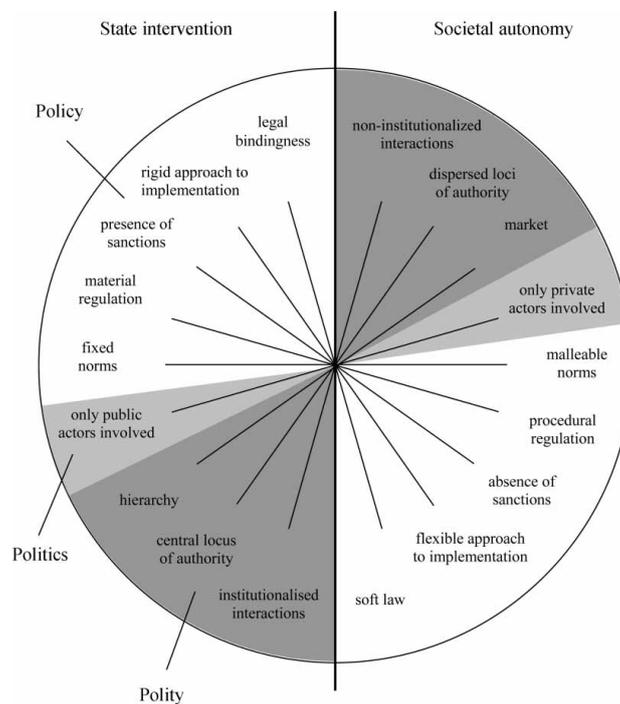


Figure 4. Modes of governance designed by Treib et al. (2007, p. 6)

Lemos & Agrawal (2006) distinguished the environmental governance modes into four domains, which are globalization, decentralization, market and individual incentive-based governance and cross-scale governance. First, the globalization mode is within a broader area where many pressing global issues successfully established many new forms of institutions, partnership and global governance mechanism. This mode plays a role in various dimensions:

“(a) integrating scientific, technological, and lay knowledge and at quickly relaying information; (b) providing sufficient redundancy and flexibility in functional performance; (c) gaining the involvement of multiple actors; (d) recognizing that the relationship between international regimes and non-state actors is fundamental to address economic and environmental changes; (e) identifying modalities of cooperation that go beyond legal arrangements; (f) working across scales to develop cooperation and synergy to solve common problems; and (g) promoting social learning and compromise-seeking” (Lemos & Agrawal, 2006, pp. 301–302).

Second, the decentralized governance focus on the change in local areas of a state; this sees the formalization of lower-level administrative units and social groups in the governance. Third, the market and individual focused instruments do not depend on hierarchy or regulatory control but rely on a set of strategies to mobilize individual incentives for the outcomes through cost and benefit modulations (e.g. eco-taxes, subsidies, certification, voluntary agreement and so on). However, this mode does not completely eliminate the role of government since it is possible to either support or undermine the action. Finally, the cross-scale governance considers spatial, sociopolitical and temporal complexities. This mode decouples the causes and consequences scale, which leads to serious concerns of issues, affects and is affected by institutionalized decision making at local, subnational, national and transnational levels and is shaped by other stakeholders outside the state, which bring innovative instruments for the actions (Lemos & Agrawal, 2006).

Driessen et al. (2012) categorized governance modes based on the roles and relations between the states, the market and civil society in developing five forms of governance: centralized, decentralized, public-private, interactive and self-governances (see Table 3). The centralized and the decentralized modes were based on the central actors in the governance, where the governments take the lead and two other actors are the governments incentive receivers; The public-private and interactive governances are distinguished by the partnership and cooperation of public and private actors; The self-governance is mainly concerned with the participation of the private domain in the governance (Driessen et al., 2012). All governance modes are assessed with several criteria based on three dimensions: actors, institutions and content. The actor features consider the actors who initiate action (can be government, private sector or civil society), the position of other stakeholders aside from the initiating actors, predominant policy level (where key actors operate) and key actor's power basis. The institutional features model representation that can be pluralist, corporatist or partnership, rules of interaction formally or informally and mechanism of social interaction that can be top-down, interactive and so on. The policy content features see the type of goals and targets that want to be achieved either uniform or tailor-made, the policy instrument, the extent of policy integration and the type of knowledge in the making and operationalizing the policy (Driessen et al., 2012).

The explanation of governance modes above shows that there are many forms of governance, which can be seen from various points of view due to changing roles in the governance. However, the main idea is the same in which more than one actor gets involved in the governance constellation. Not to mention, there is an even greater amount of literature proposing other governance schemes. Although, I take into account two recommendations from assessed literature, firstly, Lange et al. (2013) suggested to find a suitable governance mode to promote Sustainable Development covering dynamic relations among politics (political process), polity (institutional structures) and policy (policy content). Secondly, Treib et al. (2007) recommended that, instead of finding relevant governance modes; it is better to focus on constructive and cumulative research by explicitly specifying which dimension(s) and element(s) are included and excluded in the study. Accordingly, these viewpoints might contradict one another but they are useful to shape the mode that will reach this research aim. Since the framework designed by (Driessen et al., 2012) includes three

dominant dimensions introduced by Lange et al., (2013) and also supports to see the role of actors (including civil society organization) in the complexity of SDGs governance in Indonesia; this research will use Driessen et al. framework as the guidance for the operationalization.

		Centralized governance	Decentralized governance	Public-private governance	Interactive governance	Self-governance
Actor Features	Initiating actors	Central government agencies (or supranational bodies)	Government at its various levels of aggregation (subsidiarity)	Central government agencies; private sector is granted a preconditioned role also	Multiple actors: government private sector and civil society	Private sector and/or civil society
	Stakeholders position	Stakeholder autonomy determined by principal agency	High likelihood of stakeholder involvement	Autonomy of market stakeholders within predetermined boundaries	Equal roles for all network partners	Self governing entities determine the involvement of other stakeholders
	Policy level	(Supra)national state	Lower levels of government	Local to interantional level	Multiple levels	Local to international level
	Power base	Coercion; authority; legitimacy (democratic representation at the national level)	Coercion; authority; legitimacy (democratic representation at lower levels)	Competitiveness (prices); contracts and legal recourse; legitimacy (agreement on relations and procedures)	Legitimacy (agreement of roles, positions, procedures and process); trust; knowledge	Autonomy; leadership; group size; social capital; legitimacy (agreement on relations and procedures)
Insitutional features	Model of representation	Pluralist (popular (supra)national election and lobbying)	Pluralist (popular local election and lobbying)	Corporatist (formalized public-private governing arrangements)	Partnership (participatory public-private governing arrangements)	Partnership (participatory private-private governing arrangements)
	Rules of interaction	Formal rules (rule of law; fixed and clear procedures)	Formal rules (rule of law; fixed and clear procedures)	Formal and informal exchange rules	Insitutions in its broadest form (formal and informal rules)	Informal rules (norms; culture); self-crafted (non-imposed) formal rules
	Mechanisms of social interaction	Top down; command and control	Sub-national governments decide autonomously about collaborations withins top-down determined boundaries	Private actors decide autonomously about collaborations determined boundaries	Interactive: social learning, deliberations and negotiations	Bottom up: social learning, deliberations and negotiations
Features concerning content	Goals and targets	Uniform goals and targets	Unioform and level specific goals and targets	Uniform goals; targets actor specific	Tailor-made and integrated goals xand targets	Tailor-made goals and targets
	Instruments	Legislation, permits, norms and standards	Public covenants and performance contracts	Incentive based instruments such as taxes and grants; performace contracts	Negotiated agreements; trading mechanisms; covenants; entitlements	Voluntary instruments; private contracts; entitlements; labelling and reporting
	Policy integration	Sectorial (policy sectors and levels separated)	Sectorial (policy sectors separated)	Sectorial (branches and industries separated)	Integrated (policy sectors and policy levels integrated)	Sectorial to integrated (depends on problem framing by communities of interest)
	Policy-science interface	Primary of generic, expert knowledge	Primacy of generic expert knowledge; room for issue and time-and-place specific knowledge	Dominance of issue and time-and-place specific knowledge; expert and lay (producers and consumers)	Transdisciplinary: expert and lay knowledge in networks; emphasis on integrated and time-and-place specific knowledge	Dominance of issue and time-and-place secific knowledge: expert and lay (citizens)

→: dominant role; ↔: equivalent role; ---: background role; S: central state; s: decentralized state; M: markets; CS: civil society.

Table 3. Modes of (environmental) governance and key features by Driessen et al. (2012, pp. 146–147)

3.2 Civil Society Organization

The notion of civil society organization derived from civil society concept. There are various thoughts of civil society proposed by scholars. Jensen (2006) highlighted three rival civil society concepts: Sphere's, Scottish's and Lockean's concepts. The three of them have a different perspective on both the function and reason of the establishment of civil society. The Sphere concept sees civil society as a result of freedom of association in social life, which builds upon an exclusive set of private norms. Dissimilar with the government, civil society's sphere is shaped by a comprehensive set of public norms. However, both civil society and government spheres together make up a whole society. The Scottish concept understands civil society as an effort "to describe a space wherein private and individual interests are reconciled with public and social goods" (Jensen, 2006, p. 42). The Lockean concept believes that civil society is a "historical remedy for the inconvenience of the state of nature", which "describes a state of affairs that people attempt to bring about" (Jensen, 2006, pp. 45–46).

Dagher (2017) introduces three other scholars of civil society that he believes have a significant impact on the development of civil society concepts: Hegel, de Tocqueville and Putnam. For Hegel, as quoted by Dagher (2017, p. 57) from Pełczyński, civil society is "a 'stage' in a dialectical development from the family to the state, which contradicted the kind of ethical life found in the human micro-community in order to itself be contradicted and overcome (i.e. cancelled and preserved, aufgehoben) by the macro-community of the politically independent, sovereign nation". Hegel believes that the self-interest of individuals become enlightened indirectly satisfying other people's interests and eventually establishing new social bonds. De Tocqueville sees civil society as parties that seek political power to protect the citizens from the abuse of the state and majority power without destroying order, to build bonds among people that transcend self-interest and "to create networks of trust and cooperation" (Dagher, 2017, p. 57). Putnam defines civil society as a formal or informal organization that occupies a space between the state, markets and individual households (Dagher, 2017).

Among described concepts, Jensen (2006) points out that there is no single conception and definition of civil society. Accordingly, Scholte (2004) also suggests a profound opinion that rather than determining a definitive definition of it, it is better to shape it into a suitable intellectual and political form that reflects the context at hand. The UN, as the designer and implementer of SDGs, regards civil society as all forms of association and representatives of a nation (outside families and friends) but not part of either the governmental or profit sector including but not limited to; mass organization, professional associations, intellectuals, community associations, cooperatives, non-governmental organizations (NGO), journalist associations, academia, faith-based organizations, trade unions, social movements and so forth (UN, 2004; UNTERM, 2017a, 2017b). The definition proposed by the UN indicates that the civil society also means the organization of civil society, which is also in line with Scottish, Lockean, Hegel, de Tocqueville and Putnam conceptions; while for Sphere the civil society is the result created by the organization.

The civil society organization has been a topic in development research for several decades now. The organization has fulfilled a variety of functions in earth system governance such as in Our Common Future and Agenda 21 (Biermann, 2014; UNCED, 1992; WCED, 1987). The association provides resources to local communities such as advocacy, social service, policy monitoring and so on, which empower individuals to take part and contribute in their environments, and eventually allows them to build strong values to communities (De Vita et al., 2001).

3.3 Capacity

The capacity is a principal aspect of civil society organization, especially when the state is not the only actor in governance anymore. Hope (2009, p. 80) defines capacity as

“the competency of individuals, public-sector institutions, private-sector entities, civil society organizations, and local communities to engage in activities in a sustainable manner that permit the achievement of beneficial goals such as poverty reduction, efficient service delivery, good governance, economic growth, effectively facing the challenges of globalization, and deriving the greatest possible benefits from such trends as rapid changes in information technologies and science”.

In short, it is the ability of the organization to fulfill its missions sustainably and efficiently. The ability must be taken into account because the organization is also an agent who has been granted authority by other actors and possesses limited resources to deal with addressed issues in a complex environment (Biermann, 2014; De Vita et al., 2001). Therefore, the capacity will show how the competency of the organization is playing a role in the development, or in this case, in the SDGs implementation in Indonesia.

There are several frameworks proposed by scholars to measure the capacity of civil society organizations. However, according to Carmin (2010), many frameworks put only the funding, activities and characteristics of organization forward, while other criteria, such as human resources (to ensure that the work and activities are accomplished), operational and expert knowledge (to make sure that the organization has a proper foundation to complete the work) and political networks are also urgently in need of consideration. Carmin (2010) claimed that proposed criteria are key elements to make sure that any kind of institution has adequate capacity to initiate and sustain its actions. The financial stability will maintain the organization's existence and works, as an example, to hire the employee, to purchase tools and equipment and so on. The human resources who have skill and knowledge in the area are also required to accomplish the institution goals and to support administrative functions and strategic activities. The last but not least is that the institution must also have a good connection and always be in touch with public officials and representatives to advance the work of organization in the form of collaboration and cooperation (Carmin, 2010).

Antlöv et al. (2010) recommended another framework drawn in Figure 5 that is developed from De Vita et al. (2001), which provides a multidimensional understanding on civil society absorbing the nexus of some disciplines (sustainable development, civil society and social capital and organizational development and management theory). This framework distinguishes internal and external factors indicating that civil society organization faces a complex environment from both dimensions in attempting to fulfill their goals.

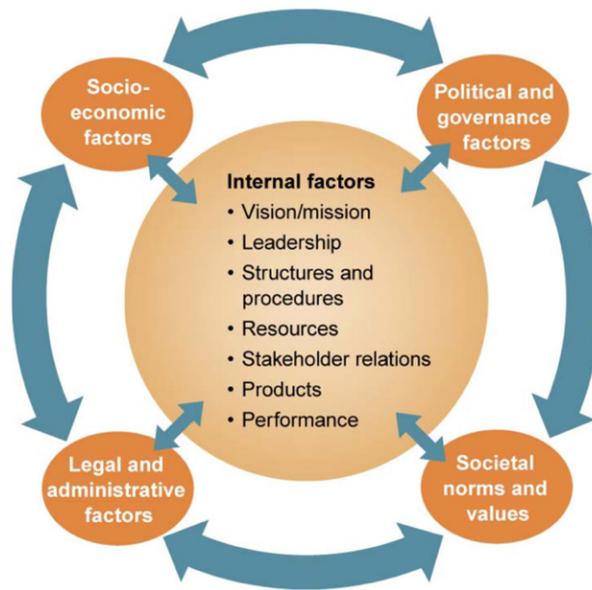


Figure 5. Framework of civil society organization capacity (Antlöv et al., 2010, p. 422)

The internal factors constitute the organization management to enhance organizational capacity to complete its activities in an efficient and flexible manner (De Vita et al., 2001). The factors are vision/mission, leadership, structures and procedures, resources, stakeholder relations, products and performance. The vision that leads to the mission shows its identity and outcomes that seek to achieve, including its programs and activities. The leadership refers to the ability of the organization's leader in order to enact the vision and mission, provide organization direction and incorporate the organization's reputation. The management structures and procedures indicate interaction of human resources in operationalizing the institution; the resources are funding and financial foundation. The stakeholder relations are connections that the organization has with other stakeholders, not only public officials and representatives but also other actors such as businesses and other communities. The products indicate the outputs that organization provides. Finally, the performance goes to the progress of the products (Antlöv et al., 2010).

The external factors are most likely the current situation and condition outside of the organization in which it operates. They are societal norms and values, socioeconomic factors, political and governance factors and legal and administrative factors. The social norms and values are the way of life of citizens such as their attitudes, tolerance and so on; The socioeconomic factors are the social and economic situations in the operational area, such as access to education and economic growth; The political and governance factors are a combination of factors related to politics, governance, public administrations and laws; The legal and administrative factors are fundamental constitutional rights that allows citizens and civil society to function within their roles in the state (Antlöv et al., 2010). They also emphasized that these factors need to be navigated successfully by the organization, because they affect the organization operationalization.

However, the framework proposed by Carmin (2010) is more focused on the internal capacity, while by Antlöv et al. (2010) is more comprehensive by not denying external

condition and situations affecting the organization. Carmin (2010) also does not consider the vision, mission, products, and performance of the organization, as well as its institutional relations (only official and representative) as important; while for Antlöv et al. (2010), those elements are critical for civil society’s capacity. Yet, the first framework makes a more precise distinction in the managerial organization with human resources, operational knowledge and expert knowledge criteria; while another relies on the leadership of organization leader and management structures and procedures. Thus, both frameworks complement one another, which led to a combination of the two becoming a tool to evaluate the selected civil society organizations for this study (see Table 4).

Capacity	Definition	Indicator
Vision and Mission	Vision is a statement of what an organization stands for that guides tools to achieve its mission	a. Clear statement of vision b. Vision leads to mission c. Connection with SDGs
Program	The output or products and service provided by the organization	a. Output b. Connection with SDGs
Performance	The progress of the program	a. Monitoring
Human Resources	The quantity and quality of individuals who maintain the organization	a. Staff b. Member c. Capacity building
Financial Resources	Sources of funding to maintain the organization and its operationalization	a. Sources
Institutional Relations	The connection with other institutions: the government, business, other associations and the citizens	a. Cooperation with other actors

Table 4. Capacity framework adopted from Antlöv et al. (2010), Carmin (2010) and De Vita et al. (2001).

The framework above is linked with SDGs as well, especially for the vision and mission, the program and the institutional relations. This connection is important to show the participation of the associations in the 2030 agenda implementation. The external factors proposed by Antlöv et al. (2010) are presented in the next chapter.

4. Investigating Indonesia's Current Condition towards Sustainable Development Goals

Indonesia commits to integrate and translate SDGs into the national policy. The country has been actively participating since the early conception of the goals in 2012. This is evident by examples such as Indonesian adherence to High-Level Panel of Eminent Persons for the Post 2015 Development Agenda, Open Working Group on Sustainable Development Goals as well as the negotiation phase of the agenda (Republic of Indonesia, 2017; UNDG, 2016a). Furthermore, the discussions have also been placed on a national level to assess the possibility for development on both national and subnational levels (BAPPENAS, 2017b).

The strong commitment to implement the future goals in the country was demonstrated by the publishing of the legal basis on SDGs through Presidential Decree number 59 in 4th of July 2017. Hierarchically, this decree is under the 1945 Constitution of Indonesia, the People's Consultative Assembly Decree, the Law/Government Regulation in Lieu of Law and Government Regulation (Indonesia, 2011). However, the decree can be seen as guidance for provincial and regency/city regulations considering its power based on the law.

The participation of the nation in the 2030 agenda also supports the mission to fulfill its national interest. Indonesia's interests to engage with SDGs is as a means to end poverty, to reduce inequality, to support human rights and to encourage a greater concern on social, economic and environmental issues (BAPPENAS, 2017b). Based on the experience from MDGs, Indonesia has gained various benefits from this kind of global movement. Even though the country has not succeeded in achieving all MDGs' targets by the end of 2015 (49 out of 67 indicators) (Republic of Indonesia, 2017); the poverty gap index had declined from 2.7% in 1990 to 1.75% in 2014, followed by a decreasing proportion of the population who's income is less than 1 USD per capita per day from 20.6% in 1990 to 5.9% in 2008; almost all children went to primary school in 2015; a balance of gender equality in education, politics and employment in 2015 and so forth (BAPPENAS, 2015). Those achievements more or less contributed to the development of the nation. Lisbet (2016) also confirmed that MDGs were also massively relevant for the country to guide the national planning on development. Eventually, the government transformed the MDGs Secretariat into the SDGs Secretariat in January 2016 under the Indonesian Ministry of National Development Planning.

The engagement with MDGs presumably will give an opportunity to the nation, as the SDGs are a continuation and expansion of MDGs. The secretariat announces that the unachieved MDGs indicators are considered as an unfinished agenda that will be reached with SDGs (Republic of Indonesia, 2017). Furthermore, as mentioned earlier, the post-2015 agenda has been domestication earlier in the country making many local government bodies aware of the agenda. The secretariat also published the statistical factsheet about the country and SDGs' indicators to the public in July 2017, as explained in section 4.1.

As the seventh president of Indonesia, Joko Widodo, had been chosen democratically one year prior to the implementation of SDGs, then it will be interesting to explore the integration of his national development agenda into the 2030 global agenda. The meeting between both

of them will be presented in part 4.2, followed by the mode of governance of SDGs implementation in the country.

4.1 Indonesian Baseline for Sustainable Development Goals

Even though the SDGs have been in force since late 2015, the official indicators for their goals and targets have only recently been completed and adopted in July 2017 (UN, 2017d). Unfortunately, there has been no official baseline document of the SDGs of Indonesia found yet. Instead, the SDGs secretariat together with the United Nations in Indonesia has compiled a plethora of data from national statistics bodies; and then published them into a fact sheet and infographic document, which highlights the overall current position of the country in every goal. However, some of the information in the document is unbalanced; for instance, the file reports a number of companies that practice environmental management system without mentioning the total numbers of company which do not; or the document accounts the number of forests that have been rehabilitated without stating how many hectares of destroyed forest; and so on. Although, to summarize, the document prepared by BAPPENAS & UN in Indonesia (2017) showed that there are numerous points of improvement as well as work that needs to be carried out in all goals in order to accomplish them by 2030. The details per goal are presented as follows:

- Goal 1.** The statistics recorded that there are more than twenty-seven million Indonesian citizens that still live below the national poverty line in 2016. It represents 10.7% of the total population. This number has decreased by 12.7% since 1999, which means, within 17 years, the number decreases approximately 0.74% per year (BAPPENAS & UN in Indonesia, 2017). If the country, for instance, conducts business as usual in managing the poverty in Indonesia, the zero-poverty target will not be achieved by 2030. Not to mention that the population number is constantly increasing over time.
- Goal 2.** The last statistic of the prevalence of underweight citizens in Indonesia was in 2013, with 19.6% or approximately fifty million living with malnutrition. This number increased by 1.2% when in 2007 it was 18.4% (BAPPENAS & UN in Indonesia, 2017). The explanation of Goal 1 and Goal 2 were also picturing **Goal 3**, the good health and well being of the people of the country.
- Goal 4.** In 2016, even though all children obtained primary education, not all children had the privilege to attend Junior High School (90.12%) and Senior High School (80.89%). Also, almost 100% of people between 15-24 years old were literate in 2015. However, in terms of quality of education, less than 50% of teachers were certified in every level of education (BAPPENAS & UN in Indonesia, 2017).
- Goal 5.** BAPPENAS & UN in Indonesia (2017) reported that two out of five women ranging from 15-64 years experienced either physical, sexual, emotional or economic violence in the country. This case occurs in both urban and rural areas. In terms of profession, the workplace is still dominated by males, including in parliament with only 17.32% proportion being of female representation in 2014.

- Goal 6.** 29.13% of households in Indonesia did not have access to clean water in 2015. At the same time, 37.9% of households had no proper sanitation, both in urban and rural areas.
- Goal 7.** The country is still dealing with the distribution of energy to the population, since 8.84% or more than twenty-two million people have not enjoyed electricity yet in 2016. The country also still relies massively upon unsustainable energy sources due to only 7% of the sources being renewable (BAPPENAS & UN in Indonesia, 2017).
- Goal 8.** The national Gross Domestic Product (GDP) fluctuates from time to time, but in 2016 the GDP increased by 5.02%. At the same time, the national employment rates stayed at 5.61%, where 25% of which accounts for the unskilled young generation (15-24 years old). Most of the population or 57.6%, worked in the informal sector, mainly in the agricultural sector (BAPPENAS & UN in Indonesia, 2017). The country has been experiencing a demographic bonus where the population of a productive age are higher than those at an unproductive age since 2010 (BPS, 2016).
- Goal 9.** The manufacturing sector contributed to 21.39% of the country's GDP, with 4.29% growth rate in 2016 (BAPPENAS & UN in Indonesia, 2017). Infrastructure also has been of primary concern for the current president, evidenced by the hundreds of projects currently being undertaken. The country also obligates environment assessment in any business and program regulated by the ministry of environment law number 5, the year 2012 (Menteri Lingkungan Hidup, 2012).
- Goal 10.** The government has observed and determined that there are 122 areas or districts in bad or disadvantaged condition. The indicator used to measure inequality, Gini Ratio, of the country was 0.39 in 2016, which in this indicator, 0 = equality and 1 = inequality (BAPPENAS & UN in Indonesia, 2017).
- Goal 11.** 12.08% of Indonesian households still live in inadequate housing conditions, both in the urban and rural area in 2015. At the same time, 39%, or more than one hundred and fifty municipalities, have not fulfilled the criteria of *good city*. Not to mention, a majority or 65% of the total municipalities in Indonesia are in high disaster risk areas (BAPPENAS & UN in Indonesia, 2017).
- Goal 12.** It is reported that 2,239 companies had certified the Environmental Management System and 1,526 businesses had practiced regulated environmental management effort up to 2015 (BAPPENAS & UN in Indonesia, 2017). However, according to the economic survey of 2016, conducted by BPS (2017), there are 26,71 million firms operating in the country, consisting of some 98.33% small-scale and 1.67% medium-big scale businesses and not including the agricultural sector; which means less than 1% of businesses both certified and practiced the environmental efforts.
- Goal 13.** The country has been planning the action to reduce the greenhouse gas emission in the country since 2011 and has been arranging this action in 33 provinces

(BAPPENAS & UN in Indonesia, 2017). During the Paris Agreement of 2015, the country committed to reducing 26% of its emission unconditionally by 2020 and 29% by 2030, with 2010 as the baseline year (Republic of Indonesia, 2015).

- Goal 14.** There are 5,319 types of fauna, 143 types of flora, 971 types of algae and 406 types of microbes living in the sea of this archipelago country. However, only 6.2% of 2.5 million hectares of coral reefs area in the country is indicated as being in excellent condition. At the same time, the government has established 17.9 million hectares of protected areas until 2016, and the yield of fish was 6.58 million tons below the allowed capacity of 9.9 million tons (BAPPENAS & UN in Indonesia, 2017).
- Goal 15.** The quantity of forestland that covers the total land area is 50.5%, or an approximately 95 million-hectare area in 2015. Furthermore, until that year, more than 2 million hectares of forest have been rehabilitated. At the same time, only ten out of twenty-five threatened species increased their population by as much as 6.54% (BAPPENAS & UN in Indonesia, 2017). However, according to the World Resources Insititute (2014), even though the country has the third largest tropical forest in the world, it is also the second place in the world for tropical deforestation with approximately 489,000-hectare forest destroyed per year per 2011.
- Goal 16.** Even though the nation is one of the most democratic countries in Asia, the country is still not fully democratic, with 72.82 of Democracy Index (out of 100). Most of the public institutions or agencies are not transparent, with only 49.14% of them being so. Corruption is still one of the most significant problems in the country. Concerning the peace, 26.4% of the population does not feel safe walking alone in their neighborhood and violence is still experienced by approximately 38% of children in the country (BAPPENAS & UN in Indonesia, 2017).
- Goal 17.** Indonesia exports various goods and services abroad because of cooperative ties with other countries. Like various exports in all sectors, the remittance from Indonesian migrant workers overseas also contributed to 0.95% of the country's GDP in 2016 (BAPPENAS & UN in Indonesia, 2017). The country also actively participated in many international partnerships, such as Association of Southeast Asian Countries, Group of Twenty, South-South and Triangular Cooperation and so on.

4.2 Nawacita and National Middle-Term Development Plans

The Indonesian government is obligated to draft a National Long-Term Development Plan (RPJPN – *Rencana Pembangunan Jangka Panjang Nasional*) every twenty years according to Law number 25, year 2004 on the National Development Planning System. The long-term plans are supported by National Middle-Term Development Plans (RPJMN – *Rencana Pembangunan Jangka Menengah Nasional*), which are drafted every five years (Presiden Republik Indonesia, 2004). The current RPJMN (2015-2019) contains development strategies, general policies, ministries' and regionals' programs including the relations among them as well as macroeconomic frameworks. It breaks down into three documents: National Development Agenda, Sectoral Development Agenda and Regional Development Agenda. It

makes the documents as explicit references for the governments including ministries and local governments to create sovereign, independent and cooperative Indonesia (BAPPENAS, 2014; Presiden Republik Indonesia, 2015b). The RPJNM documents are also the translation of nine priorities agenda of the elected president and vice president brought during the election namely *Nawacita* showed by Table 5 (UNDP Indonesia, 2015).

Nawacita	
1.	To renew the state's obligation to protect all people and provide security to all citizens.
2.	To make the government's presence through implementation of clean, effective and democratic governance.
3.	To build Indonesia from its peripheries; to strengthen the rural areas within the framework of a unitary state of Indonesia.
4.	To reject a weak state by reforming the law system through corruption-free, dignified, and reliable law enforcement.
5.	To improve the quality of life of Indonesian society.
6.	To improve people's productivity and competitiveness in the international market so that Indonesia can move forward and stand up with other Asian nations.
7.	To achieve economic independence by moving the strategic sectors to domestic economy.
8.	To revolutionize the nation's character
9.	To strengthen diversity and social restoration of Indonesia.

Table 5. Nine priorities agenda or *Nawacita* (BAPPENAS, 2014, p. 5.4-5.5; Kalla, 2017)

Even though *Nawacita*'s agenda only covers the economic and social pillars of SDGs, its reflection in RPJNM is also concerned with the environmental aspect. Presiden Republik Indonesia (2015a) highlights that environmental problems, such as global warming and environmental degradation, are also the main concerns in *Nawacita*. The documents themselves also describe several times that the environment must be a consideration in all development programs shown in Figure 6. Indeed, the Republic of Indonesia (2017) claims that the "SDGs (are being) [mainstream] to RPJMN was developed at an early stage and is essential to ensure that goals and targets of SDGs become one unity with the national agenda" (p. v). They also conclude that implementing SDGs is equal to implementing the RPJPN 2005-2025 and RPJMN 2015-2019, and that the successfulness or the failure of attaining SDGs will influence the national development in the same way (Republic of Indonesia, 2017).

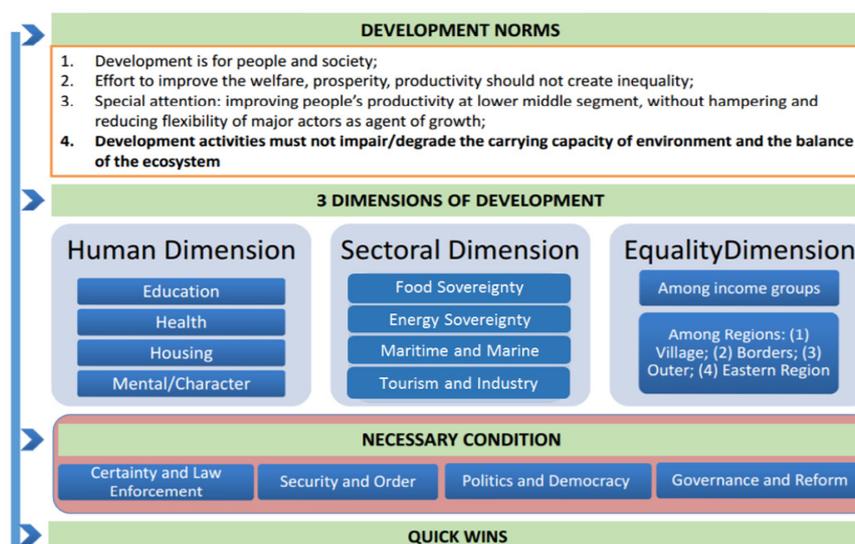


Figure 6. National development strategies (Republic of Indonesia, 2017, p. 1)

However, UNDP Indonesia (2015) argues that both Nawacita/RPJMN and SDGs originate from different perspectives; Nawacita/RPJMN derives from the president's vision of sovereignty in political, economic and cultural arenas based on (1) incapability to ascertain the citizens' safety, (2) poverty, inequality, environmental degradation and over-exploitation and (3) intolerance and national character crisis; while the SDGs come from issues that are happening globally such as poverty, inequality, environmental degradation and so on that need to be tackled by all countries.

After all, Nawacita and its RPJMN align well with SDGs (Republic of Indonesia, 2017; UNDG, 2016a, 2016b; UNDP Indonesia, 2015). The first document of RPJMN chapter 4.3 also mentions that SDGs are the source of development. In a presentation, Director of Environment of Ministry of National Development Planning, Wahyuningsih (2016), performed a mapping exercise between the national and global agenda and concludes that 108 targets on RPJMN 2015-2019 match with 169 SDGs targets. Also, the Voluntary National Report of the Republic of Indonesia (2017) highlights that the national and global agenda are crossed in terms of human development, leading sectors' development, equity and territoriality. Furthermore, research by UNDP Indonesia (2015) also confirms the high degree of convergence among the two agendas with no significant contradiction found in the substantive dimension; only in the technical dimension such as the targeted size of poverty rate to reduce, the planned years of schooling to achieve and so on. Overall, SDGs are adopted into the national policy through RPJMN and also offer opportunities to the country for development.

4.3 Mode of Governance of Sustainable Development Goals in Indonesia

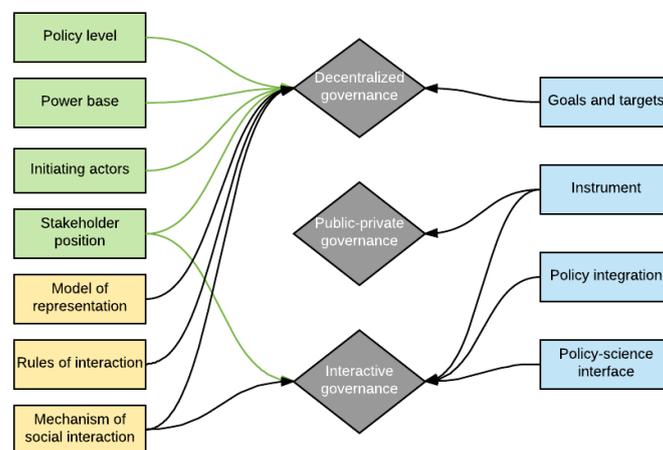


Figure 7. Mode of governance of SDGs in Indonesia (green: the actor features, yellow: the institutional features, blue: feature concerning contents and grey: the modes of governance)

This section breaks down the governance mode applied in Indonesia based on the framework by exploring the actor features (the initiating actors, the stakeholder position, the policy level and the power base), the institutional features (the model of interaction, the rules of interaction, mechanism of social interaction) and the content features (goals and targets, the instruments, the policy integration and the policy-science interface). Overall, the SDGs' governance of Indonesia is mainly decentralized governance if it is investigated with the

framework of Driessen et al., (2012). There are also interactive and public-private governances detected in some elements (Figure 7).

Concerning the actor features, *the initiating actors* are decentralized governance, in which the central and regional governments take the lead in the governance of SDGs in Indonesia. The government is responsible for indicators determination, policies and programs formulation, data and information preparation, information, communication and advocacy dissemination, monitoring, evaluation and reporting as well as budget allocation (Figure 8). The country also maintains regulation number 22, of the year 1999, regarding regional autonomy, in which the authority of the local governments to formulate, plan, implement, and govern the development in their own respective regions is given (Presiden Republik Indonesia, 1999; Republic of Indonesia, 2017). This is due to every 514 districts or municipalities having different political, geographical and socio-economic conditions.

The stakeholder position is also decentralized government with some interactive governance indications. The Republic of Indonesia (2017) claims that the country has successfully presented global partnership for the SDGs implementation during the Special Envoy of the President for High-Level Panel of Eminent Persons for the Post-2015 Development Agenda; that makes the country actively involving many stakeholders in the preparation and implementation of SDGs. BAPPENAS has been instructed by the president to include all stakeholders in planning, implementing, monitoring, evaluating and reporting processes based on mutual trust, participation, transparency and accountability (Republic of Indonesia, 2017). It shows that there is a strong tendency of the involvement of other stakeholders in terms of SDGs in Indonesia. However, the role of actors is determined by the SDGs coordinator and not all of them have an equal role, as shown by Figure 8.

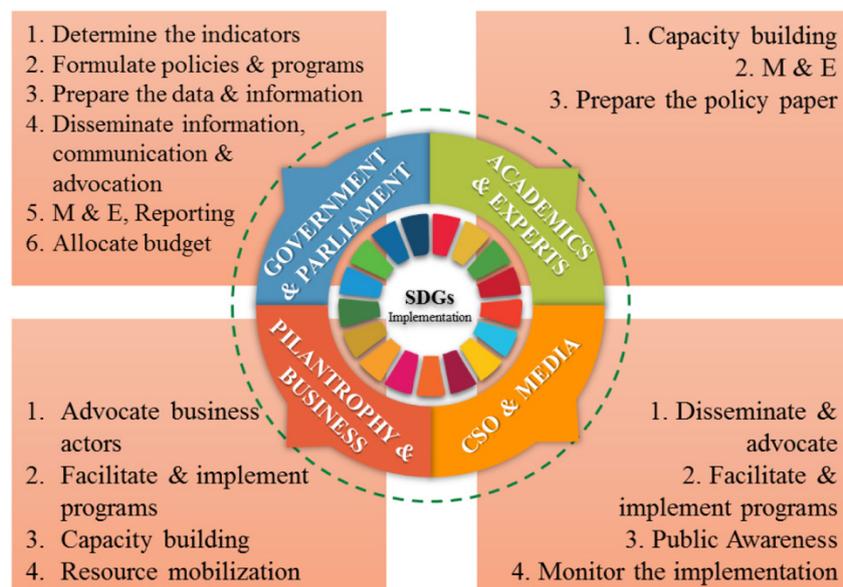


Figure 8. Roles of actors in SDGs Indonesia (Republic of Indonesia, 2017, p. 6)

BAPPENAS distinguish the stakeholders into four platforms which are (1) government and parliament, (2) philanthropy and business, (3) civil society organization and media and (4) academics and experts. The philanthropy and business are expected to work on business

actors' advocacy, programs facilitations and implementation, capacity building and resource mobilization; The civil society organization and media are counted for disseminating and advocating, facilitating and implementing programs, raising public awareness and monitoring; The academics and experts will contribute to the capacity building, monitoring and evaluation and preparing the policy paper.

The representation of each platform is also selected based on their capacity; the philanthropy and business actors are regarded on their fieldwork and focus activities, the CSO is based on their mission and concern area and academics and experts are based on their expertise and competence (Republic of Indonesia, 2017). Further, "Each platform has representatives in the Implementation Team and Working Groups of the SDGs National Coordination Team" (Republic of Indonesia, 2017, p. 5).

However, there are at least one and a half interactive governance indicated by this form of stakeholders' position. During the policy-making process, the government bodies cooperate with non-state bodies to develop policy. It demonstrates that there are major dependency relations and a willingness to engage in negotiations between the stakeholders; even though there is a standard procedure for the interaction (Driessen, Glasbergen, & Verdaas, 2001). The government also engages the citizen to get involved in the discussion of the presidential decree concerning SDGs implementation in the form of online and offline consultation (Republic of Indonesia, 2017).

The policy level and the power base are decentralized governance correspondingly. The regulation number 22, of the year 1999, makes the lower governments more independent and ensure they have their own power and executive and legislative institutions to create their own policy, as long as it is not against the higher regulations. The hierarchy of the policy in Indonesia is the 1945 Constitution of Indonesia, People's Consultative Assembly Decree, the Law/Government Regulation in Lieu of Law, Government Regulation, Presidential Regulation and finally Regional Regulation including districts and cities (Indonesia, 2011). The regional governments are also recognized as the front liner for public services provision, for formulating policies and programs of development, for having the authority in funding and making innovation (Republic of Indonesia, 2017). It is also structured for SDGs governance in Indonesia. Figure 9 explains how SDGs adopted from the United Nations until implementation in the national and regional scale.

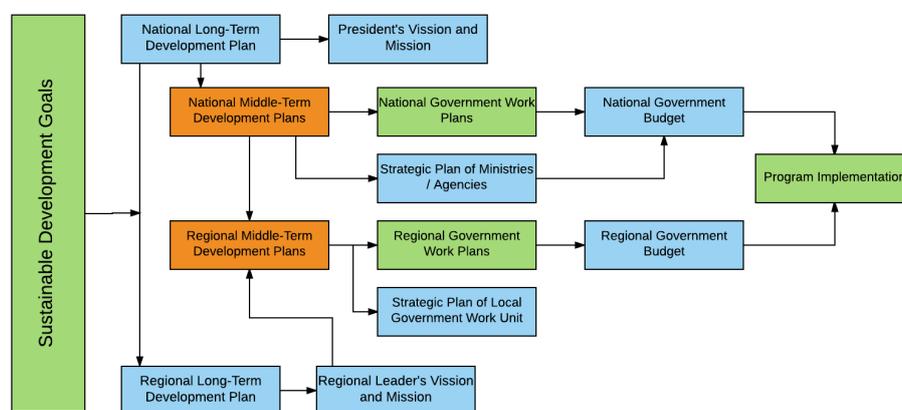


Figure 9. Integration of SDGs into development planning (translated from BAPPENAS, 2017b, p. 5)

Regarding the institutional features, the model of representation in the country is generally decentralized governance where the stakeholders and public are expected to participate in the decision-making. Especially the establishment of regional autonomy in 1999, which allows the opportunity for the public to get closer to decision-makers, even though practically, the participation of the public in decision making was not substantive until 2013 (Hikmawati, 2013). However, the governance, in terms of *the model of the representation*, can be either interactive or self-governance, due to the partnership between private and public organizations with formal *rules of interaction*, which form interactive *social interaction mechanisms*. The partnership allows stakeholders to negotiate as well as enabling the government to absorb the social learning from respected stakeholders.

About the content features, *the goals and targets* of the SDGs governance are uniform and have a specific level, which are types of decentralized governance. It is for the same reason with the policy level and the power base, which is regional autonomy. Furthermore, the regional budgets vary considering the socio, economic and geographic conditions. In RPJMN, there is a document that is concerned with the regional development.

The instruments of the governance constitute a mixture of public-private governance and interactive governance characteristic. The means of implementation of SDGs in Indonesia are: reinforcement of domestic resources mobilization through rising public-private partnership in financing, tax revenue and funding, communication and technology for development over e-government, coherent coordination by combining legal, program material, institutional and subsidy aspects to complete each other; capacity building for mainstreaming the SDGs (Republic of Indonesia, 2017). *The policy integration* is interactive governance, in which the policy sectors and policy levels are integrated under RPJMN and the decree. *The policy-science interface* is also interactive governance because there is a distinguished platform for academics and experts in SDGs Indonesia governance.

5. Measuring Indonesian Citizens Awareness towards National and Global Agendas

“Leaving no one behind” is the principle that the UN brought together with the SDGs bringing awareness to the member states to include every stakeholder and segment of society for the realization of the 2030 agenda (UN, 2015b; UNSD, 2017). This inclusion then needs to be known by all elements as well so that they can participate in realizing the agenda by 2030 (UNDG, 2014); particularly to individuals, as mentioned earlier, are one of the crucial targets of SDGs and clients at the same time for the products and services of development by both the government and civil society organizations (De Vita et al., 2001; Holden et al., 2017; Najam, 1996; UN, 2017a). Thus, their awareness of the global agenda is the precondition to accomplish it (Nashash, 2013; Ogbodo & Okoro, 2015).

The United Nations Development Program launched the United Nations SDGs Action Campaign to engage and create awareness about the future agenda. This unit is aimed at individuals compiling and sharing SDGs related data worldwide, such as managing global surveys about SDGs, collecting inspiring and success stories about them, mediating people’s voices about the SDGs, etc. (UN SDG Action Campaign et al., 2017b) This data can then be used by other stakeholders including the decision makers and civil organizations in planning their development agenda. For example, the post-2015 global survey, or My World Survey, allowed individuals anonymously from different backgrounds to choose six out of sixteen possible issues that were becoming their priorities. They also allowed them to add additional issues that had not been covered by the options. This has been done both online (through a website, social media, short message service and toll-free phone) and offline (paperback questionnaire) in six official United Nations’ languages in order to receive as much input as possible. Finally, approximately 9,7 million voices were collected around the world and it was reported that this data had been used to complete the final report and recommendations during the 2030 agenda negotiation processes (United Nations et al., 2017a). Interactive data and results are fortunately accessible to the public as well.

Currently, a similar global survey has also been going on, but this is for raising the awareness of the SDGs specifically to picture the progress over the next fifteen years (UN SDG Action Campaign et al., 2017a). However, only thirty-eight thousand votes have been collected at the moment, with precisely fifty voices from Indonesia. The conditional results of the survey were that the quality of education (Goal 4), decent work and economic growth (Goal 8) and good health and well-being (Goal 3) are the top three priority goals for the fifty respondents (see Figure 10). Associating this with the post-2015 survey of thirty-eight point five thousand Indonesian respondents, the quality of education and better health care were also in the top three concerns, together with an honest and responsive government (see Figure 11). This data is worthwhile for ensuring an insight into what solutions are needed by individuals to be considered by the development practitioners, including civil society organizations, aside from the current Indonesian facts described in sub chapter 4.1.

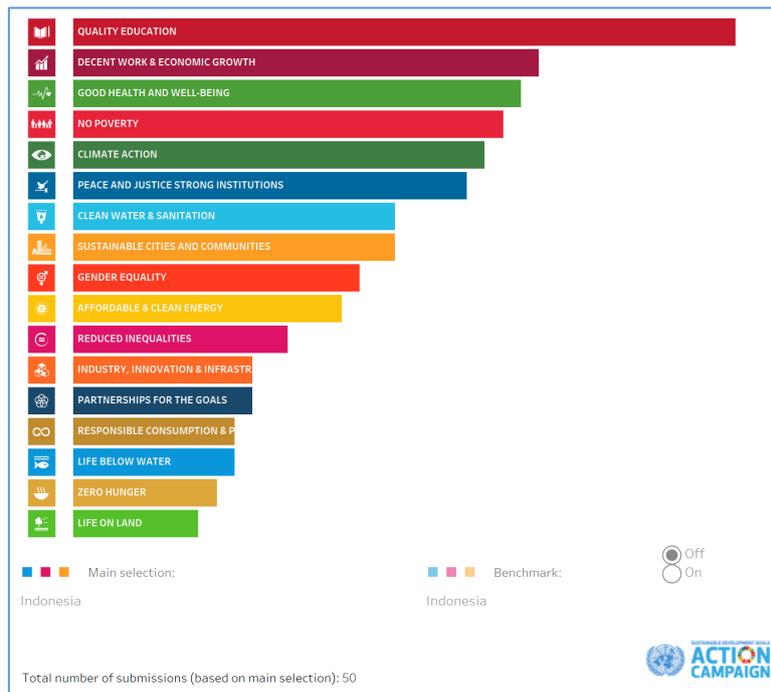


Figure 10. Indonesia My World 2030 Survey's Result as in 19th of November 2017 (UN SDG Action Campaign et al., 2017c)

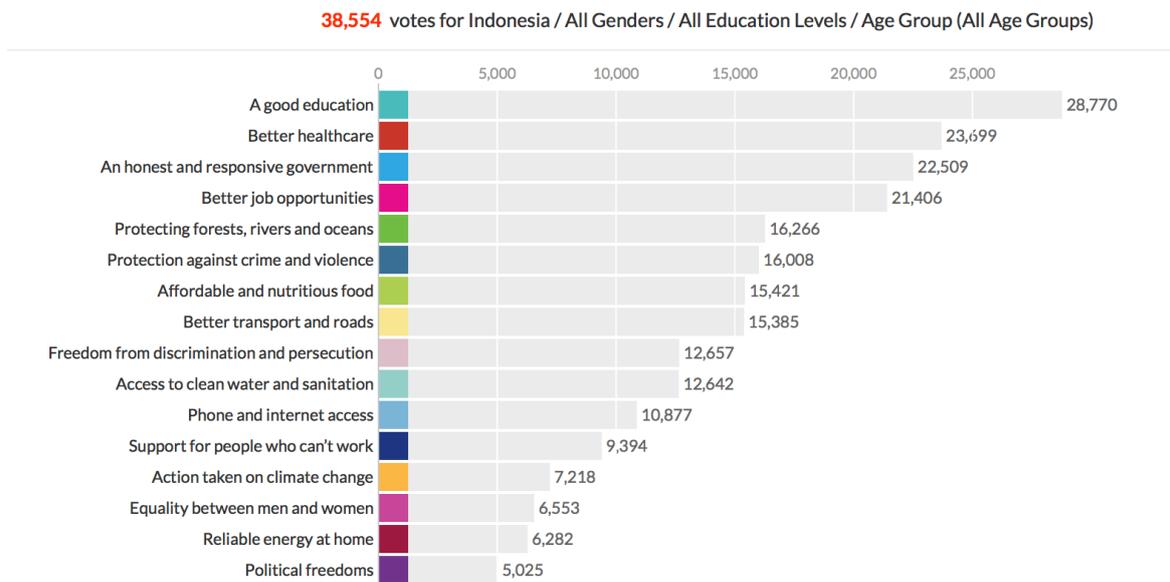


Figure 11. Indonesia My World 2015 Survey's Result (United Nations et al., 2017b)

The SDGs secretariat has not yet developed a specific program to deliver the knowledge and awareness regarding the future agenda; it is now under preparation (Republic of Indonesia, 2017). However, the secretariat has used several media on the internet to promote SDGs, including websites and social media but it is currently far from being optimum. For example, in social media, they have 803 followers on Facebook and 97 followers on Twitter and 11 subscribers on YouTube as of 20 November 2017. They also lack contents and updates in addition. It can also indicate that the citizens are not interested, nor aware of the goals. But overall, the creation of Presidential Decree and related official documentation concerning

SDGs actually need to be appreciated. For this reason, the media would become more attractive to share the news highlighting SDGs, which are indirectly engaging the citizens' awareness of the agenda; further research into this is still required.

5.1 Questionnaire Results

This thesis conducted an online survey in order to measure the extent of awareness of Indonesian citizens towards SDGs and the country development. In total eight-hundred and twenty-two people from different backgrounds took part in the survey. Even though the responses came from all provinces in the country, the respondents' distribution is not balanced with more than half a percent coming from the most developed island in the country, Java Island (Figure 12). However, the equilibrium is almost equal in terms of gender with 54% female and 46% male respondents. Also, the majority of them have an undergraduate education background (54%), followed by graduate (34%), doctoral (6%), high school (6%) and primary school (0,4%); and are students (41%), followed by workers of the private sector (28%), civil servants (13%), entrepreneur (8%), social worker (5%), unemployed (5%) and lecturer (1%). In quantity, this survey might not represent more than two hundred and fifty million of the population of the country, but this is enough to give several insights nourishing recommendations for civil society organizations to improve their participation in SDGs.

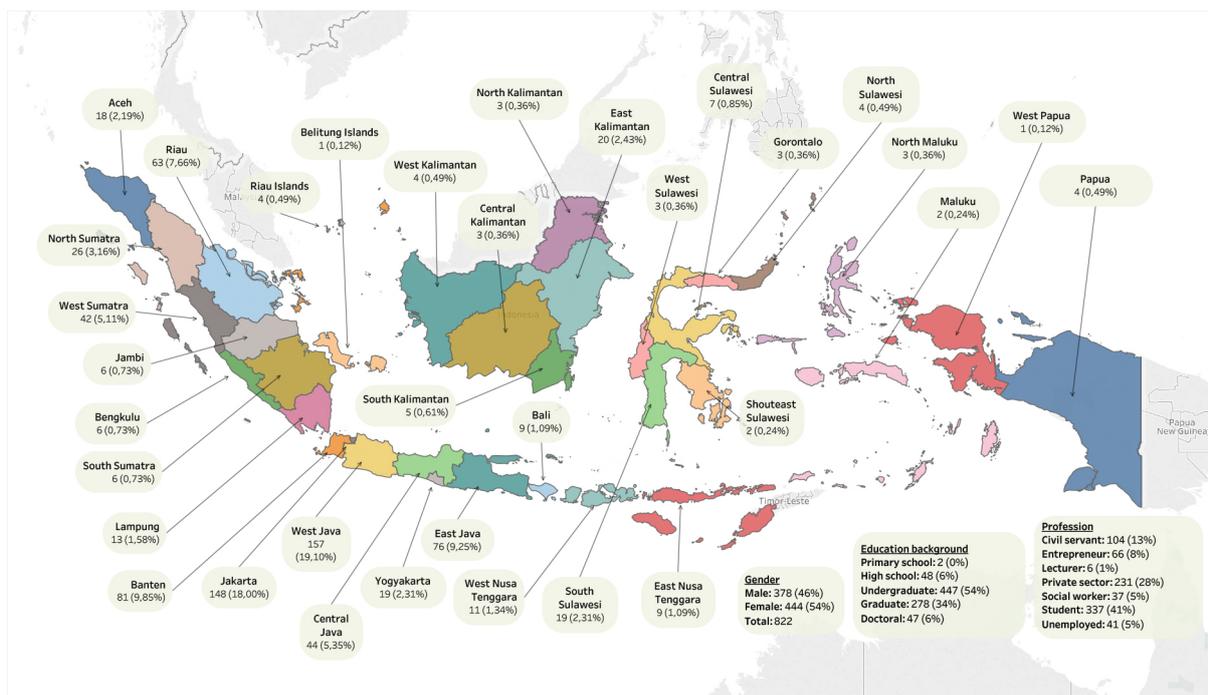


Figure 12. Distribution of survey participants

Similar to the My World Survey, a simple result showing the majority response is adapted to present the survey result for a more lucid understanding. This survey finds that more respondents know and have heard of the 2030 global agenda rather than the national agendas, Nawacita and Rencana Pembangunan Jangka Menengah Nasional (RPJMN – National Middle Term Development Plans). Figure 13 clearly explains that 47% of a total 822 respondents are aware, 39% of them are unaware and 13% of them have never known about

the 2030 agenda. While 37% of them affirmed that they know about Nawacita, 35% have heard and 27% have no opinion about it. At the same time, 37% of them know what RPJMN is, 38% have heard and 25% of them have no idea about it. However, this thesis considers that the level of awareness of the citizens towards national agenda and SDGs is low. The total percentage of respondents who know about the three agenda is less than 50%; even if the result is broken down based on the province (Table 6).

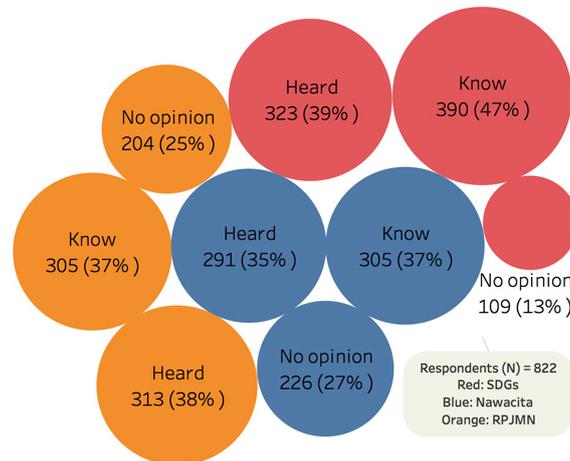


Figure 13. Overall survey result on the national and global agenda

Province	Respondent	SDGs		Nawacita		RPJMN	
		Know	Heard + NO	Know	Heard + NO	Know	Heard + NO
West Java	157	52%	48%	42%	58%	39%	61%
Jakarta	148	55%	45%	41%	59%	42%	58%
Banten	81	48%	52%	38%	62%	33%	67%
East Java	76	47%	53%	33%	67%	34%	66%
Riau	63	27%	73%	17%	83%	25%	75%
Central Java	44	41%	59%	36%	64%	34%	66%
West Sumatra	42	29%	71%	24%	76%	31%	69%
North Sumatra	26	62%	38%	42%	58%	27%	73%
East Kalimantan	20	40%	60%	35%	65%	40%	60%
Yogyakarta	19	53%	47%	58%	42%	42%	58%
South Sulawesi	19	58%	42%	32%	68%	47%	53%
Aceh	18	44%	56%	22%	78%	50%	50%
Lampung	13	8%	92%	15%	85%	31%	69%
West Nusa Tenggara	11	73%	27%	55%	45%	36%	64%
Bali	9	44%	56%	33%	67%	33%	67%
East Nusa Tenggara	9	67%	33%	56%	44%	44%	56%
Central Sulawesi	7	57%	43%	43%	57%	29%	71%
South Sumatra	6	50%	50%	33%	67%	33%	67%
Jambi	6	33%	67%	33%	67%	33%	67%
Bengkulu	6	67%	33%	50%	50%	50%	50%
South Kalimantan	5	20%	80%	40%	60%	60%	40%
Riau Islands	4	75%	25%	25%	75%	50%	50%
West Kalimantan	4	75%	25%	100%	0%	75%	25%
North Sulawesi	4	50%	50%	50%	50%	50%	50%
Papua	4	50%	50%	50%	50%	50%	50%
North Kalimantan	3	33%	67%	33%	67%	67%	33%
Central Kalimantan	3	0%	100%	67%	33%	33%	67%
North Maluku	3	100%	0%	67%	33%	33%	67%
West Sulawesi	3	100%	0%	33%	67%	33%	67%
Gorontalo	3	67%	33%	67%	33%	67%	33%
Maluku	2	0%	100%	0%	100%	0%	100%
Shouteast Sulawesi	2	50%	50%	50%	50%	50%	50%
Belitung Islands	1	0%	100%	0%	100%	0%	100%
West Papua	1	0%	100%	0%	100%	0%	100%

Table 6. Survey result on the national and global agenda based on region

Furthermore, metric Table 7 explains that not all people that know about SDGs are aware of Nawacita and RPJMN; vice versa, this does not necessarily mean that people who do not know about SDGs also are unfamiliar with Nawacita and RPJMN and so on. For example, from a total 713 people who know and have heard about SDGs, 156 of them do not know about Nawacita and 127 of them do not know about RPJMN; but from 109 citizens who have never heard of SDGs, 39 of them heard and know about Nawacita and 32 of them heard and know about RPJMN. Still, the majority of them know about the three agendas together.

SDGs	Nawacita			SDGs	RPJMN			SDGs	Nawacita		
	Know	Heard	No opinion		Know	Heard	No opinion		Know	Heard	No opinion
Know	243	105	42	Know	238	111	41	Know	207	71	27
Heard	54	155	114	Heard	62	175	86	Heard	83	145	85
No opinion	8	31	70	No opinion	5	27	77	No opinion	15	75	114

Table 7. Metric table of SDGs and Nawacita, SDGs and RPJMN, RPJMN and Nawacita

When the respondents were asked to rate every SDGs related issue in an Indonesia context, some results were in light of the current condition of Indonesian SDGs, as explained in chapter 4.1. For example, more than 50% of the respondents rated the quality of education in the country poor and very poor; this is connected with the condition that less than 50% of teachers are under-qualified (BAPPENAS & UN in Indonesia, 2017); or almost 80% of the total of respondents acknowledge that the poverty level in the country is high and very high and the fact is twenty-seven million Indonesians were still living below the national poverty line in 2016 (BAPPENAS & UN in Indonesia, 2017). The majority of citizens think that the country is good and very good in terms of equality for education (Goal 5, 71%), gender equality in general (Goal 5, 78%), economic growth (Goal 8, 63%), infrastructure (Goal 9, 65%), industry and innovation (Goal 9, 62%) and Indonesian international cooperation (Goal 17, 88%). However, it does not mean that the development practitioners should put less effort into those mentioned goals, as the actual condition might be different. For example, regarding gender equality, there are still two out of every five women from 15-64 years old who have experienced violence in the country, as well as the proportion of females in parliament being far below that of male representatives (BAPPENAS & UN in Indonesia, 2017).

Of all 822 total respondents, 87% of them are aware that individuals themselves are responsible for achieving the 2030 agenda, followed by 86% being aware that the government is, 73% with regards to civil society organization and only 68% for business (see the tree map in Figure 14). However, 505 people, representing 61%, believed that all four mentioned actors are responsible for succeeding SDGs (see Table 9). This number also can indicate that most of the citizens value the partnership among all stakeholders to accomplish the goals and targets.

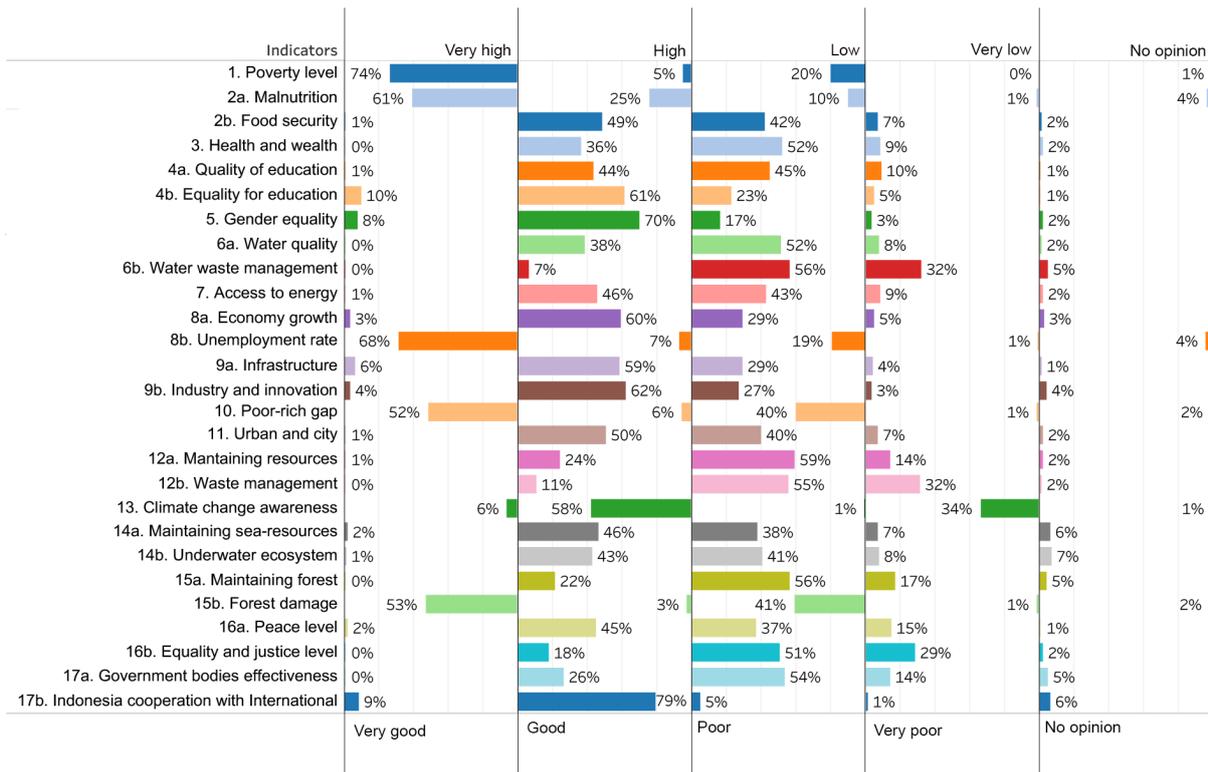


Table 8. Citizens' opinion about current development in Indonesia



Figure 14. Responsible actor to achieve SDGs based on survey



Table 9. Responsible actor(s) to achieve SDGs based on survey

6. Gauging the Organizational Capacity of Indonesian Civil Society Organization for National Development

Civil society organizations have been contributing to Indonesian development even earlier than the nation's establishment on August 17th, 1945 (Gordon, 1998; Sektiono & Nugraheni, 2016; Yusdianto, 2012). Many historical moments were in fact realized by such organizations in building the nation; for example, *Sumpah Pemuda* (the Youth Pledge) in 1928 declared the unity of nation, homeland, and language by several youth organizations from many regions in the country (Foulcher, 2000). Gordon (1998) added that many of these earlier organizations have also become embryonic political movements, and in the end, they evolved into political parties. This led to the constitution guaranteeing the freedom of association, holding it in equal significance as freedom of expression (Republik Indonesia, 2002, Chapter 28). However, from 1967 until 1998, civil society organizations operating during the authoritarian regime still managed to monitor development and governance practices in the country (Yusdianto, 2012).

There are many terms used for civil society organizations in Indonesia, such as *Lembaga Swadaya Masyarakat* (LSM), *Asosiasi*, and *Organisasi Masyarakat*. The term was established in the late 1970's, replacing *Organisasi Non-Pemerintah* (literal meaning: Non-Government Organization), which was assumed to have anti-governmental connotations (Gordon, 1998; Sektiono & Nugraheni, 2016). However, the definition of civil society organization for the country has been formally clarified in official documents as an: organization founded by Indonesian citizen(s) voluntarily based on mutual activity, profession, function, religion and belief to contribute on the country's development (Presiden Republik Indonesia, 1985, Chapter 1); then later document amended to be based on mutual aspiration, aim, need, interest, activity and willingness for the country's development in reference to the national constitution (Presiden Republik Indonesia, 2017, Chapter 1). These definitions are in line with the UN meaning of civil society (organization) defined in chapter 3.2.

There are several opinions on the civil society organization classification in Indonesia. While Yusdianto (2012) distinguished Indonesian civil society referring to its typologies: *conformism* for community who needs help, *reformism* for community engagement, *transformative association* for protecting the community from social, law, economic and political changes; the legal entity, on the other hand distinguishes the participation status based on *non-membership organization* (Regulation number 64 in *Staatsblad*, the year 1870), or *membership organization* (Regulation number 28, the year 2014) (Sektiono & Nugraheni, 2016).

The discussion related to civil society has just been raised in parliament this past October regarding a considerable amount of associations opposed to the constitution. This led to the establishment of Government Regulation number 2, of the year 2017. During the hearing process in parliament, the Minister of Communication and Information, Mr. Rudiantara, reported that there are 349,203 registered organizations in the republic under several government bodies, including the Ministry of Law and Human Rights, the Ministry of Interior Affairs, the Ministry of Foreign Affairs, and the Regional Bodies (Ditjen AHU, 2017;

JPNN, 2017). Yet, not all lists and data concerning this number are available in official online-databases and websites, the Central Bureau of Statistics among them. In fact, there are only several ministries and regions which offer access to this. Through the regulation, the government wants to monitor and sanction associations who are contradicting the constitution.

Daeli (2012) observed that public trust in civil society organization decreased in 2012 due to internal challenges faced by the Indonesian association, such as inefficiency in management, funding, member conflict and transparency, as well as external challenges such as political climate. Previously, Praja (2009) discovered that there are ‘malpractices’ of organization in Grobongan province for instance, which are taking society for granted and exploiting it for profit, as well as corruption. However, the role of civil society organizations is highly important at the same time for the development of the nation and the citizens, which will be elaborated further in this chapter. The chapter will assess the capacity of the eight selected civil organizations in Indonesia. The capacity consists of several criteria, which are vision and mission, program, performance, human resources, financial resources and institutional relations. Each criterion also has indicator(s) described in sub chapter 3.3. Overall, based on the results bellow, not all assessed organizations comply with each indicator. A further explanation is as follows.

6.1. Vision and Mission

Vision and mission are the most essential elements that a civil society organization must have. They show the identity and values that an organization stands for, and can be one of the driving forces for the organizations creation. In terms of content, VanSant (2003) emphasized that a clear institutional vision and internal consensus about the vision will lead to effective goal achievement, due to mutual understanding among members. Antlöv et al. (2010) and De Vita et al. (2001) added that a clear vision statement and mission leads to a long-range development tool; as the vision shapes missions and provides the foundation for desired results, outcomes and impacts, how the organization works, finding resources and patterns of interaction with other stakeholders.

Almost all the organizations indicate clear statements on what they stand for and several means and tools by which to achieve them (Table 10). PISAgro (2017) has the sharpest concept among the assessed organizations namely 20-20-20 vision. It means that the association wants to increase 20% of agricultural yield, 20% farmers’ income, and finally to reduce 20% CO2 agricultural emissions. This vision is followed by precise tools to achieve it as well. IBCSD has both short and long term goals through Vision 2050, for promoting businesses’ best practices in the country by 2050 (Budiani, 2017). For Muhammadiyah, even though its vision might be understandable to Muslims since it is a faith-based organization, it also shares similar aspects to IBCSD known as the Muhammadiyah Vision 2025. Markus (2017) explained that his organization’s vision, and mission statement by the former leader, Ki Bagus Hadikusuma, from the founder’s (Ahmad Dahlan) thoughts and the Vision 2020 is its further formulation to make it sharper and quantifiable (Muhammadiyah, 1997). Through these short and long-term visions, IBCSD and Muhammadiyah have demonstrated their comprehensive approach to dealing with all objectives they want to accomplish.

On the other hand, HIPMI's vision and mission sound vague because both are "to bring all Indonesian citizens to prosperity" (HIPMI, 2016). However, Adhadirgha (2017) confirmed that the organization wants to transform the republic into a developed country. They aim to do this by enhancing the number of entrepreneurs among younger generations. He added that the current percentage of entrepreneurs in Indonesia is still around 0.17%, far away from his ideal (approximately 2%). Furthermore, the organization's name, The Indonesian Young Entrepreneurs Association (translated), symbolizes their identity as well, as with the other seven.

Civil Society Organization	Vision	Mission	Reference
Indonesian Young Entrepreneur Association (HIPMI)	To bring all Indonesian citizens to prosperity	To bring all Indonesian citizens to prosperity.	(HIPMI, 2016)
Muhammadiyah	"To uphold and revere Islam so as to realize a real Islamic society"	"doing good deeds and abandoning bad ones (<i>Da'wah Amar Ma'ruf Nahi Munkar</i>) and reform (<i>Tajdid</i>), based on Al-Quran and As-Sunnah (the sayings and deeds of Prophet Muhammad)"	(Muhammadiyah, 1997)
International NGO Forum on Indonesian Development (INFID)	Actualizing democracy, equality, social justice and peace as well as guaranteeing and fulfilling human rights on the national and international levels	(a) Building the citizens' awareness of human rights, democracy, equality, social justice and peace values through public education. Researching and analyzing policy. (b) Offering dialogue on policy to make sure the policy guarantee fulfilling human rights for all citizens, especially marginal and poor groups based on democracy, equality, social justice and peace values. (c) Building cooperation and network to build social solidarity on the national and international levels.	(INFID, 2017a)
Indonesia Green Youth Coalition (KOPHI)	Uniting Indonesian young generations to be caring and responsive for the country's sustainable environment	(a) Educating young generation to be caring and concerned about environmental issues in Indonesia. (b) Bridging and facilitating for those who have concerns about the issues. (c) Creating concrete and sustainable green national action.	(KOPHI, 2015)
Indonesia Clean Energy Development (ICED)	"To assist the government of Indonesia in establishing an effective policy, regulatory and incentive environment for low-emission growth in the energy sector, while simultaneously attracting public and private sector investment in clean energy development"	(a) "Strengthening the foundation for a low-carbon energy system in Indonesia". (b) "Contributing to the Government of Indonesia's (GOI) targets for increasing access to energy, while concurrently supporting national efforts to curb greenhouse gas emissions".	(ICED, 2017)
The Indonesian Forum for Environment (WALHI)	Establishing a just and democratic social order, economics and politics which are securing the citizens' rights to resources and a healthy-sustainable environment	(a) Engaging the citizens' power and endurance Returning the country's mandate to fight and protect the sovereignty of the people. (b) Reconstructing exploitative global capitalist economics to the populist economy. (c) Building new alternative economic order. (d) Policy advocacy on managing a just and sustainable resources of the citizens.	(WALHI, 2017)
Indonesia Business Council for Sustainable Development (IBCSD)	"providing a platform for businesses to share and promote best practice in tackling risks and taking advantage of opportunities related to sustainable development"	(a) "To provide business leadership as a catalyst for change towards sustainable development" (b) "To support the business license to operate, innovate and grow in a world increasingly shaped by sustainable development issues".	(IBCSD, 2017b)
PISAgro	"to promote the value of public private partnership as cost effective way of delivering multiple benefits for wider society by manifesting our 20-20-20 visions"	(a) 20% yield increase: enhance farmers' knowledge in best practice management; provide access to technology and finance; introduce new, more resilient crop types". (b) "20% farmers' income increase: Standardize contracting to ensure off-take and prices; enhance farmers' knowledge in post-harvest technique". (c) "20% CO2 emission reduction: sustainable intensification agriculture and efficient use of production inputs; improve land use to reduce deforestation and peat land degradation".	(PISAgro, 2017a)

Table 10. Vision and mission of the selected organizations (the texts without bracket signs are translated from Bahasa Indonesia)

From their visions and missions, organizations' focus areas can also be characterized. IBCSD (2015) is primarily concerned with business practices; Muhammadiyah (2010) cares about Islamic values among the citizenry, which touches upon many development aspects; ICED (2017) maintains an active interest in anything related to clean energy implementation; WALHI (2017) keeps in touch with human rights and environmental issues; INFID (2017) touches upon democracy, equality, peace and human rights areas; KOPHI (2015) focuses their efforts for youth and environment; HIPMI (2016) is concerned with growing national wealth; and PISAgro (2017) fights for better agricultural practices and farmers' prosperity. Furthermore, all of these associations are officially registered in the country, explaining that

they fulfill the precondition explained earlier contributing to the country's development. Especially for this thesis, the organizations are also concerned with a minimum of two of the SDGs' related issues, described in Table 1 in sub chapter 2.2.1 and Table 11 in the next section. However, if their visions and missions are associated with the three pillars of SDGs (economic, social and environment), then only WALHI, IBCSD and PISAgro have addressed all pillars.

6.2. Program

Derived from the vision and mission, civil society organizations provide products or services in the form of programs and/or activities. These programs aim to solve the problems in the organizations' respective areas. Correspondingly, they are supposed to be useful in bringing about a positive and effective impact (Antlöv et al., 2010). UNDG (2014) also emphasized that "civil society organization must play a critical role in advocacy and mediation roles in policy development by identifying the most critical development priorities, suggesting practical solutions and policy opportunities and critiquing impractical or problematic policies" (p.20). Similar to organizations' activities described in various literature, the assessed associations in general also organize (i) research and development, (ii) advocacy, including lobbying, mediation, hearing and audiences, monitoring and evaluation, policy support and critics, (iii) capacity building, including seminars, workshops, conferences and discussions and (iv) campaigns, such as tree plantations, disaster fund-raising, and further initiatives in their programs (Carmin, 2010; Chitiga-Mabugu et al., 2014; DDP, 2016). These activities have been undertaken either by themselves or in collaboration with other actors.

Research and development are the primary activities of all assessed organizations that have been undertaken, with many methodologies in place. These include field-research, discussion, survey, desk research and so on. These programs would be the foundation for the associations either for their other projects, the benefit of their members or public knowledge. For example, WALHI always conduct intensive research concerning environment-related issues, and the results are used for their campaigns and have been cited by the government, medias, students, and other non-governmental organizations as their reference (Khalid, 2017). Muhammadiyah not only has many research divisions, but also has many research institutions, including 171 universities (Markus, 2017; Muhammadiyah, 2017). Muhammadiyah, INFID, ICED, WALHI, IBCSD have all released publications via various media, namely print, journals, review, websites, reports and articles, which contribute to knowledge and education.

Lobbying, advocacy, policy critics and supports and mediation are also key activities for the eight associations, with the exception of KOPHI. These programs are designed to fulfill their members' interests, strengthen the government bodies, or to solve conflicts and problems. There are numerous advocacy programs that the organizations are involved in. For instance, INFID has already made at least ten local governments integrate SDGs with their local regulations, since SDGs' localization has become the main objective of the association. Several times now, INFID has invited representatives of local government and local civil society organizations for focus group discussions regarding the integration and implementation of SDGs in their respective area (Fitri, 2017). HIPMI lobbied the government to decrease the interest rate of Credit for Business (Kredit Usaha Rakyat) from

21% to 9% in order to protect the interest of 95% of its entrepreneurial members, as well as to stimulate the growth of small-enterprises in the country (Adhadirgha, 2017). Also, most of HIPMI activities consist of hearings and audiences with the government (HIPMI, 2017). Budiani (2017) said that IBCSD has programs and frameworks for business and biodiversity that are requested by related ministries for incorporation into their programs; which means this association contributes to strengthening government institutions. Panjaitan (2017) explained that ICED often works with the government to deliver policy advice and assistance about clean energy practices and sustainable finance. Differently to PISAgro (2017), this partnership based institution places the Ministry of Agriculture, the Ministry of Trade and the Ministry of Finance in its organizational structure for its programs' and activities' efficacy, together with business and farmers. On the other hand, WALHI is well-known as a government watchdog, maintaining a critical eye on government policies, which is an action related to its focus area (Khalid, 2017). According to Khalid (2017), disavowing the policies is also one of the ways to support and create the government bodies more effectively. WALHI also frequently monitors the solutions of the issues that they raised, which makes this association different from other campaign-based organizations (Khalid, 2017).

All of these organizations conduct many capacity building activities to improve the knowledge, skill and awareness of their members and public through discussion, conferences, seminars, lectures, festivals and so on. For example, KOPHI (2016) empowered high school students in Jakarta by encouraging them to maximize their use of social media for climate action through a seminar. Muhammadiyah regularly conducts seminars in their universities, as well as lectures and speeches in their mosques, around the nation for both members and the public (Markus, 2017). IBCSD is continuously holding numerous national and international conferences for its members and stakeholders related to sustainable business (Budiani, 2017; IBCSD, 2017). PISAgro (2017) has plenty of working groups in specific commodities (rice, soybean, corn, palm oil, cocoa, potato, dairy, coffee, rubber, horticulture and beef cattle) to encourage the best practice for sharing and providing expert advice for the farmer and business members.

Some of the organizations also have campaign programs for delivering knowledge and awareness to their target groups. KOPHI, together with the citizens of Jakarta, was successful in planting hundreds of trees in its urban and coastal areas, conveying the message and an awareness of the lack of green areas in that metropolitan city (KOPHI, 2016). WALHI always alerts the citizens and the government to the harmful activities done by corporations through their campaigns and journals (Khalid, 2017). IBCSD (2017a) calls on all business communities to sign up and commit to the waste pledge, implementing zero waste practices in their activities. Muhammadiyah always delivers their peace messages through public figures and publications (Markus, 2017). HIPMI (2017) gathered a network of 4000 undergraduate students in Indonesia and Southeast Asian countries to stimulate the growth of young entrepreneurs in the country. INFID (2017b), together with its network, promoted SDG implementation in front of the business community, the government, and the public in Indonesia Philanthropy Festival 2016.

If the programs that have been undertaken by these associations are related to SDGs, they extend to more issues and goals, compared to the relations of the organizations' visions and missions with the future agenda. This condition applies to all assessed organizations except PISAgr (Table 11). HIPMI (2017) has specific divisions and programs for the environment, energy and industry sectors, international relations and more, which demonstrates that the association is not exclusively concerned with Goal 1, Goal 2 and Goal 8. Muhammadiyah (2017) administers thousands of hospitals, schools, mosques and foundations, hundreds of universities and orphanages and dozens of nursing houses, which means it connects with more goals than Goal 4, Goal 11 and Goal 16. INFID (2017b) relates to all SDGs goals because it has a specific division and programs for SDG localization and advocacy. IBCSD (2017a), KOPHI (2016) and WALHI (2016a) also have programs related to other issues that are not mentioned in their visions and missions.

		HIPMI	Muhammadiyah	INFID	KOPHI	ICED	WALHI	IBCSD	PISAgr
Goal 1: No Poverty		Dark Blue	Light Blue	Light Blue	Light Blue	Light Blue	Light Blue	Light Blue	Light Blue
Goal 2: Zero Hunger		Dark Blue	Light Blue	Light Blue	Light Blue	Light Blue	Light Blue	Light Blue	Light Blue
Goal 3: Good Health and Well-being		Light Blue	Light Blue	Light Blue	Light Blue	Light Blue	Light Blue	Light Blue	Light Blue
Goal 4: Quality Education		Light Blue	Dark Blue	Dark Blue	Dark Blue	Light Blue	Light Blue	Light Blue	Light Blue
Goal 5: Gender Equality		Light Blue	Light Blue	Light Blue	Light Blue	Light Blue	Light Blue	Light Blue	Light Blue
Goal 6: Clean Water and Sanitation		Light Blue	Light Blue	Light Blue	Dark Blue	Light Blue	Dark Blue	Light Blue	Light Blue
Goal 7: Affordable and Clean Energy		Light Blue	Light Blue	Light Blue	Light Blue	Dark Blue	Light Blue	Light Blue	Light Blue
Goal 8: Decent Work and Economic Growth		Dark Blue	Light Blue	Light Blue	Light Blue	Dark Blue	Dark Blue	Dark Blue	Dark Blue
Goal 9: Industry, Innovation and Infrastructure		Light Blue	Light Blue	Light Blue	Light Blue	Dark Blue	Dark Blue	Dark Blue	Dark Blue
Goal 10: Reduced Inequalities		Light Blue	Light Blue	Light Blue	Light Blue	Light Blue	Dark Blue	Light Blue	Light Blue
Goal 11: Sustainable Cities and Communities		Light Blue	Dark Blue	Dark Blue	Dark Blue	Light Blue	Light Blue	Light Blue	Light Blue
Goal 12: Responsible Consumption and Production		Light Blue	Light Blue	Light Blue	Dark Blue	Dark Blue	Dark Blue	Dark Blue	Dark Blue
Goal 13: Climate Action		Light Blue	Light Blue	Light Blue	Dark Blue	Dark Blue	Dark Blue	Dark Blue	Dark Blue
Goal 14: Life Below Water		Light Blue	Light Blue	Light Blue	Light Blue	Light Blue	Dark Blue	Light Blue	Light Blue
Goal 15: Life on Land		Light Blue	Light Blue	Light Blue	Dark Blue	Light Blue	Dark Blue	Light Blue	Light Blue
Goal 16: Peace, Justice and Strong Institutions		Light Blue	Dark Blue	Dark Blue	Dark Blue	Dark Blue	Dark Blue	Dark Blue	Dark Blue
Goal 17: Partnerships for the Goals		Light Blue	Light Blue	Dark Blue	Dark Blue	Dark Blue	Dark Blue	Dark Blue	Dark Blue

Table 11. Relations between SDGs with the organizations' vision and mission (dark blue) and their activities (light blue)

6.3. Performance

The importance of performance for the organization is to measure and evaluate how program progression brings about the impact and the desired goals, as well as to aid in the formulation of new strategies for delivering the program. The performance also indicates the capacity, effectiveness and efficiency of the organization to deal with its specific issues, which will subsequently attract additional financial resources (Antlöv et al., 2010; VanSant, 2003). Not to mention, the citizens' trust in an organization will also be encountered with its performance. Jaiyesimi (2016) suggested the establishment of key performance indicators to ensure it became measurable, which, according to De Vita et al. (2001), could be a quantitative ratio, such as the number of schools built, or amount of money distributed for clean energy, and also qualitative measures, such as a better quality of education or more democratic governance system.

PISAgro and ICED have clear indicators to measure their performance. PISAgro's performance can be assessed by the smallholder outreach and engagement, number of hectares of land managed with proper management, and farmers' productivity and income. Until 2016, the association has succeeded in improving farmers' productivity and income by more than 50%, compared to the original 20% target. Other indicators remain distant from the desired goals (PISAgro, 2017a). ICED accomplishments can be monitored from a number of laws and regulations the institution advocate for, number of supervised institutions, calculation of greenhouse gas reduction, number of investments, as well as the number of population that have access to energy. Currently, the organization has not reached the last three indicators (ICED, 2017; Panjaitan, 2017).

Through their extended-vision and mission (explained previously), Muhammadiyah (Muhammadiyah Vision 2020) and IBCSD (Vision 2050) have measurable qualitative and quantitative indicators of achievement of their short- and long-term targets. However, for other organizations, not all of their programs have a determinate impact. Instead, they only show activities they have conducted and achievements they have gained. For example, WALHI, INFID and HIPMI reported which regulations they have been advocating successfully, but the number of regulations they had intended to realized is not indicated (HIPMI, 2017; INFID, 2017a; WALHI, 2016a). KOPHI wants to influence as many young people as possible to be more concerned with the environment through their campaigns and to establish more branches in other cities without designating the exact number that the association wants to achieve. A similar case is encountered with INFID and its civil society organization's network. However, all of the organizations have regular meetings to evaluate their programs and activities.

6.4. Human Resources

The term "human resources" refers to both the quantity and the quality of individuals who operate within an organization to enact its vision and mission, to deliver the products, and ultimately sustain work and administration. The quality also explains how they acquire and improve the knowledge and skills of members. All assessed organizations consistently upgrade their member knowledge and skill through internal discussion. All of them also join several networks and participate in many national and international conferences focusing on their respective issues.

The assessed civil society organizations also apply different types of human resources due to their individual programs, scale, focus areas and type of organization are diverse as well. IBCSD, ICED, INFID and PISAgro are run by professionals who are experts within the organizations' focus area. These professionals support their members and networks. IBCSD staff works to integrate sustainable consumption and production for their 18 company members, as well as ICED employees, who help their energy developers or companies' partners to develop clean energy practices. INFID bridges seventy different civil society organizations around the archipelago, both national and regional. While PISAgro is not only associating all related stakeholders for the supply chain and food security, the association also hires experts to supervise its working groups.

All KOPHI members are volunteer-citizens, this also applies for HIPMI, Muhammadiyah and WALHI. However, for those latter three associations, they hire officers to manage their secretariats, and their executives are well-experienced representatives from different chapters from around the country. While for KOPHI, the situation is based on member's location of residence, so if the members stay in the capital in which the national secretariat is, then they will be in charge of the national board at the same time. Muhammadiyah is strongest in numbers, with approximately thirty million members. Muhammadiyah has 11,780 secretariats spreading around the nation: 2 national secretariats in Yogyakarta and Jakarta, 33 provincial secretariats, 417 district secretariats, 3,221 sub-district secretariats and 8,107 village secretariats. Not to mention, this organization has also autonomous organizations around the nation, such as *Aisyah* for females, *Pemuda Muhammadiyah* for young people, *Ikatan Pelajar/Mahasiswa Muhammadiyah* for students and so on. While HIPMI has approximately 25,000 young entrepreneur members in almost all provinces in the country; WALHI has approximately 480 members in 28 provinces; and KOPHI has 952 members in 16 cities.

6.5. Financial Resources

The financial resources are a critical component to sustain the operationalization and function of the organizations and their programs. Without financial resources, the organizations can collapse, despite having an efficient and convincing vision and mission. As explained by Daeli (2012), there were many organizations which had to cease operations due to resource issues. For De Vita et al. (2001), there are many possible financial resources for an organizations, yet the most important is that the organization has to be able to manage and raise them. Among assessed organizations, the financial resources vary among membership subscription, commission from member, cooperation or sponsorship, donation, foundation, product and government.

The membership subscription is the amount of money that the organization earns from its members. While IBCSD and PISA Agro require specific amount of fees from the stakeholders who want to join the association, KOPHI, Muhammadiyah and HIPMI do not list it as an entry requirement. However, HIPMI does accept commissions from participants who have succeeded in business dealing through the organization, and this provides an additional revenue stream.

Grants from foundations also help Muhammadiyah, INFID, ICED, IBCSD and WALHI to finance their organizations. Especially for ICED, the project is one hundred percent provided by the United States Agency for International Development (USAID). Muhammadiyah and WALHI also get donations from individual members and citizens, but the latter does not accept any from companies, which are assumed to be complicit in environmental degradation. Khalid (2017) admitted that it is a challenge for WALHI but it is part of commitments that the organization wants to keep for the benefit of the environment. While for Muhammadiyah, which always gets donations from both members and citizens for several projects such as for mosque and school constructions. Cooperation or sponsorship resources certainly are an incentive that KOPHI, Muhammadiyah, INFID and WALHI get from their cooperation with other institutions in the specific program. For example, KOPHI gets sponsorship from an electronic company for their mangrove plantation program in West Java. The products of the

organizations can also be their financial resources. For example, KOPHI produces drinking bottles and souvenirs to sell to the public, and the profit they make supports their operations. In the case of Muhammadiyah, the sectoral products explained before, such as hospitals and universities, also help the organization financially. Government aid is limited in the sense that it does not come in the form of financial aid, but through facility support which ameliorates their economic situation. For example, KOPHI and WALHI provided a venue to hold their events for free so they would save budget; the same can be said for Muhammadiyah, which received x-ray machines for their many hospitals.

However, one of the concerns is about the transparency of these organizations' bookkeeping. Many works of research, as well as organizational practices and experiences, are suggested to be transparent, including financial matters, to avoid citizen distrust, lack of credibility, crises and lack of funding (Lehr-Lehnardt, 2005; McGann & Johnstone, 2005). Burger & Owens (2008) further stated that being transparent in general provides good governance for civil society organization, which can attract additional incentives. INFID, ICED, and IBCSD maintain prudent bookkeeping practices; their cash flow is published and readily available for public access. Furthermore, ICED and IBCSD also have their specific rules related to accepting money from unclear resources and corruption. As for the rest of the organizations, the cash flow is just for internal consumption. Overall, the organizations can sustain their operations for many years, meaning that they have and can adequately manage their financial resources.

6.6. Institutional Relations

Civil society organizations need to build relationships with other stakeholders, such as the government, other organizations, citizens and businesses. This connection is to deliver and support the products and services that the organization provides, to broaden its network, to maximize its outcome and influence, etc. Antlöv et al. (2010) believed that this connection is critical for an organization's capacity, because it shows the value of the organization to those actors who need, want and support it. Carmin (2010) acknowledged it as the association's political network, especially its ties with politicians and governmental bodies. The connection among evaluated organizations with the Indonesian government, businesses, other civil society organizations, and citizens varies from one another depending on the type of work of the institutions. However, all of them build partnerships with the government and other organizations, while seven organizations partner with businesses, and only four of them have a direct connection with citizens. This relationship also indicates that civil society organizations are flexible to work and partner with any stakeholder, and even multiple stakeholders.

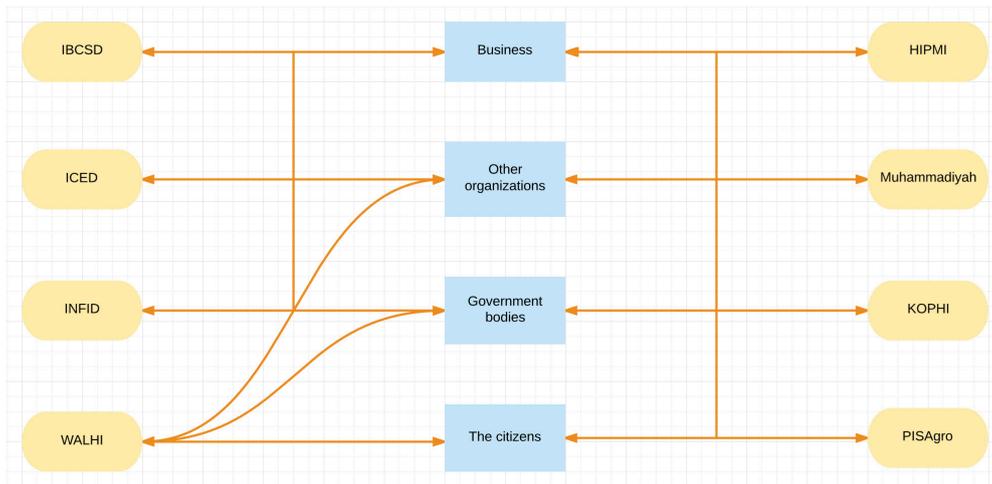


Figure 15. Institutional relations of the eight organizations

The relationship between the eight organizations and the government also differs from one another (Figure 15). PISAgro (2017b) includes some ministries into its organizational structure. Muhammadiyah created a harmonious relationship with the government even before the independence of the country, and also one of its former leaders was involved in the formulation of the constitution. Markus (2017) commented that his organization was against the hegemony of the government many times, but now the organization values partnership even though it is not always easy. While Khalid (2017) admitted that WALHI is well known as a watchdog organization criticizing many policies, the government still includes WALHI in many discussions and dialogues. For INFID and ICED, the healthy relationship is not only with the central government, but also with local ones. This is especially the case for INFID, which has SDGs localization programs disseminating the global 2030 agenda messages to local governments through various tools, such as conferences, focus group discussions, or even direct meeting and lobbying (Fitri, 2017). Compared to HIPMI and IBCSD, the government responds to their approaches because of their strong bargaining position. HIPMI's general chairman traveled with President Joko Widodo for seven days to discuss the development project in the east and IBCSD has 18 prominent national and international company members (Adhadirgha, 2017; Budiani, 2017). Whilst for KOPHI, the harmonious connection has only recently begun; being in practice since 2015, when it received its legal acknowledgment from the government (Hartanto, 2017).

However, among all assessed civil society organizations, only INFID, Muhammadiyah and IBCSD were engaged in preparing and formulating Indonesia National Voluntary Reviews (VNR) 2017 (Republic of Indonesia, 2017). The VNR is an evaluation and review report prepared by nation-state members voluntarily to share experience, progress, challenges and lessons learned with regards to SDGs implementation (UN, 2017e). The Indonesian government and forty-two other countries contributed to the publishing of their VNR 2017 reports. During the process, Indonesia also involved other elements mentioned in Sub-Chapter 4.2, including media, business, and SDG academics and experts through several tools such as focus groups, discussions, and conferences (Republic of Indonesia, 2017).

In addition to government ties, the eight organizations also associate with other organizations, both domestically and abroad. This is especially apparent with INFID, as this organization

bridges local associations into one network, and have strong ties with this element. It is a different story with IBCSD, who have encountered refusal to cooperate with a national environment association due to its background working with many big companies (Budiani, 2017); however, this organization is still allied with many other organizations. In the case of KOPHI, even though it is not affiliated with any network officially, this organization always receives an acknowledgement from other NGOs as a green youth organization and is counted in their activities (Hartanto, 2017).

Almost all organizations open their partnerships with businesses and companies, particularly for IBCSD, ICED, PISAgro and HIPMI, in which their members are business actors. Still, it is not an easy task for IBCSD to introduce sustainable businesses and engage them, due to their unfamiliarity with this practice (Budiani, 2017). On the other hand, ICED is approached by energy and banking firms for technical assistance the association offers. (Panjaitan, 2017). HIPMI is the most significant small enterprise network in the country which many entrepreneurs are interested in joining (Adhadirgha, 2017). However, KOPHI and WALHI, as environmentalist associations, limit the partnership with environmentally destructive corporations. Therefore, even WALHI refuses to enter into a cooperation with any company whatsoever (Hartanto, 2017; Khalid, 2017).

The relationship with the citizens consists of direct and indirect relations. Grassroots organizations like Muhammadiyah, WALHI, HIPMI and KOPHI obviously serve people as the primary partner. They have many programs and activities which are directly geared towards society. However, for INFID, ICED and IBCSD, their type of associations are more likely to be business-to-business or institution-to-institution, so they do not have a direct context with the society. However, their existence will impact the society as well. For example, if all INFID network and the governments' partner integrate SDGs into their institution, it will benefit society at the end as well as for business partners of ICED and IBCSD; not to mention their advocacies to the government.

7. Discussion: Refining Indonesian Civil Society Organization Participation for Achieving Sustainable Development Goals

This study has shown that the participation of Indonesia in SDGs fulfils its national interest to solve the problems the country is faced with. Considering the fact that the country also still struggles with all seventeen of the most concerned global issues and problems; proven by the current condition of the country in SDGs described in sub chapter 4.1 and the citizens' opinions presented in sub chapter 5.1. Furthermore, the country also shows its deep commitment to SDGs, implied by the declaration of Presidential Decree in the 2030 agenda. Even though there are only 108 of the current national development targets that match with 169 SDGs targets, several works of research have proven that there is a strong convergence between both of them without substantial differences. This synchronization also benefits the country for both its national and global targets; thus, if Indonesia accomplishes its national agenda, then the country achieves the SDGs at the same time; vice versa.

7.1. Recommendations for Civil Society Organizations in Indonesia

Indonesian civil society organizations must take part to accomplish the country's and future global targets. Based on the findings from SDGs in Indonesia, together with its governance mode, the citizens' online survey and the assessment of the capacity of the eight associations, this study has two recommendations to improve the participation of the organizations in the implementation of SDGs. This thesis, firstly, encourages the associations to also adopt and integrate SDGs and secondly to improve and strengthen their capacity. The reasoning behind these proposals is described as follows.

7.1.1. Adopt and Integrate Sustainable Development Goals

It is true that some of the selected organizations have expressed their support towards the commitment of the country to accomplish SDGs; however, it will be sufficient and purposeful if the organizations apply the supports through integrating SDGs into their systems. From the assessed organizations, only a small number of them are aware of the 2030 agenda. At the same time, it has proven that the organizations are high-level contributors to the country in many areas of development, primarily through their establishment as well as products and services they deliver; from improving stakeholders' skills, knowledges and awareness about important issues through seminars, discussions, campaigns and so on; to solving real problems through advocacy and its monitoring. In conclusion, if the integrating happens, the organizations will walk together with the government and global community on the same path, and with a similar pattern and destination.

The integration does not necessarily mean that civil society organizations have to work towards achieving all of the goals and targets of the SDGs. The organizations can still focus on their respective focus area but at least include the three SDGs pillars (economic, social and environment) as a consideration. The highest integration is by embedding those three foundations into the mainframes of the organization, which are the vision and mission, so that the activities will follow; like what the Indonesian government has done with their development plan. PISAgro and WALHI give the best example of this; in that, through their vision and mission, PISAgro noticeably touches upon the social aspect by enhancing farmers' knowledge in agriculture, the economic aspect by increasing farmers' income and the

environmental aspect through reducing CO₂ emission from agricultural practices; WALHI loudly stating that they will fight for a just and democratic social order, economics and politics to secure the citizens' rights to resources and a sustainable environments.

De Vita et al. (2001, p. 17) emphasized that “although vision and mission statements are meant to have enduring qualities, they need to be reviewed and possibly revised from time to time”. This thesis also attempted to fit several elements of capacity together with the future goals. This resulted in only PISAgro among assessed organizations with its vision and mission consistent with its programs and activities. This finding supported De Vita et al.'s (2001) suggestion regarding the need of the organizations to review their visions and missions regularly. Otherwise, having additional visions and missions is also possible, shown by the actions of Muhammadiyah and IBCSD, with Muhammadiyah's vision 2025 and vision 2050; but how those extensions operate for the organization must be clear as well.

Though, the most essential and fundamental adoption is actually to be aware of the 17 goals, 169 targets and 232 indicators applied to measure the success of SDGs; and then use them as a reference as well as reasons and measurements for the organizations' programs, be it in their research, advocacy, capacity building or campaign activities. It is true that the inclusion, as well as the full range of issues covered by SDGs can be connected with every development program offered by the organizations, even for faith-based association (see sub chapter 6.2); yet it will be more direct and persistence if the organizations' programs assist the nation to finish its SDGs homework. So by referring to SDGs, the organizations know which part they can help or prioritize among many points of improvement the country needs to fix in order to accomplish the goals and targets by 2030.

The integration provides numerous advantages and opportunities for civil society organization. *Firstly*, as aforementioned, SDGs cover a wide variety of issues, so that the organization can fight for its particular concern area. *Secondly*, SDGs are not only a concern of Indonesia, but also within the global community, including developed countries, businesses and foundations. As civil society institution is flexible to work with any and multi-stakeholder (refer to sub chapter 6.6), those three actors are actually potential partners. The United Nations resolution on SDGs mandates the member state to organize their resources and specifically states to mobilize financial resources for developing countries. (see UN, 2015, p. 26) As well as for business and philanthropy in Indonesia, they are mandated by the country to facilitate the program and resource mobilization. This golden opportunity should be taken into consideration, since the financial resource is one of the most crucial components to run the organization. *Thirdly*, even though the level of awareness of the citizens towards Indonesia and global development agenda is categorized as low by this thesis, the populations are aware that they themselves are also responsible for achieving SDGs. Furthermore, the respondents legitimate civil society organization as one of the actors that are accountable for achieving SDGs (see the survey result in sub chapter 5.1). Not to mention that demographic surplus predicted in the near future alarming the organization that more human resources will be available in the country. These findings mean that the organization has chances and must be ready to be the catalyst empowering the citizens.

Last but not least is the SDGs governance in Indonesia, which offers authority for civil society organization to govern; even though the initiating actor is still the government who takes the lead and determines the position of stakeholders in the governance (see sub chapter 4.3). The organization is entrusted to (1) disseminate and advocate, (2) to facilitate and implement programs, (3) to raise public awareness and (4) to monitor the implementation of SDGs in the country. Furthermore, the interactive mode of governance, in terms of instrument, stakeholder position, mechanism of social interaction and model of representation also benefit civil society organization in SDGs' governance. The state uses several methods, with the formal and informal mechanism of social interaction, to include the association in the governance including hearings and discussions. These indications show that there is always a willingness from the government to accept input or advice as well as to negotiate.

However, the fact that the overall SDGs governance in the country is decentralized might be challenging for the organization, especially when the power base is in the region in which all of them have their own autonomy to govern. The association not only needs to monitor the central bodies but also local governments. It has been experienced by INFID when this organization needed to travel to many regions in the country to convince each governor implementing SDGs. WALHI also encountered this problem when the local government became confused between the previous global agenda, MDGs with the 2030 agenda (Khalid, 2017). Even though INFID has maximized its network, Fitri (2017) said that many of INFID's local organization partners do not have enough capacity to advocate it. However, this challenge must be accepted by the organizations, especially for those who have many branches in the country, like Muhammadiyah, HIPMI, WALHI and KOPHI to improve their capacities.

7.1.2. Improve Civil Society Organization Capacity

Indonesian civil society organizations also need to scan and recover themselves internally in terms of their capacity to make the country successful in accomplishing SDGs by 2030. It is not only about vision, mission and programs, as suggested previously, but also related to their capacity in general, institutional relations as well as performance. The framework developed in this thesis can be used by the organizations for mapping their capacities.

Bare in mind that the Indonesian SDGs governance is decentralized; specifically, in several governance mode indicators: the policy level, stakeholder position, model of representation, rules of interaction, mechanism of social interaction and goals and targets explained in chapter 4.3; which the organization must fit their capacities to deal with this system. Luckily all selected organizations have research and development divisions and programs, which should be able to ascertain how their organizations can cope with the decentralization.

It is not deniable that the vagueness and complex concepts of SDGs might be challenging to be understood by the associations, even for a big influential organization like HIPMI, which has never considered the future agenda (Adhadirgha, 2017). This problem is faced by small-local organizations in the regions (Fitri, 2017; Khalid, 2017). However, again, the flexibility of the organizations to work with other actors brings opportunity to tackle this issue. BAPPENAS, the Indonesia SDGs coordinator, said that its door is always open for the interested party about the agenda; as well as INFID, which is working for the domestication

of the agenda. Not to mention other United Nations institutions, which operate in the country. All of them are a potential partner to discuss SDGs.

Regarding the performance, the organizations also need to calculate the target and impact of their products, service and activities with measurable indicators. PISAgro again gives an excellent example of this as well as ICED. Even though ICED focuses on the policy advisory, environment and energy, this institution also calculates how many people who get influenced by its programs and reports the number of investment that they have distributed. This example is a good practice for other organizations, particularly for those who have no direct connection with the citizens like IBCSD and INFID (see sub-chapter 6.6).

The organization also needs to be transparent in many aspects, including the programs, performance and impacts of those activities and cash flow. As explained in the previous chapter, the transparency performs good governance to avoid citizen distrust, incredibility and crises, and most importantly to attract legitimacy and incentives from other stakeholders (Burger & Owens, 2008; Lehr-Lehnardt, 2005; McGann & Johnstone, 2005). All assessed organizations have already had a multitude of media, including website and official social media account to perform the transparency; however, the information is still limited. INFID gives a good example by publishing all works that this organization has been undertaking, including annual public reports that are accessible by the public and other stakeholders.

7.2. Contribution to the Scientific Debate on Civil Society Organization

Similar to the condition in the earth system governance, the civil society organizations in Indonesia are also considered as the actors and agents of development (Biermann, 2014). A special case for Indonesia, to contribute to the country's development, is the precondition of being a recognized and acknowledged organization, mandated through the regulation. The difference is in the institutional mechanism where in the country the organizations have a place to influence decisions, referring to the stakeholder position, the mechanism of social interaction, the model of representation and the instrument in the SDGs governance applied in the country (see chapter 4.3).

In response to the critiques delivered by Kontinen & Millstein (2016) which state that using civil society organizations as a tool for SDGs implementation is problematic due to their heterogeneity, wealth of ethnographies and complex dynamic; this study, through assessing the organizations' capacity, has proven that many categories and types of organizations contribute to the addressed development issues in the future agenda, even if without realizing it. Furthermore, the frameworks used by this research makes the dynamic of the SDGs' governance and organization understandable, which is used as the basis to formulate the recommendations. Thus, this in line with DDP (2016), Salamon & Toepler (2015) and Chitiga-Mabugu et al. (2014) in which, the organization has to be one of the means of implementation to accomplish SDGs.

7.3. Contribution to the Capacity Framework and Limitations

This thesis contributes to the capacity framework developed by Antlöv et al. (2010) and De Vita et al. (2001). The first contribution is to incorporate SDGs' values to assess several internal elements of organizations' capacity, specifically in the vision, mission and institutional relations indicators. The second is using more comprehensive framework and

method to explore the external factors influencing the organizations capacity; the governance mode of SDGs in the country, to explore the complexity of its policy process, together with country current socio-economic condition; and the survey to assess the level of awareness of the citizens towards the national and global agenda. Overall, the research framework used in this thesis has successfully proposed fruitful recommendations for civil society organization to improve their capacity for success in accomplishing SDGs by 2030 in Indonesia.

However, there are several limitations this thesis has, which are possible to be expanded upon as future research. From the governance side, this thesis only includes the National Middle-Term Development Plans (RPJMN) and excluded the National Long-Term Development Plan (RPJPN). The reason behind this is because the RPJMN is the priority development agenda that is currently focused on; especially when this agenda was in force one year before the SDGs' enforcement. Regarding the survey, the distribution of respondents is unequal, as well as the findings, which were presented in a direct way. Using other survey methods, determining more specific samples and respondents and testing the data may establish more findings. In terms of the capacity, this thesis does not adequately consider performance, human resources, financial resources and institutional relations in details. For example, how large the impact and progress of all of these organizations have, how the organizations manage to secure funding and so on. The fact that this thesis assessed many organizations from multiple categories also makes it unmanageable to explore those elements more in-depth. Assessing one or a few organizations only is suggested for the future research.

8. Conclusion

The resolution adopted by the United Nations on 25 December 2015 make all its member states look forward to solving the world's most pressing global problems. The agenda also encourages other stakeholders, including civil society organization to focus on achieving 17 goals and 169 targets by 2030 framed as SDGs. While Kontinen & Millstein (2016) saw the organization inclusion problematic, this thesis is in favor of DDP (2016) Salamon & Toepler (2015) and Chitiga-Mabugu et al. (2014) realizing that this actor is one of the key players to accomplish the future agenda. So, the question is now: *How can civil society organization improve its participation in the Sustainable Development Goals' implementation in Indonesia?* Indonesia is chosen, not only because of this country had failed on achieving the previous agenda, MDGs, by 2015; but also because of its encirclement by hundreds of thousands of associations.

To answer the question, there are at least four elements this thesis analyzed, (1) the SDGs' governance mode in the country using the framework of Driessen et al. (2012) to ascertain how the organization can take a part in the national system. It is concluded that the associations must deal with decentralized governance due to regional autonomy and determined stakeholder position by the government as the initiating actor. However, the state's serious commitment to SDGs and its willingness to negotiate with other actors can be an opportunity for the organization. Especially when the country still has (2) an abundance of homework in all goals. This research also (3) conducted an online survey for the citizens, not wholly to see their opinion towards the agenda and current Indonesia development; but conversely to know whom they think is responsible for achieving the future ambitious agenda. The findings show that only 47% of 822 respondents know about the agenda, but 87% of these stated they are aware that they are responsible as well for making SDGs happen. 73% of the participants also trust the organization to solve the 17 development areas that need improvement, as shown in Table 8. These findings must motivate the organization to contribute to the development, which is also mandated by the country's regulations.

Last but not least, this study also (4) assessed the capacity of the eight selected nationwide associations from multiple categories using an amalgam framework with both that of SDGs and Antlöv et al. (2010) being incorporated. The concept allowed for the exploration of the vision and mission, program, performance, resources and cooperation of the civil society organization. By assessing the capacity, it is has been deduced that not all eight organizations have parallel connections between the vision, mission and program as well as having a measurable performance; even though they have adequate human and financial resources as well as cooperation with other stakeholders. Not to mention their notable roles in all issues addressed by SDGs. This assessment also allowed the organizations to learn from one another.

Of all the evaluations, this master thesis was able to yield two major recommendations. First is to follow the country's commitment by also integrating SDGs into the organization's system and second, to simultaneously improve its capacity. By carrying out both of these recommendations, the civil society organization will walk hand-in-hand with both the country and global community in one direction and towards the same destination, the success of SDGs in 2030.

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Appendix 1. Guideline for Semi-Structured Interview

Part 1: Background Information

1. Could you please tell me little bit of your institution? (note: make sure you obtain/confirm the vision and mission of the organization)
2. What is your focus area (programs) or your institution? In which part of Indonesia do your institution work?
3. How is the performance of your institution so far? Do you fulfill your programs' target and expectation? (note: try to get the organization' profile document)

Part 2: SDGs

4. Do your Institution support SDGs and Nawa Cita? How?
5. What do your institution think of SDGs implementation in Indonesia?
6. According to SDGs' coordinator of Indonesia, they cooperate with civil society to implement it, do you agree with it?

Part 3: Internal

7. How is the human resources in your institution? (Quantity and Quality)
8. What component do you have in your institution? And what are their responsibilities?> (Consultant / non and permanent staff / volunteer / member)
9. How do you upgrade the capacity building (knowledge and skill) of your staff? (Training / Journal / Conference / Networks / Workshop)
10. How do you finance your institution (Government / Foundations / Grant / Subscription / CSR / Fund Raising)?

Part 4: External

11. How is this organization relationship with government?
12. How is this organization relationship with businesses?
13. How is this organization relationship with citizens?
14. How is this organization relationship with other civil society?

Appendix 2. Interview Transcript of Indonesian Young Entrepreneur Association (HIPMI)

Name: Bagas Adhadirgha

Position: Head of International Relations

Date: Tuesday, 30 May 2017

Place: HIPMI Head Office, Menara Bidakara 2, 8th floor, Jl. Jend. Gatot Subroto Kav. 71-71, South Jakarta, Indonesia

My reference for HIPMI was the organization website that only explains the vision, mission and other things related to this organization. It says that the vision and mission are to bring all Indonesian to the wealth which sounds quite vague. What does actually this organization stand for?

Actually, it is true that our vision is to make Indonesia become a developed country by increasing the number of entrepreneurs. Meanwhile, our mission is to enhance the number of the young generation that has a dream to become entrepreneurs. Why? Because currently, the ratio of entrepreneurs to the number of population in Indonesia is still in the range of 0,17%. While in the ideal number is 2%. Therefore, HIPMI has the initiative to give an understanding of what the entrepreneur as a profession is and how exciting it is. As we know, from Sabang (the most western area of Indonesia) to Merauke (the most eastern area of Indonesia), well, because we are not talking about Jakarta only, if we ask people living in almost all city in Indonesia, most of them want to become a civil servant. Nowadays, the country spends the most for the civil servant.

It has been about 45 years since HIPMI established, since 1972, right? What kind of programs that this organization does?

The newest program that we have now is HIPMI-Perguruan Tinggi (HIPMI goes to University). This program is aimed to introduce entrepreneurship since college year. Why do we choose the college? Because it is the time when people are mature enough to decide what kind of profession that they want to. Besides, undergraduate students are created to be leaders, whether in a company, organization or so forth. By giving them entrepreneurship skills, it means that there will be more probability for those students to become entrepreneurs. That is our program's goal. If one student become an entrepreneur and then he can employ 5-10 people. So, presumably many students become the entrepreneurs, there will be more jobs, consequently. All this time, there was only a few of job vacancies, and it was limited.

Another program, maybe?

The newest program?

Not the newest one, the programs that have been doing until now.

If you see our general chairman from year to year, you will be familiar with them. HIPMI not only creates entrepreneurs but also creates future Indonesian leaders, mainly in the economic sector. I can assure you that over 50% of our economic leaders came out from HIPMI. So, historically, our founders' goal in 1972, which is to create successful entrepreneurs and leaders, has been achieved.

Our top program now, the newest one, is related to cooperation. I am in charge of international cooperation in this organization. I have two top programs at the moment, First is HIPMI-PUM cooperation. PUM is civil society organization of retired people in the Netherlands. It consists of 3500 CEO and owner of Netherlands' companies who have been retired. They train teenagers and young people all over the world to become entrepreneurs. This cooperation is aimed to make entrepreneurs in HIPMI to be more open their perspective about international market and export.

For example, last year, I made our entrepreneurs to export products to Germany, it was onion. But the client complained about the packaging of the goods related to the hygienic. What does it mean? It means that we should improve our capability in processing. How is it to be international standard? We invited international people, mainly, from Netherlands, because they are good at project management. Then, we work with PUM which has worked together with Indonesia for about 20 years. Alhamdulillah (praise to god), HIPMI has a chance to work with PUM minimum in 20 projects. For instance, PUM sends their experts in cake packaging. HIPMI members then take advice from the experts for improving this business. Now, this business has been expanded in 8 provinces after being coached by PUM.

We also have another program in the economic sector. If you know about Kredit Usaha Rakyat (KUR - Government loan for the entrepreneur), when Mr Jokowi was chosen as our president, it was in the range of 21%. Mr Jokowi then asked us about what we wanted as entrepreneurs. Since 95% of us are microscale businessmen, we requested to decrease KUR from 2 digits to 1 digit. It was approved, KUR kept declining from 21% to 15%, then from 15% to 10% and it is 9% now. We want to make it be 7%. That target has not been achieved, but the goal to make KUR from 2 digits into 1 digit has been reached.

So, it is kind of advocacy, right?

Yes, advocacy.

That's great! I want to ask about Sustainable Development Goals or SDGs, in your opinion, does HIPMI support SDGs?

Is it government programs?

SDGs is kind of framework, goals and target by the United Nations to be achieved by 2030 which is in force since 2015. Indonesia committed to achieving those goals.

HIPMI and government are more connected to the Indonesia Gold 2045 when this country will have its demographic surplus in 2045. If there will be many people in their productive age who are not productive, it can be a boomerang (disaster). It will not make any benefit at all. Referring to our goal, we want to create entrepreneurs as many as possible. It is all to prevent a significant number of job seekers in 2045 when the demographic bonus happens.

So, institutionally, HIPMI is not related to SDGs, right?

We are not related institutionally.

One of the aims of my thesis is also to introduce the SDGs to Indonesian civil society organization. So, there are 17 goals and 169 targets covered by these 2030 goals and HIPMI indirectly working in some areas of them like reducing poverty, increasing prosperity, decent work and economic growth and so on. I think it will be good opportunity to include these goals within the organization concerns since this country as well as all countries are working on that.

Honestly, Andri, this is my first time to hear about SDGs. I don't know, maybe I'm the one who is not updated about SDGs.

How is HIPMI's relationship with the government?

We cooperate with all ministries. When governments need some advice concerning economic for example, usually they ask us and KADIN (chamber of commerce). For example, in the project of eastern Indonesia development, our general chairman, who is from Papua, gave some advice to Mr. president. He travelled with him for 7 days. Because HIPMI operates in almost all provinces in Indonesia (33 of 34) and we know problems faced in our intervention area. So, we always can provide and explain the government the real conditions in the field.

Several members of HIPMI are also leaders in big corporations. Ministry of trades recently opened our way to work with Indonesia top ten companies. It is aimed to help each sector, whether micro or macro business. There are a large number of micro business, but for a big corporation, a project can stir hundreds or even thousands of micro business.

How about BAPPENAS (SDGs Coordinator of Indonesia)?

We relate to BAPPENAS as well. They regularly invite us to a meeting or focus group discussion. We also actively participated in giving some advice, including Nawacita. One of our real advice that we advocate is about the KUR one that I mentioned earlier. That was the result of our cooperation with BAPPENAS. As the entrepreneur, what we need is only what we really need, and then we ask the government to accomplish the need.

I want to ask you about the internal condition of HIPMI. How about its human resources?

One of the requirements needed to become HIPMI member is the applicant should be listed as commissioner, director or stakeholder of a company that has notary certificate. So, s(he) he must be an entrepreneur and her/his business should have a certificate of business as well as incorporated. The second requirement is age. To become our member, their age should be not more than 40 years. Why? Because we are youth organization and the definition of young is under the age of 40 years. If it's over 40, they must apply to KADIN (chamber of

commerce) instead. How about recruiting process? The recruitment process is executed by our local secretariats. It is like our branches all over Indonesia collecting our member candidates. After being locally collected, those candidates are verified at the higher level, which is at province level. The headquarter in Jakarta doesn't recruit the candidates, it is just a representation of member and secretariats all over Indonesia. So people in the headquarter coming from all over secretariats that are qualified enough to work in our head office.

Whether people who are in charge in the secretariats are entrepreneurs as well?

For example, I am a volunteer. We don't ask for money or salary for being HIPMI member. All HIPMI members work as the volunteer. But, it doesn't apply to people in charge in the secretariat. They are hired to manage tasks related to administration. How about managing our operational money? Money that used is from membership fee. So, we are here volunteering in HIPMI do not get paid.

Is that all from members, is there any help from government related to financial or foundation?

The government doesn't help HIPMI, financially. Beside member dues, we receive the donation from companies of the member who succeed in dealing their business. We contribute to those companies, HIPMI is a bridge that connects an entrepreneur to companies a, b, c or even government.

How about the capacity building of HIPMI members?

For the capacity building of our members, we routinely held focus group discussion to discuss the newest issues and challenges. We also held several trainings for members.

Does that organize all over Indonesia?

Yes, all over Indonesia. In each secretariat and branch, we are often conduct training. The training usually held weekly. At the headquarters, we just work on cooperation and institutional relations. For example, in HIPMI-PUM cooperation that I mentioned earlier, we do MOU here, but the execution and implementation are done regionally. For example, we give slot of five projects to West Java. The implementation for the training of these projects is held by those branches in West Java.

Are those training programs limited to members only?

Yes, those are for members only. One of our interests is for our members' welfare. For example, training about the fishery. If there is a member of HIPMI that has a big company related to the fishery, s(he) later works as a trainer in the fishery training.

So, it is like a mentorship, right?

That's right. The meaning of family in HIPMI comes out from those mentorships. I give you an example, a lot of successful entrepreneurs are also a member of HIPMI. When I ask them to become my mentor, they do not hesitate to accept my request. That is the exciting thing about joining HIPMI. We also have a chance to meet Sandiaga Uno, the former leader of HIPMI. Sandiaga Uno is well-known as an expert in finance. If we want to learn about finance, we just simply ask him to spend his time with us.

That is cool. How about the external relations of HIPMI? You have explained about the relationship with the government. How about with other civil society organization?

Actually, we have much cooperation with other CSO. For example, with organization that is also about entrepreneurship, we work with JCI (Junior Chamber International) as well as KADIN (chamber of commerce) who is like a father to HIPMI. In ASEAN region, we work with AVEC (ASEAN Young Entrepreneur Club).

Yes, it is. We are connected to the whole world. We are connecting with Global Chamber network. Global Chamber is a chamber of commerce for industrial trade all over the world. It is spread in 25 countries and conducts routine meeting once every two weeks. In our regular meeting, 10-15 countries explain about their business potentials. So, if we want to enter a market in a country, which is also a member of Global Chamber, they will supervise us.

How about the relationship between HIPMI and society?

We have a social program called HIPMI Peduli (HIPMI Care). We donate to the victim of disasters as well as provide health programs to society for free. We also have a professional program called HIPMI Tax Centre. This program is used to support tax amnesty. I tell you, Andri, the Indonesian tax amnesty, was born here, in HIPMI. It is a result of our focus group discussion that is implemented by General Directory of Finance. We suggested to conduct the tax amnesty, and they accept it. From this program, we are awarded as government partner who supports government programs. For your information, the logo of tax amnesty was also designed here. Starting from our focus group discussion, then tax amnesty is booming and in force now

Appendix 3. Interview Transcript of Muhammadiyah

Interviewee: Dr. Sudibyو Markus

Position: Executive board member

Date: 17 May 2017

Place: Muhammadiyah Head Office, Jl. Menteng Raya No.62, RT.3/RW.9, Kb. Sirih, Menteng, Kota Jakarta Pusat, Daerah Khusus Ibukota Jakarta 10340, Indonesia

You have mentioned a little bit about 2025 vision, what is the difference with the current vision?

Terminology of vision is only a new term, in Muhammadiyah documents in the past, the committee has to be able to understand which is the vision and which is the goal, as how Ki Bagus Adi Kusumo formulated *muqaddimah* (preamble) that can be the base of Muhammadiyah. The extraordinary *mukhtar* 1946 can also be considered as a vision. However, on the summary of vision in Muhammadiyah 2025, it is formulated in such fashion so that the vision can be easily elaborated in short-term and intermediate goals. Thus, it is measurable. The difference is the 2025 is really measurable.

What is actually the programs held by Muhammadiyah? From what I understand, Muhammadiyah has schools, universities, hospitals, worship buildings and such, are those the programs or a different parts separated from Muhammadiyah?

In Muhammadiyah 2025 vision, it addresses development team. It is what elaborated as Muhammadiyah sectoral programs, there are many basic education forum/*majelis*, higher education, health, *majelis tabligh*, community empowerment forum, social development forum, those are the themes of the development of our programs and in those sectoral programs.

Then where are the sectoral programs of Muhammadiyah held?

Sectoral program is on every sector, however its application to the society depends to each of their capacities. If the capacity is a whole region then so be it, it is usually started from *pengajian* (qur'an recitation), just like Kiai Dahlan's era, as the base of Muhammadiyah is the movement of *pengajian* from many discussion, then discussions in the education scope started to rise, then in line with the current skill, as there was a teacher then a school was established. There were discussions regarding health pioneered by Kiai Sujak, thus BKO Muhammadiyah is born. Yes, for a long time period, education and health for the needy are the dominant programs of Muhammadiyah. However, now it is reflected from the numerous communities that have done similar programs the government did that Muhammadiyah also does. But, Muhammadiyah is not a government organization, in the case of government, it has to be done in regency and district level because they have their officers, national and regional budget, Muhammadiyah cannot be like that. Everything is available, but it was more like in this region, this is the strong point, while in other regions the strong point is the other thing, but generally the three dominant points are health, education and social. And all of them is standardized, meaning they follow standards determined by the government.

Currently, social is proportionally increased with Lazis, thus philanthropist is greater than ever. Lazis is more befitting of Muhammadiyah philanthropy capacity.

All of the Muhammadiyah institution is owned by Muhammadiyah, it is clear from the establishment by Pekalongan branch for example, the status is clearly registered in the judiciary, *diknas*, and Ministry of Social Affairs, The ownership is clear and Muhammadiyah has to guard it.

Does Muhammadiyah support SDGs?

In my opinion, civil society has a dynamic interaction between groups of community in a particular location. In Muhammadiyah, there is a forum regarding the development in branch and sub-branch level. Thus, Muhammadiyah has become more aware after reading the qualitative and quantitative condition, because those location will be the place where Muhammadiyah's life start. And the relationship with SDG, SDG is conducted by the government in regency level. If Muhammadiyah wants to optimally support the structure, then Muhammadiyah has to build its local communities, which definitely with the support of its amylose organization, because with or without SDGs, Muhammadiyah movement is in line with its 19 goals. The difference with the country, the country has funding from international and the country budget itself, while Muhammadiyah grows from the people, but with God's will, we can fill those substances.

Then, is there a probability of Muhammadiyah to receive support from the government for the implementation of SDGs?

The government is currently forming the SDGs coordination team, however the President Regulation is still yet to be released. Muhammadiyah is invited by the government to be one of the team members. We also helped BAPPENAS to formulate VNR, which is the focus of the 7 goals before. At that time we criticized (it), that Indonesia should not stuck in the “*getah nikelitis*” of the program. We have to remember that the spirit should not be forgotten. BAPPENAS is, from those 7 goals, clustered to 4 cluster, first is social cluster, second is economy cluster, third is environmental cluster and fourth is governance cluster. I said it is not enough if you only write each goal, there has to be an analysis on how this social cluster can really become true, an analysis is a must. If they only go to their respective destination, it will become further. SDGs is the 15-year period development of MDGs. Before the 15-year development, from the year 60 there was a program by the UN, the Development the gate program. There is a spirit from development the gate that you have to keep, such is the citation of Mr. Sumanang, Sumanang was Indonesia’s permanent representative in the UN at those years, and he was also work in BAPPENAS. He cited that “social development is the movement of the whole social system upward”. Social system! So do not make a target by goals. As currently we are used to growth as the themes. Growth keeps increasing, however the needy also increases, and the environment is getting more destroyed because we disregard all that. Now we use the term development, development is, the spirit of Islamic teaching and all of the things inside the sky and earth is for the humans, *khalifatullah fil ardh*, and humans are the noblest, nobler even than the angels. That is the development that builds good quality human. However, our RPJP stated that the aim of this development is to build a nation with competitiveness, it may rely to human development index, but the human capital development has to be moved upward to be social capital, this capital is then become the basis of that civil society, where there is human capital, social capital, and the network of civil society.

I referred to a saying by Lester Schulman Solomon, he is the president of Institute of Civil Society Studies from Johns Hopkins University, and he said that the tendency of the new millennia is the growth of grass root community in civil society in the root level, thousands of root level people. That is why jargons of a hegemony of civil society, government and the entrepreneur no longer exists, now the jargon is the partnership jargon. I also have a citation from Oxfam, in its 2002 policy review stated that all of the aid from the collaboration of donor organizations has to end up in community level, has to be finished and done by the local community, it is included as the spirit of the civil society itself. Back to the topic of SDGs, for the committee system in Muhammadiyah, we have already on the ground, however the capacity of each branch and sub-branch vary, but *alhamdulillah*, Muhammadiyah keeps on growing. Further, we have gone international to Malaysia, New Zealand, and other countries.

Taufik Abdullah once said, Muhammadiyah biggest contribution is to educate the intermediate class of the country, which is by the schools and the universities. Currently, challenge faced by Muhammadiyah is to empower those in branch and sub-branch. Not long ago, I organized International Civil Society Week, we invited the mayor of Bojonegoro, Mr. Suyoto. Turns out in that regency, the source of the knowledge remains unknown, they have planned the steps to reach each goal. We are grateful that the regency is ready, now is the turn of the partner, the civil society. Muhammadiyah has the right and obligation to increase its capacity. Of course not all of the goals, but on health, poverty, gender and such, do not teach Muhammadiyah those things, because those are our daily job. We even have a movement particularly for women, the amazingly strong Aisiyah.

But I need to emphasize that it is true that Muhammadiyah is a pray of civil society, however Muhammadiyah has no pretention that Muhammadiyah can socialize it themselves, we need collaboration. Therefore, when we build a civil society forum in 30 regencies, we invited everyone, Muhammadiyah was only facilitate the forum. Turns out, the conversation in grass root location is more pliant compared to the higher level that has many political bias.

At least, Muhammadiyah is able to contribute our moral to guards SDGs because as I said before in BAPPENAS you have to ensure that the partnership between government, private sector/philanthropies, academics and civil society can really happen in reality, because they have their own paradigm. What is the paradigm of the business world? The business of business is business, they say philanthropy but maybe they say they are philanthropist for their marketing. Thus, BAPPENAS has to be thorough and make a forum.

In your opinion, how has BAPPENAS itself encourage (Muhammadiyah) to the four elements?

Actually it is not easy, in the president regulation there will be the representative of 3 platforms. In the book of reinventing the government, it was described that government, private and civil society have their own

obligation which is different from the others, and definitely the government has a bigger role. However, the book stated that civil society organization may play a bigger role out of those platforms. Thus, it is a comparative advantage from civil society that the government has not fully realized yet, as only now in SDGs era that civil society can discuss with them, while in MDG they were not included.

We also like to help the education in south country, such as student exchange. Now, in Muhammadiyah university campus on Malang, there are 500 foreign college student, some of them pay the tuition fees, the others are on scholarship. We have 50 master and doctoral student from Morro, when Israel attacked Gaza on December 2008, I sent a team of BKO doctors from Jakarta, Jogja, and Christian Bethesda, we sent them there, then when Haiyan hurricane at central Philippines occurred, we sent doctors there, also in Myanmar, when in Nepal Muhammadiyah disaster management center was the star, the name was under the government, but the people working there were from Muhammadiyah. Then the Morro peace negotiation, I participated in the meetings for peace since 2009.

Does working in Muhammadiyah is voluntary?

Interviewee 2: All of the committee members in Muhammadiyah is a volunteer, from those in head office, branch and sub-branch. Thus, Muhammadiyah's executives in head, branch and sub-branch do not receive any payment. I have made a simple calculation before, Muhammadiyah has head to sub-branch, sub-branch is 72.000 village, let us say that half of the village, 30.000 from the committee of head, branch and sub branch, in every head office there is a health forum, this forum is 16, same with the sub-branch. If we make a pessimistic calculation, there are 30.000 units of Muhammadiyah organization, there is a unit such as hospital, I calculated that, it is not less than 2 million volunteers, Muhammadiyah volunteers are really not paid.

We want to make the local networking in Muhammadiyah to have a capacity for that. Maybe they are not really aware of what SDGs is or will look like, but the spirit is there. (It is) only need to be directed. The real example is that we have 180 Muhammadiyah universities, those are in the level of regency, but in the level of district is, *Insha Allah*, huge. We have discussed this to the representative of each Muhammadiyah university, we said, all of the universities of Muhammadiyah should join SDGs, for example, Muhammadiyah University Medan to make a center for goal number 1, Muhammadiyah Malang to make a center for another goal, Muhammadiyah Jogja or SDGs centre for other goals, and so on. This is only needs to be directed.

The thing that I know, Muhammadiyah has three types of membership, regular, executive, and honorary. What does it mean?

It is actually only on paper. At the past, there was even an honorary membership for non-Muslim member, if it is still permissible then the members will be so many.

How is the human resources in Muhammadiyah itself? It seems that the people in the organization are scholars, is that true?

Muhammadiyah's role is to educate, educate the country's intermediate society, generally the intermediate society is educated. I apologize, but it was in the past, now is not like that. However, that is Muhammadiyah's people, often linked with our projects, because our motto is to please and to share.

In Muhammadiyah, how is the members' capacity build?

In Muhammadiyah there are many means to be Muhammadiyah, one is with activities. There are many activities, however the basic one is minimally quran recitation. Further, in the last 10 years there is a Muhammadiyah Day. For example in branch level, branch A holds monthly Muhammadiyah Day where every members of that branch office gather, usually it is a quran recitation held by one of the leaders, but there are also supporting activities conducted such as *tapak suci* competition, *pandu HW* activities, bazaar, and other many things.

And all Muhammadiyah members can follow that?

Yes... yes...

If we talk about internal, how does Muhammadiyah finance this organization to support the operational (of the organization)? Does Muhammadiyah receives support from the government, donation, or such?

The message left by the founder of Muhammadiyah is to keep Muhammadiyah alive, do not seek a living in Muhammadiyah. Just like in *the rainbow troop* movie, there is a Muhammadiyah school in a very rural and remote location, there are other schools like that in every part of Indonesia. Not to mention the Aisyiyah women that sold their earrings and bracelets to establish a kindergarten (PAUD). There are also college lecturers, doctors, and other members, they continue to donate to the organization. Thus, the basis is still self-reliance, the joy in sharing. The government also helps, but funding from government for Muhammadiyah sectoral programs

is only an additional aid. For example subsidy for teachers in schools, X-ray machine in hospitals, and such. Hence, the government offers their help, but it can be said that it is not really significant. And the aid is only for the sectoral programs only, not to the organization.

How about (support) from foundation?

Usually it is a technical collaboration, such as globalfund, a collaboration to eradicate TBC, like the collaboration with USAID before regarding maternal and mirratul survivor, and such. Traditional funding is still operated, building a mosque still comes from the members' contribution. We also have LAZIS that definitely is a philanthropy movement, and the fund is received from the programs that they have. For example, a project for floating boats in east Indonesia, we want to make floating boats to cater the small islands. Then, the company that made the boats donated two more boats.

From the sectoral program, does the profit from schools and universities fund the organization?

Yes it also is, it helps to support the operational of the organization on head, branch and sub-branch level.

Then may I conclude that financially Muhammadiyah is safe to keep the operational of the organization sustain?

Yes.

How is the relationship between Muhammadiyah and the government?

Since a long time ago, Muhammadiyah's principal is to work collaboratively with the government, from the era of the committee of the preparation of independency, Pancasila is there probably because of Muhammadiyah. It can be said that the government is good if there is a collaboration between the leaders (umaro) and the religious scholars (ulama). That is the principal. If there is a contradictive government regulation, we will still maintain a good relationship, do not make speech everywhere, or we insulted them, no. We write a letter and meet the president, we do advocacy.

How is the relationship between Muhammadiyah and business? Is there a relationship with companies?

Principally, we never want to make enemy. Even churches are also included in our service. The aim is not to persuade them to convert to Islam or anything, but to set an example that we can sit together in peace. We have met the pastors numerous times. We also have a relationship with business, but I think the nature of business and the nature of civil society is a bit different. However, we also have sectoral programs that needs a collaboration with business. Based on the principal of civil society, we have left the old jargon that the civil society is against government and businessmen hegemony. That paradigm has been changed, we have to be on the context of partnership. However, this partnership is not easy, because there are paradigms and beliefs held by each party. But, that does not mean that we cannot do a collaboration.

How is the relationship between Muhammadiyah and non-Muhammadiyah society?

The calling of Muhammadiyah is to be a movement. Because the teaching from the religion is to share. That is what we hold true. Regardless of how people want it, not because they see us being diligent in praying, but from what we have done. For example, now in Papua there are many Christians that can study in school because of Muhammadiyah. There is even a dissertation regarding Christian Muhammadiyah, Christians with close association with Muhammadiyah. In Maumere there are many pastors graduated from Muhammadiyah senior high school. Moreover the Muslims. Majority is Muslim. The point is, Muhammadiyah is open for everyone.

Appendix 4. Interview Transcript of International NGO Forum on Indonesian Development (INFID)

Interviewee: Melia Riskia Fitri

Position: Project Officer on SDGs

Date: Friday, 2 June 2017

Place: INFID Head Office, Jl. Jatipadang Raya, Kav. 3, No. 105, Pasar Minggu, RT.3/RW.4, Jati Padang, Jakarta Selatan, Kota Jakarta Selatan, Daerah Khusus Ibukota Jakarta 12550, Indonesia

Although I have briefly read about INFID's profile and background, but still I am unable to comprehend what INFID truly is? Is INFID a network of NGOs group or it stands independently, or even something else entirely?

Well, if we trace back to its origin, INFID indeed was an NGOs network, and if my memory serves me right there were about 87 NGOs that was part of it. Moreover, initially, it worked to safeguard the foreign development aid for Indonesia. However, when reformation occurred, there was a little bit of an impact, INFID separated itself and become an independent foundation like NGOs platform, so it is pretty much become an NGO. But the organizational structure remains unchanged as we still have members spread out in those regions. Now, we have 70 members. In here, this office to be precise is the secretariat, which the job desk is configured by the General Assembly (GA) meeting that conducted in every three years, that also includes the election of the director.

So, is INFID superior to the other NGOs or does it accommodate the other organizations, is that what are you trying to imply?

Structurally is not like that, so we have the so-called members and networks. They usually involve in INFID programs, such as the national SDGs summit/meeting where the members and the networks are surely entitled to invitations for attending the event. Another example is our recent SDGs training/workshop, they were also being prioritized. The only difference lies on the substantial role on GA meeting. The networks however do not have elective rights to vote.

How to become a member?

Through the same GA, we deliberate together whether one is qualified or not. Hence, we also have an executive power.

And how about becoming a network?

Well it depends on the issues that are going on at that time, as you see in INFID we have three ongoing programs, aside from SDGs there are human rights and democracy and also inequality. Human rights and democracy alone is divided into Human Rights then Business Human Rights and Counter Violent Extremism.

For the SDGs, there is a big variety which at least 17 issues are available, does it mean that all organizations can be included?

So, since its establishment in either 2014 or 2015, we created a coalition of civil society for SDGs out of the national meeting. The attended CSOs then agreed upon the implementation of the SDGs, but in reality, they do not implement all the 17 agendas since it rather focuses only on its expertise areas.

Furthermore, in 2014 INFID was specially accredited by ECOSOC under the United Nations. There are global partnership networks such as CSO Global, ESP Beyond 2015, Open Government Partnership, Civil Grand DG 20, ADN, Riskcam, Civicus, these are all recorded on the public report.

However, where are INFID offices located? Is it only in Central Jakarta or there are others in Indonesia?

Originally, every member run their own agendas but if it is possible to synergize the agenda then it becomes a joint project, however if it is impossible then we would not put our name in the project. While it is inevitable that INFID tends to work together with local government. To this day, we have running projects and upcoming ones in Bojonegoro, East Lampung, Pangkep, Gunung Kidul then Central Jawa. This year we have 10 SDG's agenda as well as Human Right City's if I am not mistaken, so approximately we work on 20 regions.

Therefore, we work more on advocacy. We stimulate SDG's implementation by persuading regional governments to have good governance. Up to this moment, Bojonegoro has one, meanwhile Pangkep is working on the SDGs and there is a joint committee that consists of CSO, private and academics. Governments of Center Java Province and Gunung Kidul are also catching up, besides that there are also Kubu Raya, West Kalimantan, Malang, East Lampung, and other regions.

Then how to approach the regional governments? Does INFID directly come to the region or through its established office there?

In the beginning we allocated resources that we had, we either singlehandedly reached out to the regional government or through the CSO there. So before partnered with Bojonegoro, we beforehand made an appointment with the mayor, then we tried to advocate SDGs to be implemented in Bojonegoro although at national level there was no presidential regulation yet, nevertheless the effort was made to quicken the SDGs implementation.

So you basically try to directly localize SDGs to the regional government?

Correct, but there are some others who use the networks or its INFID members, like in Kubu Raya for example. Kubu Raya has an INFID network called Jari Borneo. They exclusively engage with their regional government. Malang and Gunung Kidul are also practicing the same approach.

Therefore, if INFID office only has its base in Jakarta, would it engage with the networks or send its team to the site?

Yes, more and less

Overall, how do you see INFID's performance? Have all the programs been realized? Has it reached the target?

If we look at the INFID's public report, it is still on track. Nevertheless, there are several programs that are awaited but all is good.

What are the challenges?

I will explain under the capacity of INFID'S SDGs program alright. For SDGs, PERPRES (presidential regulation) has become one of the obstacles since from 2015 until today, the absence of the PERPRES slows us down. Besides that, limited resources at regional level also emerge as a problem since the local committee have poor understanding about SDGs. Hence, we try to sort the problems out step by step. We organized a workshop in East part and West part of Indonesia with tandem method. So we invited 15 different regional representations (in reality more than 15 turned up). They are mainly from BAPPEDA and local CSO. In hope that there would be representations of government and CSO. Turned out, the event brought both parties to work closely to implement the upcoming SDG s agenda together.

What do you think is the outcome or the impact of the program?

We received a report from Aceh telling that our members there could not attend the event at the time when two representatives from BAPPEDA came. This May, BAPPEDA of Aceh held a meeting to synchronize RPJMD with SDGs. In the end of the meeting we always would make time for an evaluation. Most of the them would say that they will share the information they received from the internal training to the directors. Central Java also made similar event. But unlike Jogjakarta, the group of CSOs voluntarily initiated an evaluation session to improve their project implementation.

And the division between East Indonesia and West Indonesia, does it cover all of the provinces?

Oh it does not, because we lack of resources and limited capability. We rely hugely on the networks. However, our mission is to cover all the provinces but from now we have to be satisfied with mainly East Indonesia.

So the concentration of SDGs is more on localization, isn't it?

That is one of our main tasks, but we try to focus on the 17 goals as well. Also regarding inequality on goal 10, goal 8, goal 5 on gender equality, then goal 16 that is related to our Human Rights and democracy programs. Again, we not only focus on those areas. Meanwhile, we have also produced books about study guides.

I have known from internet that this event organized by local government?

This program is one of our efforts to help local government to get a better understanding about SDGs. Terms like Sustainable Development is still uncommon so we try to show them success story from other regions who have implemented SDGs successfully.

Where are the Study guide disseminated?

We spread it to several places, like website and through INFID's events. During the national assembly for example, we did not only promote it but also invited the four platforms, so besides CSO there were also local government, private sector, and academics.

In general, what is the role of CSO in its relation to help the government implementing SDGs?

When SDGs was deliberated in the UN in 2015 INFID was there to witness along side with Indonesian vice president. INFID who represented the civil society met the vice president and committed to implement SDGs. From there, Jokowi held a cabinet meeting. The outcome says that BAPPENAS is assigned to implement the

SDGs. With INFID, BAPPENAS work to promote SDGs. INFID with coalition of civil society engaged in the PERPES. We suggested the creation of national coordination technique to avoid exploitation of SDGs by centralized government. This national coordination technique comprises of four platform including CSO.

If I may conclude CSO is significant in the implementation of SDGs, right?

Correct.

But what do you think of government role in this? To what extent does BAPPENAS facilitate CSOs in Indonesia?

Well, the PERPES have also mentioned about joint committee or what so-called national coordinator team. This team is the executor of SDGs programs. However, the proposal to include coalition of civil society has still been suspended. CSO, private sector, and academics have talked with BAPPENAS on the forum organized by them about it but there are so much more to be discussed beyond those short run meetings.

So, it is only a formality?

Yes, haha... haha... I once attended the metadata analyze, but guess what it was not really substantial. They tried to fulfill the process; however they still have to deal with the obstacles in the field

Oya, beside planning SDGs act, we also plan the act of civil society organization version. We held a meeting which is participated by KSP, BAPPENAS, the Ministry of Foreign Affairs, academy and private sectors. We have told them that we have several acts to do. We try not to compare, but synchronize the programs , such as Nawacita President and the one created by BAPPENAS, both in RPJMN and SDGs.

How about human resources that INFID have?

As far as I know, we have three programs which were handled by three senior program officers. They got assistance from program associate to cover their tasks.

So program officers have their own projects?

Yes.

Other than the staff, does INFID recruit volunteer, non-staff and etc?

Under certain circumstances, this office opens opportunity for university students to do internship program. I also begun my career here as an intern.

How INFID work to improve its capacity building?

As far as I know, staffs are sent to attend trainings like the one in Bangkok and other similar conferences.

How does INFID finance this organization?

I don't know, is it my capacity to talk about it. But I think you can find it in our public report.

How do you define INFID relationship with the government?

In my opinion, it is kind of symbiotic mutualism between INFID and government. It is profitable for both. We often cooperate with BAPPENAS, the Ministry of Employment, The Ministry of Finance, The Ministry of Law and Human Rights, the Ministry of Economics, and also Regional Governments, including BAPPEDA that I have mentioned before. We also involved in several activities organized by government.

How is the relations between INFID and corporate sector?

So far, we have been nurturing good relations with companies such as Danone and PGN. We usually invite them to our events and vis versa.

How is the relations between INFID and other LSM, especially the non-member and non-networks LSM?

In fact, INFID is very inclusive regardless our limited staff number. We are always open for new project, so chance for collaboration is very high.

How is the relations between INFID and the society?

Because we work more on the policy advocacy, we are not directly connected to society. But, actually, we also bring issues from society to the responsible parties. We also try not to do everything by ourselves, so we divide the roles to other organizations, that is the benefit of having networks. So, we are not directly related to society.

Appendix 5. Interview Transcript of Indonesia Green Youth Coalition (KOPHI)

Interviewee: Ivan Hartanto

Position: Vice President

Date: Sunday, 4 June 2017

Place: Bintaro Jaya Xchange Mall, Boulevard Bintaro Jaya Blok. O-2, Bintaro Jaya Sektor VII, Pondok Jaya, Pondok Aren, Pondok Jaya, Pd. Jaya, Pd. Aren, Tangerang, Banten 15227, Indonesia

Could you please tell me a little bit about this organization?

KOPHI is more about the place for the young adults, ranging from 19 to 30 years old, to contribute themselves to a better hobby that is more environmentally friendly, and they can also influence other young adults to do a similar thing.

To achieve the goal, what are the programs proposed by KOPHI?

In terms of programs, generally both KOPHI head and branch office have their own project. Firstly, it should be understood that KOPHI has branches offices in 16 location from Aceh to those written in our website, but for specific programs that we have done regularly is KOPHI *panas*, it is about child and sanitation awareness event where we educate children regarding the importance of sanitation in terms of brushing teeth, washing hands, and usually we also combined it with some creations that relate to sanitation and water. We initially called it KOPHI *panas*.

The program is more directed towards education then?

Yes. Further, we also have a capacity building program for our internal, which is called KOPHI *hangat*. It is a capacity building for internal, which internal in this part means the internal parties that have different expertise to conduct a sharing session to their internal subordinates, not only about environmental aspect but also to provide new insights. For the external part of capacity building, we conduct a bio pore campaign. It is a national campaign where we make bio pore. It was previously done in 2013 in a senior high school. We educated the students the fact that Jakarta's ground water condition is getting worse and has become lessened, which become the reasons we made this bio pore campaign.

KOPHI *panas* is also sometimes done in a national scale, however it is usually the Jakarta main office who conducted the event. We also have a program that is more tentatively inclined, such as emergency disaster response by holding a fundraising, thus in KOPHI Bangka Belitung branch, if a disaster occurred, we immediately hold a fundraising. On the other hand, we also have KOPHI *senusa*, an abbreviation of *sejuta nusantara*, which is done simultaneously on every KOPHI branch, however, the program still depends on each office. For example, head office had mangrove project before, while in other offices the mangrove project can also be done, however it has to be adapted to the location, such as to put them not near to the beach but closer to the mountain.

We also have KOPHI gathering, an annual gathering event to increase internal bonding of KOPHI.

How is the structure between KOPHI head and branch office?

For the branch office, if there are young adults that want to establish KOPHI in their location, because they want to change their region, they can raise a proposal to establish a KOPHI branch office, however it is still under the supervision of KOPHI head office, hence all of the information have to reach KOPHI head office, because we will also summarize the report. Subsequently, KOPHI head office will also act as a mediator of every budgeting transparency.

How is the opportunity to engage the young adults in Jakarta to be aware of environmental issues?

The current opportunity in the environmental issues is at its peak as we speak, thus I would say that the chance is big on some aspects. At the moment, environmental and green community are trending, that is why I said that the opportunity for the green community is huge. KOPHI is also proved from the regions that initiated KOPHI in their respective regions. Consequently, it is not seen as only an assumption, but also produces result. KOPHI branch offices also want (the same thing). However, surely there is always obstacles, because to maintain and manage branches are not easy, thus there are so many things such as dynamics, but it still can be overcome by KOPHI head office. And our obstacle is inclined towards revenue, as in the revenue stream, because we have a subscription system, all other communities also experience similar financial problem. For projects, communication still has a very big opportunity.

How is the environmental awareness of young adults in your opinion?

I think it still depends on which environment they want to follow up, but generally it is okay. They are already good, however they need an organization, because when they have something they want to do in their mind but do not have an organization that suited them, they may cancel their intention. Thus, it is also our mission to unite the people that need an organization like us.

How is KOPHI's performance since the start of the organization until now?

I have been working in KOPHI for two years. In my opinion, firstly, KOPHI is started to be known by the government, as we have collaborated with the government in a climate festival previously. Also, if there is an environmental act campaign, KOPHI receives an invitation email to participate, so I would say that in terms of partnership, KOPHI is fairly known because KOPHI has been running for 6 years, and the result KOPHI achieved has not only in Jakarta, but also on other branches that have been supporting KOPHI. Furthermore, KOPHI is already a legally registered community.

I mean, based on the planned activities, is everything achieved?

Of course not everything is achieved, because there must be dynamics both from the individuals and from the environment that the act took place, however, statistically it is always more than 50% achieved.

Does KOPHI support SDGs?

KOPHI has supported it without realizing. And talking about 17 points of SDGs, there are some points that KOPHI has done unconsciously. We realized that our projects are in line with SDGs.

What has KOPHI done after it realized that its projects are in line with SDGs?

I think SDGs is more of a guideline, but definitely without we realized, not only KOPHI that has been doing it but also other communities and it relates to KOPHI. KOPHI has sufficiently covered some points of SDGs, such as goal number 6 about clean water and sanitation, and point number 12 regarding sustainable production consumption, however we tend to emphasize on the lifestyle aspect, such as to reduce your waste from your desk and campaign to use tumbler in the youth adult society. We have also done goals number 13 about climate action, stressing on mitigation to prevent greater damage from climate change. The projects we done are also related to sustainable cities and communities. We also relate to goals number 17 about partnership, definitely because 2015 has been a really good starting point for KOPHI because we have become a legal organization and started our networking to the government and other organizations.

However, from KOPHI's vision itself, it should be sustainable because we want to create a sustainable national act movement.

However, have KOPHI ever been recognized by BAPPENAS? BAPPENAS is the coordinator of SDGs in Indonesia and it is the one in charge to organize organizations in Indonesia to help with the implementation of SDGs in Indonesia. Have KOPHI been invited to have a talk regarding SDGs or such?

Interviewee 2: For BAPPENAS case, I have never heard of that but I will reconfirm, however for KLHK it has been done frequently.

Does KOPHI has a specific division regarding SDGs?

We only have 3 divisions, media communication, research and development, and internal development.

How is the human resources in your organization?

Quantitatively, the number of women is bigger than men. Qualitatively, we have to admit that sometimes, those who joined KOPHI is not always someone who understand about climate change or others in great detail. However, they want to learn and understand the environment. That is why a research and development division is made, so we can learn together. In Jakarta, we have approximately 20 people.

How about the elements in KOPHI? If you have a committee, then what is the regular members?

We have a committee and members that we recruited, that in the future will continue the leadership of KOPHI. We also have many volunteers to help us in an event.

Does KOPHI join a particular networks?

No.

You have talked a little bit about financial. Other than subscription, how does KOPHI manage its financial?

KOPHI's finance is leaned towards subscription from the members. However, to be honest sometimes to hold a huge national act project we also need a lot of funds. Eventually, it is the internal (team) again that has to bear the burden, because sometimes even though in making projects such as social media for social good sense we succeed to collaborate with other parties, sometimes we also do not get any collaboration.

Is there a specific division that handles KOPHI's financial? Or is there only a treasurer to collect the membership fee? Or is there a specific team responsible for financial?

KOPHI's financial is only handled by one or two person, I forgot. However it is not enough because the membership fee is still the main source.

How is the relationship between KOPHI and corporate?

We are open to the opportunity to collaborate with companies, however there are some limits, such as we do not work with palm oil company etc. KOPHI was also previously trusted to collaborate with an electronic company to do an environmental act in Cibubur to plant mangrove.

How is the relationship between KOPHI and other NGOs?

KOPHI has been invited for Focus Group Discussion with other NGOs for numerous times. The issues talked about sometimes are SDGs, sometimes about media literation. At least, KOPHI received the invitation letter.

How is the relationship between KOPHI and society?

The relationship between KOPHI and society, for example, society in the university often invites KOPHI to be a speaker, thus the relationship is really good for the universities, for general society and the places of our act, the society is always welcome to us but sometimes we definitely have to follow the actual condition on site.

Appendix 6. Interview Transcript of Indonesia Clean Energy Development (ICED)

Name: Richard Randy Panjaitan

Position: Monitoring and Evaluation Manager

Date: Monday, 29 May 2017

Place: ICED Head Office, Menara Jamsostek North Tower, 14th Floor, Jl. Gatot Subroto No. 38, Jakarta 12710, Indonesia

What kind of institution is ICED? It says in the website that it is a technical assistant program.

We are a program funded by USAID for 5 years to provide clean energy development in Indonesia. We have 5 targets which some of them are funding leverage, greenhouse gas reduction, advisory and beneficiary. To achieve those, we provide technical assistant. Previously during ICED 1, we also provided funding for other stakeholders but now in ICED 2, we focus on the technical support only. So basically, we won the auction of USAID to implement their program on clean energy in Indonesia.

However, we cooperated with several bank partners to support us. Because, for example, to make a mini hydro, we provide technical support for developers from reviewing the project, monitoring, until helping them to find the financial support and loan. So we work with the both side. So for the developers, we do not only help them in terms of technical products that they want to build, but also check their proposal and document that they want to propose to the banks. At the same time, we also train some bank like Muamalat Bank, Republic of Indonesia Bank, National Bank of Indonesia and so on how to invest in clean energy sector. We also cooperated with Financial Services Authority to advocacy the regulations. Most of our bank partners don't want to rely on us because they are aware that ICED is a 5 year program, so we make a regular capacity building for them and we are welcome to all banks to cooperate in advisory for clean energy investment and finance.

You mentioned about the clean energy developers, who are they? Are they small scale company or the citizens in rural area?

Most of them are companies and one of them is National Electricity Company (PLN), we also want to support government target to distribute more electricity. Most of the citizens produce electricity just for themselves, that's why our concern is to the companies who transmit their products to PLN. Also because we have specific targets on greenhouse emission reduction, leverage funding, number of population and institution that get influence for upcoming 5 years, until 2020 precisely.

So, as I understand, this current projects are continuation of the previous one, right? Did the previous one has the same targets?

True, so after the last one has done, we have more target. And our achievement as per March 2017, we have reduced 3.84 million tons of CO2 emission which is 85.3% of our target already; and our leverage funding now is about \$844 million, so we have achieve it within 2,5 years basically.

I am curious about the developers or other institutions who want to consult and cooperate with ICED, is it like free service or you need to make something like MOU?

Any cooperation requires CNDA (Corporate Non-Disclosure Agreement) to protects both sides, whether related to the institution's secret and so on. For example, when we review their financial, this CNDA will have clear rules and understanding among us. However, everything is free of charge and we can not do any kind of corruption including gratification.

Does ICED adopt SDGs values?

Our programs is anything related with clean energy, so there is an indirect relation with SDGs.

But, do you partner BAPPENAS?

Yes, we do, and also with the Ministry of Energy and Mineral Resources. But, with BAPPENAS is only with the energy division, not the SDGs division. I think BAPPENAS once has invited us to discuss about SDGs, but I am not really sure because I was not in charge for it.

BAPPENAS as SDGs coordinator said that they have already encourage other stakeholders to achieve SDGs, do you have any opinion about it?

I think so, because they have their own division for it. So they must be think about it. As far as I know, they also communicate with our the foundation who funds us, USAID.

Let's talk about the internal condition of ICED, how's the human resources in this organization?

We just follow the employee regulations applied in this country. We have 25 staffs as well as some interns but the interns just for couple of months. We required them to have specific skills before working here, but we also do some trainings when they are necessary. For example one of the staffs went to Berlin couple times a go to get a training about sustainable finance.

Does this institution finance by USAID 100%?

True, it does.

About the external relations, how do you say this organization's relationship with the government?

As I said, we work with BAPPENAS and The Ministry of Energy and Material Resources, also with the state' company but mainly The National Electricity Company (PLN) as well as regional governments in Aceh, North Sumatera, South Sulawesi and so on. An again, we need to have a MOU with them.

How about with other organizations?

We work couple of times with GIZ, KGRK, UKCCU, World Bank, IFC and other organizations. Last time we have a project on energy efficiency of the street lights, and we work with UNDP to avoid overlapping distribution among institutions. Because we both work on the same kind of project and we want to make sure we don't distribute the help in the same region.

With the citizens?

In the previous project, we give donation to the citizens and they can enjoy our product, while now we only focus on the technical assistance, so it is an indirect connection I guess. When we do a project in Nias, we hired consultant company to assess the society condition as well as our developers work for the citizens as well. So the citizen get benefit from us as well indirectly.

How is the clean energy in Indonesia, though?

Indonesia has a big opportunity actually, but there are so many niches which now we are trying to fix it. Such as the regulation that we have advocated to the government, so our project can be implemented in the field. But actually it is like "egg and chicken", so we don't wait the related policies approved but we do both advocacy and implementation at the same time. Still, the main barrier is the regulation, especially related to permits. The regulations also sometime against each other. The bureaucracy now has been repairing one by one. The government have a target in 2030, and I think it's quite ambitious. However if all stakeholders work together, it will be come true.

Appendix 7. Interview Transcript of The Indonesian Forum for Environment (WALHI)

Interviewees: Khalisah Khalid

Position: Head of Campaign and Network Development

Date: Friday, May 19, 2017

Place: WALHI Eksekutif Nasional, Jl. Tegal Parang Utara No.14, RT.5/RW.4, Mampang Prpt., Kota Jakarta Selatan, Daerah Khusus Ibukota Jakarta 12790, Indonesia

I have already seen there are detailed mission, vision and fundamental values of WALHI on the website. Could you please explain what actually the meaning of fundamental values of the organization is? Are those values being struggled by WALHI?

Those are our core values that we are keeping to organize all activities and duties of WALHI. The fundamental values are also hoped to attach in every elements in WALHI. As our organization has spread out over 28 provinces with about 480 members, we hope that this value will be a fundamental value of working and will affect our life.

Those values are actually still being struggled to be implemented. There are some examples of attempts to implement these values. First, we know that Indonesia is technically a democratic country as we hold a governmental election through direct election. However, substantially Indonesia has not achieved the real meaning of democratic itself. In this case, WALHI not only tries to apply those values to WALHI internally but also makes an attempt to apply those values to our nations. Other example is the gender equality. We realize that gender is needed in solving environmental issues. It is not only connecting us into organization values but also being core values of what we are struggling on.

What the main focus area of WALHI?

According to the mandates, WALHI are focused on at least 9 big environmental issues. Issues of forest, farm, water, food, pollution, climate and disaster are the examples. There are many programs related to interventions that we have done such as advocacy of policies along with its strategic derivation, education, campaign, and extension in context of environmental and resources issues.

Even though some of them have agrarian issues, we still have some big steps to be accomplished in this context. The first is how WALHI works to strengthen an access and control of resources and living environment. Second is also how WALHI supports to restore the function and role of a country in order to recognize the rights of the citizens. Third is how WALHI strengthens their capacity both in organization and in network of civil society. It is aimed to strengthen the supporting works for fulfilling access and control for society. Therefore, these step will lead back Indonesia to the right our roles and functions.

How is the performance of this organization?

WALHI, environmental organizations and society has already many achievements. The legal rights of environmental organizations had not been recognized earlier and it was also not recognized by law. However, WALHI sued the country and government in North Sumatra in the case of Indorayon Company. At that time, WALHI finally obtained legal standing to sue. It was an outstanding stepping stone for us. Afterwards, the law has passed on UU Number 23 of 2009 stating that not only the environmental organization but also public can sue upon an environmental issue.

Although some targets and programs has not achieved yet since the dynamics and challenges become harder, we ensure to analyze economic and politic dynamics globally and locally. However, we could not handle the external dynamics. We can arrange some plans such as the one we did in the context of politics intervention in 2014. We are aware about that moment and we had already planned our programs for interference politics. We hardly tried to stop the chain between economy and politic.

However we could say that we are successful in achieving some indicators because we were trying to interfere public opinions in order to make environmental issues as their main preference when the public need to vote in the election. Thus, they will not vote for environmental crimes and etc. We also delivered environmental politics agenda entering the political debates and election. We may claim that it was successful remembering that KPU accommodated our advice to include the environmental agenda into election debates. It was become main issues at that moment. Later on, one of the candidates came to discuss with us because we always throw the

environmental issues to political area and public. So far, we see that WALHI is still being reference for policy maker and media related to environmental issues.

In your opinion, does WALHI support SDGs?

We support and also criticize SDGs. We believe that criticizing is also the part of our support to SDGs. The critics are based on our evaluation on MDGs which doesn't contribute any impacts. Through the evaluation, we think that there are no any regulations, even at the national level as the government does not know at all about MDGs. That is why no surprises when no targets of MDGs has achieved. Also we criticize SDGs since there is a lot of private sectors involvement inside. They are supposed to decide what kind of private sector to get involved because they will get copied by other sectors working on resources issues. For instance, the mining companies could claim that they support governments on achieving SDGs' targets. Conversely, what they do is only exploitative and destroying SDGs targets.

The climate goal is one example. How the mining companies could say that they support SDGs when they are the real emitters. However, general we intend to decide the benchmark of SDGs in order to achieve the SDGs targets. In addition, we want to see SDGs' overall and integrated achievements not partially. What poverty alleviation is about and the relation with land control that often happen nowadays are the examples. In case of examining achievement of the poverty alleviation, we only get BLT and other cards as the answer. Does it answer structural problems? Therefore, we convince president to make an actual agrarian and social performance which cannot be separated from SDGs and the policy could not be different.

In General Assembly 2015 in New York, the president and vice president did not come. Later, we explained to the media that it was actually an important moment for Indonesia. This is not only global commitment, but also our national commitment. I mean that government's perspective on ratification and agreeing global commitment is sometimes wrong. Most government especially in bureaucracy and parliament think that it is only foreign affairs. Actually, it is also our business, national business. The president was more interested in bilateral cooperation but did not care about important issues. Those things that we campaigned by interfering BAPPENAS. We were convinced them that it was an important step for Indonesia to participate in the general assembly meeting. This showed Indonesia's commitments in a global context.

Finally the vice president came to discuss with us. We told him about our concerns, such as poverty alleviation, moratorium development, land permission, land based-economic development, and providing access and control of resources for society. For example, people tend to expand their oil palm business, although its productivity is still low. WALHI only talks about environmental and resources issues. We are committed to nawacita which is in accordance to the constitution, so it is not a kind of new idea. The problem is actually how to make both party met. In fact, what happened is that poverty in Indonesia is always related to the BLT as the conclusion. We have known already that poverty in Indonesia is structural problem caused by country policy giving permissions to corporate and imbalance of land control that makes a really big gap. We have also done many campaigns to the public and local government in order to increase their awareness.

Does BAPPENAS as the coordinator of SDGs has embraced WALHI related to these global achievements?

We have ever criticized them because we always push them to involve civil society including public. The tagline is inclusive development, so no one is left behind. The problem is how keep them on track, if the information were not published publicly. They should change the method used to involve public participation including people in the small villages since they have used the method that cannot be access easily by public. They said SDGs and government campaigns are affirmative. Affirmative is to the unheard people. If it is possible, government should simplify the language of SDGs to make more understandable for wide society. Even the regional governments are confused about the language used. Not only socialization but also public consultation is important in this case.

If there were public consultation provided, those were only centralized of several big cities. People who can access it are only CSO. CSO is also important but how about marginal communities as they called inclusive. As far as I remember, there is such proposal of POKJA for civil society, for SDGs related to BAPPENAS. BAPPENAS only accommodates the civil society to supervise SDGs together. It is such an opened room there. We are in the CSO level in which we should always remember to keep being critical organization. No mentioned too details, still questioning on how is the protocol communication? How is work mechanism? Etc. We don't want it becoming not only structural but also equal to the government and civil society organization. That is also the role of WALHI related to SDGs.

Actually, the mechanism has been tried in several ministries, such as ministry of village, POKJA and civil society in contributing advices and balancing the regulations.

How the human resources in WALHI are?

In secretariat division, people here have an environmental background. This is because we assume WALHI as a place or school to study together. Therefore, people here tend to grow along the capacity building such as perspectives, skills or knowledge. So far, we think that our human resources are able to balance the dynamics developed both in national and regional.

Does it mean that WALHI members are quite good before becoming members of WALHI, or they do learning by doing here in order to handle programs created by WALHI?

Yes, learning by doing process is the real process to handle the programs, but we also have a setup of education. There are several education programs for external and internal. We also teach them how to do analyzing and research.

Although there are some challenges, we have a mandatory work to do in the grassroots, mainly to members who handle conflict, such as structural conflict. Since WALHI is the advocacy, litigation and non litigation organization, we are also experienced a sudden shooting and an arrest in the criminal nest. We also realize that we are too small for handling all problems, so that networking is very important for us. For example of SDGs issues with INFID, we partnered up with farmer union with its coalition, coastal issues and others both in national and regional level for agrarian issues.

So it is a kind of consortium, isn't it?

No, it is not. More precisely, it is a forum because our members consist of many organizations. LBH Jakarta, nature lovers, man different religious organizations are our members. Although it is such diversity, but they all have environmental issues. Their members are related to environmental advocacy. In order to join as WALHI members, they should be an advocacy, environmental and human resources promotor.

So, it is more like a network. Instead of handle conflicts, WALHI is also related to others. The government programs such as agrarian reform and social forest are the examples. It is impossible to do all projects by our own. That's why we need networks. In case our network have concerns about participant mapping, WALHI will strengthen the organization aspects. It means that each of us has our own role.

Is there any special division that is purposed on handling the capacity building of staffs and members?

Yes, there is. In our structure, we have education manager. We have career path, even for the leader of WALHI. There is also career path at the level society organization,. It depends on skills needed.

What are the elements of WALHI itself? Does WALHI have permanent staffs, staffs and volunteers? Are there members too?

The authority of staffs is on director. We called them as permanent staff, staff and employee. However, the one in secretariat division only works to support operational secretariat.

There is also program called Sahabat WALHI which is purposed to expand our network. Sahabat WALHI is divided into two parts that are volunteers and donors. They are the national and regional representatives of WALHI. But they are handled regionally.

We also have democracy system. It is called by national meeting of living environment for electing the director. Regionally, we have regional meeting also for WALHI director election and hiring new employees.

How does WALHI finance this organization?

We are raising the financial support from public. We also get funding from organizations and partners such as donor institutions. Although we have some donor agencies that support WALHI, from the public, we still have regulations such as not receiving funds from the corporates, CSR, World Bank, ADB, grant agencies and debtors.

How about from government?

We don't have any access to the government so far. If there is an opportunity for cooperation such as holding a conference, we will not accept government help in form of building where the conference will be and etc instead of money. It is because there is no prohibition in our organization about the funding sources. The regulations only prohibit us for taking money from environmental and humanity criminals.

In the future, we hope our funding is bigger than the public which is a challenge for WALHI as an environmental organization. It is due to the independence of the organization becomes important and the support from the public is much more important.

Environmental issues are a difficult issue to solve in Indonesia. Based on a research, environmental issue is the 7th issue to be supported by public in Indonesia. So public in Indonesia at least will support WALHI in environmental context. Mainly if there is a huge disaster happened, the public supports would be high. Yet, the regular support is still low.

Now, let's talk about institutional relations. How is WALHI relationship with the government?

We still want to take WALHI at a place where it can be an independent and critical organization to the government policies. So, we do not want to be intervened by the government. The reason is simply that we have our own insight.

At least, WALHI is still being the reference for the government. We also in a good communication with them. Once, we have a demonstration against LHK. The minister understood that WALHI is like a watchdog and government balancer. Later, there are several change. It is the dynamic of politics. It was an authoritative before, but now the dialogue room is opened by the government. This is our chance to tell and criticize them.

So, our communication strategy is influenced by the political situation at the moment. Nowadays, the political situation open the chance of doing dialogue, discussion. Although it is not giving any promises of solving the problem, at least, the government is listening what society want to. All this time, the room was closed.

So, they do care about but we didn't know how they implement it, right?

Yes, that's right. Actually, the society is still being the victim of environment problem. Government should be pushed firstly to solve the problems. All the time, when society spoke about their problems, the government did nothing.

How is WALHI relationship with business?

No. We do not engage with any corporate, we even do not involve in RSPO. That is not our organizational mandate. We want the government really apply the rules and investigate the crime has been doing by the corporate. That's the government responsibility because they give the permits, so they need to monitor and give sanction to the immoral business practice. We are not "allergic" to have a dialogue with business, but not engage to work together.

With other organizations?

Basically we need network and for us it is really important, including in international level. Walhi is part of at least 2 international networks. We participate in the Universal Periodic Review which part of UNHRC to report human right condition in Indonesia and we also we work together with HRWG. The UN also initiate a working group concerning legal binding for business and human right. In that meeting in Geneva, we frequently give input about the facts of immoral corporates in our country, including extraterritorial case such as smoke, food and finance supply chain and so on.

Even though we have our own regulation, it is not effective. For example, the regulation number 33 year 2009 about environment protection, it is actually quite powerful to arrest the involved firms who burned our forest. Because in the regulation, it is mentioned that the firms must take care of it, even they did it either intentionally or unintentionally. But again, the rules are just the rules, zero implementation.

With the citizens?

Because we do many advocacies, for us the citizens are the most important element. Many of them come to us reporting their problems, so for sure, they are the first that we care about. They are our "backbone".

Appendix 8. Interview Transcript of Indonesia Business Council for Sustainable Development (IBCSA)

Name: Indah Budiani

Position: Program Director

Time: Tuesday, 23 May 2017

Place: Mandarin Oriental Hotel, Jalan M.H. Thamrin, RT.1/RW.5, Menteng, Jakarta 10310

I have done some research about IBCSD, and I found it interesting how IBCSD wants to introduce sustainable development to business. What is the reason behind the IBCSD foundation? Is that related to the six founding members?

Actually, the establishment of IBCSD was far before the World Business Council for Sustainable Development (WBCSD) founded. But, it was not a formal organization. Six years ago (2011), we started to make it a formal and registered organization supported by WBCSD. WBCSD itself has been established for 20 years, since 1992. Almost all countries have WBCSD representatives. Indonesia became the last two or three countries who joined. Indonesian Chamber of Commerce (KADIN) was also behind IBCSD establishment.

So IBCSD is the representative of the international organization in Indonesia, then?

True, but every representative is different. IBCSD is not mandated by WBCSD. So we have our own values, but we can also adopt WBCSD values. Even concerning organizational structure, we do not have like a direct connection with WBCSD, yet we are part of it. But we have got a privilege to use tools and research produced by WBCSD. We also participate in its annual global meeting and are allowed to bring our member. In case we have an achievement, they will help us to promote it. I think that is the benefit of being part of WBCSD.

I read about vision 2050, what is its difference with IBCSD's vision and mission?

We have our own vision and mission posted on our website. Vision 2050 is a knowledge product of WBCSD. So, we adopt the product into Indonesian context. It shows our vision for 2050 to make the business take a role in sustainable development.

You also separate the vision 2050 into a short term and long term, right?

True, there must have the checkpoint. Because if we just make it for 2050, we find it hard for businesses to decide which step they must take first. So it is systematically structured per month. We are now working on an action for 2030 with BAPPENAS (the SDGs secretariat), so later we can be their partner in formulating the next National Middle Term Development Plans' document (RPJMN).

IBCSA has 7 programs, right? Are these programs made for members only or for business in general?

IBCSA actually does not want to be an exclusive organization, but to identify which company who wants to support sustainable development, we offer the membership program. It makes it easy to spread the idea about sustainable development, to collect funding, to conduct meetings and so on. So basically the membership leads to the operationalization of IBCSD, but not to make it an exclusive organization. We conduct an annual event to share the success story, and it is not only for the member. Non-member just cannot join the meeting in that event.

So, to summarize these 7 programs are for member only, right?

Yes, but not for exclusivity. The reason behind it also because we develop the programs collectively with the members.

What does IBCSD think about business practice in Indonesia? Does it comply with sustainable development approach?

I am telling you my personal experience. When I went to Sweden, Sweden is well known for its sustainability, especially sustainable business because the country is the introducer of triple bottom line concept. However, their internal also faced problem to convince the top management (of business) about sustainable business, to use environmentally friendly equipment, renewable energy resource and so on. It is Sweden, the expert on sustainability compared to other countries. It is true that Indonesia is still behind, but it is not "naturally".

So, business always thinks about profit, and we want stakeholders to understand that they have to think about the environment and the social. For example, if company conflicts with residents, then the company will cost more money to solve the social conflict. The same with the environment. So that kind of awareness that we want

to build to the stakeholders. But in general, they will always want profit, even internally, inside of the company, the employees' job is for profit.

What about people enthusiasm to join IBCSD?

The companies always ask about what the benefit of joining IBCSD. When we talk about sustainability, then we talk about a long-term, not a year or two. Most of them said that they won't be CEO anymore after two years. So, I think it is challenging to convince them to join us.

For example, one of the programs is a sustainable lifestyle, especially the basic needs. We have been approaching IKEA because they are now in the certification process of their wood products as well as HnM for the fashion industry, but it is not that easy. They are multinational company where their decision makers are not in this country. They are only retailers, and their strategies are not designed here, so it takes time to deal with them; even until the top management has changed and we have to start whole over again. That's the problem. While national companies said, they did not need the sustainability yet because they still struggle with the revenue. So it is really challenging.

How about the performance of IBCSD programs?

It approximately 20-25% has achieved. So if I map our member based on the influence and the capacity, there are 4 companies are in the middle of two, while there rest either have the influence or the capacity. Most of the influential companies are multilevel companies where they follow their headquarters that have higher standards compare to Indonesian standard. So it is easy for them to follow us because, firstly, it is mandated by their headquarters. Secondly, it is more practical to replicate because they have their subdirectory, so when we approach their management, we just tell them that this practice works in other countries.

While our national companies, some of them are better than others. For example, there is a family business with zero waste concept. One of their product is canned-pineapple and that product is one of the biggest exports.

Does IBCSD require its members to make an impact?

We require our members to report their improvements after joining us for 2 years. Based on the reports, their performance is still far from our expectation. So, firstly we would arrange a meeting with our member to discuss what we can do, and after that, we can develop a program together. But in reality, not all planned programs are implemented, and even some of them are implemented, the impacts are not measurable.

So the programs do not achieve the target?

No. For example, we have an efficiency energy program adopted from WBCSD. We designed a tool for Jakarta in Juli 2015 for sustainable building. No company wants to participate. At first, Bank Republik Indonesia as one leading actor in sustainability among our members wanted to provide a loan for companies who join this program and revitalized their building. In the end, the bank has a new executive member, and they think this program is not prospective in terms of business and high risk at the same time. Finally, this program has to stop. This is one of the failure programs.

Another example is related to social finance. So we wanted to help a lower based population, people with low income, to have a financial access. Because most of them have no financial portfolio. We think that we need to help them because they have a role in increasing company productivity. For example Nestle, this company has many suppliers, but they struggle to sell the products because they do not have capital. If they have financial access, then Nestle can still distribute and produce.

So our challenge is to make something different into the company business model, while this is not a sectoral organization. At the same time, we have 11 sectors which we need to explore and advice.

Do you have enough human resources for those 11 sectors?

We only have 6 people, but if we have a program, we will hire more people for that program which also have their own secretariat and unit.

Do you think 6 people are enough to run the organization?

It is not enough, but I think it depends on the employee leadership. Previously, we have more people but less efficient. Most of the time we just waste our time hiring and coaching new candidates. So finally we are just 6 people now.

Do you have the volunteer, non-staff, intern or something similar?

We have a voluntary internship program which is really helpful, and again it also depends, every volunteer is different. Some of them only understand in the practical matter, not in developing a program.

How is the member position in the organization structure?

There are two kinds of membership in IBCSD which are regular and associate. The regular one is for big companies, and another is for small scale companies. Their benefit is the right to vote during the meeting. We have a general meeting to decide the new structure of organizations; and only our member who can choose and be in the structure. Being in the structure is good for their business strategy, for example, the legitimacy from the government.

Do you always hire well-experienced staff? Or do you have training programs for new staff?

So first of all always hire those who are interested in the business world. Most of our applicants were working in (social) Non-Profit Organizations; while the way of work between business and NGO are different. IBCSD finds solutions, not ideal conditions only. For the capacity building, we rely on invitation and networking. We are often hosting an international conference, and we also get knowledge from that activity.

I saw your financial report that you have other financial resources other than membership fee, right?

Yes, we also receive funding from donation and cooperation with other stakeholders in a project.

Does all cover the organization operationalization?

To be honest, if the members pay in time, it does, and it is even more than enough. But it is just for the operationalization without further development for our programs which cost more money. We spend a lot to recruit new company members.

Let's talk about SDGs! Does IBCSD actually support SDGs?

So IBCSD is also part of FBISDGs (Indonesia Business Philanthropy for SDGs). It is only for the association, and there are only 10 associations included. So we were asked about our target for SDGs which automatically not only for one or two goals but all goals collectively. We also have been trained by BAPPENAS (SDGs coordinator in Indonesia) about SDGs. But, I think it is more like making a research project complete with introduction and research question and so on. It is like making a thesis project for me. While it is not how the mindset of business is (our member). Business will more invest their time for profit, not designing a research. So it is hard to communicate this to our members.

But how does IBCSD adopt SDGs into the organization?

WBCSD has a tool for SDGs called SDGs compass. IBCSD promotes the tool for our members for their business strategy. However, we do not have an achievement for this yet.

But have you interact with government in regards to sustainable development?

I am telling you that we contributed to the Volunteer National Report (VNR). Why the government include us, because we have demanding members from many sectors. They always were blamed and were opposed by NGO. While the country also needs them as well as the citizens. At the same time, biodiversity is also important. So we make a program on how to minimize the negative impact in terms of biodiversity and alhamdulillah luckily we got funding for it. When the Ministry of Environment and Forestry recognized this program, the representative said that "this program should be handled by the government", and they wanted to use it as the reference for the next government programs. We once also communicate with the Ministry of Energy and Mineral Resources, and there are many of biodiversity aspects that have not covered yet by the regulations. It makes me sure that in other ministries, this kind of case happens as well.

Do you think BAPPENAS include Civil Society Organization for the SDGs implementation?

They do, but if I make it into a percentage, it is just 30-40% only. Because they have shown effort for it, but not a maximum effort. For example, in monitoring SDGs, when I asked related official representative about the data about business achievement and performance, they said that this data is not required for SDGs. I feel like it is just to show that the government includes the private sector, but they do not really care about the private sectors' achievement. But that is only my opinion. It is just like for the government justification for inclusion aspect. While I think the private sector is also one of the key actors.

But does IBCSD has a good relationship with the government?

We have a strong partnership with Chamber of Commerce of Indonesia (KADIN). However, because our focus areas have been the same, so our government partners are always the same as well. Though, there are more

potential government partners actually. But so far, we never have a problem communicating and cooperating with government bodies.

While with other corporates, you must have a really good connection with them right?

For sure, but like what I said, it is still hard to change their assumption that Sustainable Development is similar to CSR program.

How is your relationship with other associations?

We have a lot of cooperation with the international organization like ILO, UNICEF, CGF (Consumer Group Forum).

How about Indonesian organizations?

We have once tried to cooperate with an environmental organization, but they rejected as because we work with business. However, we always keep approaching other local organizations.

How about the citizens?

So the pattern is, we work with business, and the business works with the citizens. For example, we have a program in Micro Hydro technology in Garut, Papandayan, West Java where they had no access to electricity. We facilitate them with financial support from our member National Bank of Indonesia and Garuda Indonesia. Finally, they have access to the electricity now. So we help the citizens through our member

Appendix 9. Online Questionnaire Questions

1. To what degree are you aware of Sustainable Development Goals?
2. To what degree are you aware of “Nawacita”?
3. To what degree are you aware of RPJMN?
4. In general, what do you think about the poverty level in Indonesia?
5. In general, what do you think about malnutrition level of Indonesian society?
6. How do you see the Indonesian food security?
7. How do you see the health and wealth in Indonesia?
8. How do you see the education quality in Indonesia?
9. How do you see the equality in terms of education between male and Female in Indonesia?
10. In general, how do you see the gender equality in Indonesia?
11. How do you rate the water quality and management in Indonesia?
12. How do you rate the water-waste management in Indonesia?
13. How do you rate the access to energy in Indonesia?
14. What do you think of economy growth of Indonesia?
15. How do you rate the unemployment rate in Indonesia?
16. What do you think about the infrastructure in Indonesia?
17. How do you see the industry and innovation development in Indonesia?
18. How do you see the gap between the rich and the poor in Indonesia?
19. How do you rate urban and city development in Indonesia?
20. How do you rate the maintaining of natural resources in Indonesia in general?
21. How do you see the waste management in Indonesia?
22. What do you think about Indonesian society awareness about global warming, climate change and environment degradation?
23. How do you rate the maintaining of sea-natural resources in Indonesia?
24. How do you see the underwater ecosystem in Indonesia?
25. How do you rate the maintaining of forest in Indonesia?
26. How do you rate the forest damage in Indonesia?
27. How do you rate the peace level of Indonesia?
28. How do you rate the equality and justice levels in Indonesia?
29. How do you rate the effectiveness of Indonesian government bodies?
30. How do you see the partnership and cooperation between Indonesia and International?
31. Who is responsible to achieve SDGs? (more than one is applicable)
32. Gender:
33. Current education (or the last education):
34. Profession:
35. Residency:
36. Contact Person (optional):
37. Email address (optional):
38. Do you mind if I contact you to ask further information about this survey?

Appendix 10. Survey Strategy

Papan Info ha compartido la publicación de Andri Zainal Kari. 15 de agosto · 🌐

Peduli terhadap pembangunan berkelanjutan di Indonesia? Ikuti surveinya di www.sdgsindonesia.id



**ADA WAKTU SEBENTAR
UNTUK PEMBANGUNAN
BERKELANJUTAN INDONESIA?
IKUTI SURVEINYA DI WWW.SDGSINDONESIA.ID**

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Andri Zainal Kari
3 de julio · Koto Padang, West Sumatra, Indonesia · 🌐

Dear Warga Indonesia yang Budiman,

Saya mengundang rekan-rekan sekalian untuk berpartisipasi dalam pengisian kuesioner penelitian saya. Pembahasannya sangat men...
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Pembangunan Berkelanjutan di Indonesia

Responden yang budiman,

Terimakasih atas kesediannya untuk mengikuti survei ini. Survei ini akan membantu saya untuk menyelesaikan tugas akhir kuliah saya terkait dengan Tujuan Pembangunan Berkelanjutan (Sustainable Development Goals) di Indonesia. Tujuan survey ini adalah untuk mengetahui dan menganalisa opini dan pendapat masyarakat Indonesia terhadap isu-isu pembangunan berkelanjutan di Indonesia secara umum.

Perlu Saya sampaikan bahwa tidak ada jawaban yang benar atau salah dari pilihan jawaban yang disediakan. Pilihlah jawaban yang paling sesuai dengan opini dan pendapat Anda terkait dengan isu-isu yang pembangunan berkelanjutan di Indonesia.

Respon yang Anda berikan akan bersifat anonim dan rahasia, yang digunakan untuk tujuan penelitian ini.

Survey ini akan membutuhkan waktu sekitar 5 hingga 10 menit. Silahkan tekan "berikutnya" atau "next" untuk melanjutkan ke halaman seterusnya.

Jika ada pertanyaan, jangan ragu untuk menghubungi saya di:
andrizainalkari@students.uu.nl
@andrizainal (twitter atau instagram)

Terimakasih
Andri Zainal Kari
Utrecht University
Belanda

NEXT Page 1 of 6

Never submit passwords through Google Forms.