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Thesis

Title:

"The influences of essential condition of boundary spanning on individual level to trust and project performance: findings from community based-urban sanitation project in the case of Makassar City, Indonesia"

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Title

"The Influences of Essential Condition of Boundary Spanning on Individual Level to Trust and Project Performance: Findings from Community Based-Urban Sanitation Project in the Case of Makassar City, Indonesia"

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Summary

This research was motivated by the importance of interface management among organizations in collaborative management. In this respect, this research focuses on boundary spanning in a community based-urban sanitation project in the case of Makassar City, Indonesia which community participation was required. Makassar City Government expected that the implementation of *SPBM-USRI* Project would be success. However, they faced different performance results of the project performance. I decided conducting this research based on the perspective of boundary spanning concept which is supported by some reasons: first, the form of collaborative management between local government and CBO becomes mainstreamed. Second, the collaborative management in *SPBM-USRI* Project required the interaction between CBOs and local government, in which the interaction is located in the complex situation. Third, previous studies have provem on the importance of boundary spanning activities in network managers or meta-governors as well as in the collaborative process to trust and the performance of governance networks (Williams, 2002, Gull, Rashid, et al., 2014, Klijn, Steijn, et al., 2010, Sørensen and Torfing, 2005, van Meerkerk and Edelenbos, 2014).

In this respect, this research is aimed to contribute to the search for explanatory essential condition of boundary spanning activities on individual level which influences trust and project performance in community based-urban sanitation project. A single embedded case study is selected to conduct this study and a qualitative analysis is used to examine the relationship essential condition of boundary spanning activities on individual level to trust and project performance.

As a result, this study founds some significant findings, as follows: the different quality of boundary spanning occurs due to the differences of boundary spanning result achievement; the presence as well as the integration of boundary spanning skills and competencies contribute to what extent the boundary spanning activities occur; a caused effect correlation of individual boundary spanner level condition to trust and project is determined by different quality of boundary spanning activities boundary spanners are recruited based on their functions to connecting people and connecting process across boundaries, and the implementation of community based project requires community leaders to act as an external boundary spanners. In condition when the community leader cannot act as an external boundary spanner, the recruitment will be held through an additional community meeting by considering the experiences and the intensiveness of those individuals connect and contact to government public managers.

For future studies, I recommend to conduct similar study for other project sector. Besides, this is also important for future studies to conduct similar study by using different boundary spanning activities/tactics: buffering, reflecting and transforming. In addition, it is also important to conduct a similar study in the unit analysis where boundary spanners were located in same position, such as all external boundary spanners are community leaders.

Keywords: boundary spanning activities, trust, project performance, condition on individual, community based project.

Acknowledgements

Abbreviations

CBO	Community Based Organization
CDD	Community Driven Development
BKM	*Badan Keswadayaan Masyarakat* → This is a terminology of Community Based Organization (CBO) in bahasa Indonesia
NGO	Non-Government Organization
SPBM-USRI	*Sanitasi Perkotaan Berbasis Masyarakat*-Urban Sanitation and Rural Infrastructure →This is one of national community based-urban sanitation projects in Indonesia

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Chapter 1: Introduction

1.1 Chapter 1 guidelines

This chapter provides information on the meaning of boundary spanning in governance network, especially in a collaborative management between a local government and communities. The importance of boundary spanning quality to trust and project performance is also explained as a focus of this study. Furthermore, this chapter also includes a problem statement, a research objective, research questions, the significance of the study, scope and limitations as well as a research structure.

1.1.1 Introduction

In the theoretical context, boundary spanning is defined as interrelated activities by individuals in order to connect diverse people and process, to obtain and to select relevant information, to translate and to circulate information either to external or internal organization (Burt, 2009, Tushman and Scanlan, 1981, Steadman, 1992, Williams, 2002). This terminology emerges in the needs of organizational life to obtain sufficient information for decision making processes (Arrow, 1974 and Mintzberg, 1973 in (Tushman and Scanlan, 1981). This also used to define job roles of individuals who work in the position where they play significant transactions with external agents (Adams, 1976) as well as in the role of knowledge brokering (Kim and Jarvenpaa, 2008). This boundary spanning creates intra-organization interaction which is placed in the complex area.

The complexity in intra-organization interaction above can be found in the practice of Community Driven Development (CDD). In this respect, CDD is a strategy which was launched by World Bank in 1990's to urban poverty alleviation projects in developing countries. The CDD gives decision and resource control to communities. However, in the implementation, those community groups work in partnership with elected local governments, private sectors, NGOs and central government agencies (Dongier, Van Domelen, et al., 2002). The partnership among those actors is also located in the public issues which require the presence of boundary spanning.

Since the complexity in public issues becomes severe nowadays as well as the community involvement in development practice also becomes mainstreamed, this is important to study on how the complexity is managed. In this respect, this would be more relevant by using the perspective of boundary spanning concept, since the concept arises in the complexity of organizational boundaries.

1.1.2 Background of Study

This research was motivated by the importance of interface management among organizations in collaborative management based on previous study findings. Firstly, the quality of interaction between stakeholders as well as interactions between network processes and governmental institutions could be effective responses to complex societal issues ('Koppenjan and 'E.H. Klijn', 2004). Secondly, Williams (2002) also argues that boundary spanning activities are significant part of good outcomes of governmental network. The activities consist of the attempts to build sustainable relationships and mutual exchange information as well as to build coordination across organizational boundaries. Thirdly, supporting to those studies, other previous studies have proven on the important indication of boundary spanning activities of network managers or meta-governors and the important role of boundary spanners in the collaborative process to the performance of governance networks (Williams, 2002, Gull, Rashid, et al., 2014, Klijn, Steijn, et al., 2010, Sørensen and Torfing, 2005). In addition, another previous study also has proven on the significant correlation

between the presence of boundary spanners to trust and project performance (van Meerkerk and Edelenbos, 2014).

Referring to those studies above, I assumed that degree of boundary spanning quality has contribution to trust and project performance. In other words, if boundary spanning gives significant impact to trust and project performance, as has been proven by previous studies, the poor or the high quality of boundary spanning will influence trust and project performance.

Hence, quality level of boundary spanning becomes an important variable to be studied. Besides, this is also important examining on what conditions are contributing to the quality of boundary spanning.

1.1.3 Background of Case Study

This research focuses on boundary spanning in a community based-urban sanitation project which community participation was required. The boundary spanning perspective is suitable for the project due to the project approach, the indication of the presence of boundary spanners in the project, the importance of the project implementation and the relevance of boundary spanning in social context.

The participation in the community based project refers to community involvement in project implementation that has been set up through a top-down approach. In this respect, government has empowered community with limited-degree in decision making process, but the community has to implement the project based on the specific guidelines. The community involvement in project may refer a strategy in order to extract inaccessible information from community through involving local people in local assessment as well as data collection, to consult the community's opinions and point of views, to commit community contributing labour or financial resources to project (Schinkel, Jain, et al., 2014). In practice, the nature of the project approach can be found in *SPBM*-USRI Project, a community based urban sanitation for urban poverty alleviation project in Indonesia, in the term of community involvement, a top-down approach of the project, community information and opinion access, community resource contribution. According to project implementation guideline Year 2013[1] (chapter 6, page 1-13), the community had to be involved in every step of the project: community preparation, planning, facility construction, project handover, operation and maintenance. The presence of the project guidelines implies the top-down approach practice, in which community had to implement the project based on what had been set by the government. Besides, information and opinions from the community could be gathered by the government through facilitators, community leaders as well as through community gatherings and project meetings. In addition, general guideline of the project Year 2013 (chapter 5, page 54) mentioned that community had to contribute to the project, for instance maintenance fee after sanitation facility construction finished.

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[1] The first *SPBM*-USRI project guidelines, implementation and community assistance technical project guidelines, were published in 2011. However, after first year project implementation, the guidelines were revised and rearranged by The Public Works Ministry in 2013 to be 7 guidelines: general project guideline, implementation project guideline, financial project guideline, procurement project guideline, infrastructure project guideline, gender project guideline, operational and maintenance project guideline.

The implementation of *SPBM*-USRI Project required active and sustainable interaction between local government and community, through Community Based Organization (CBO), called *BKM*. Their interaction was done by representatives of both organizations who were responsible to contact with external organizations. To make it simply, there is an indication on the presence of boundary spanners, in which their activities will be illustrated below:

Figure 1. The illustration on inter-organizational interaction between local government and Community Based Organization (CBO)
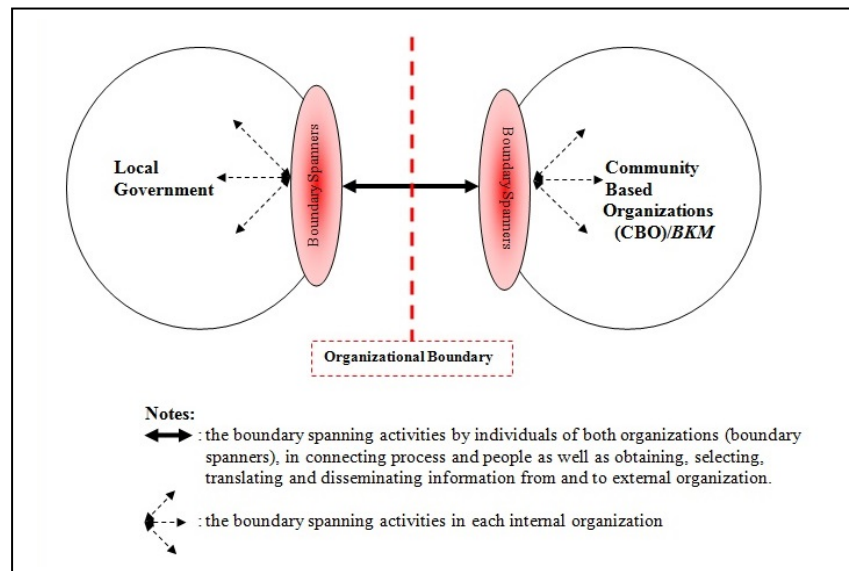
The picture above illustrates boundary spanning activities of individuals of organizations, local government and CBO, in which those organizations are respectively figured in circles. The individuals, called as boundary spanners (red ellipses), cross their boundary organizations to interact with external organization (the boundary cross activities is illustrated through two-way arrows in the middle). Besides, the individuals also interact with people in their internal organization (it is illustrated by three dashed arrows in those two organizations). In other words, those individuals have a huge role to span the interest of their organizations as well as to communicate with both internal organizational members and boundary spanners from the external organization. Those interaction processes support a collaborative process of those two organizations in order to reach the success performance of the project. However, it is important to be noted that the aligned position of those organizations can not be interpreted as an attempt to align both organizations as a result of the boundary spanning activities. It is done for easiness in illustrating the interaction of those two organizations.

Furthermore, Makassar City was selected as a study locus of this research since a fact that *SPBM-USRI* project in Makassar was important for some reasons. First, the allocation of project location in Makassar was the fourth biggest number (after Semarang, Surabaya and Jepara), in which output of the project was expected have significant contribution to national level in order to achieve MDG (Millennium Development Goals) 2015[2]. Second, the scale of

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[2] MDG target was that as much as 59.1% of Indonesian population in the urban and village have received adequate sanitation services in 2015.

SPBM-USRI Project in Makassar City was the largest scale for community based-urban sanitation project, especially in East Indonesia Part, due to its largest number of beneficiaries, compare to other similar sanitation projects (such as *SLBM* and *PAMSIMAS*). Third, the implementation of *SPBM-USRI* Project in Makassar City was expected can be the best practice for other cities/regencies in South Sulawesi Province as well as in East Indonesia Part. For better understanding on the study location to Indonesia, please see the picture below:

Figure 2. Makassar City location to Indonesia
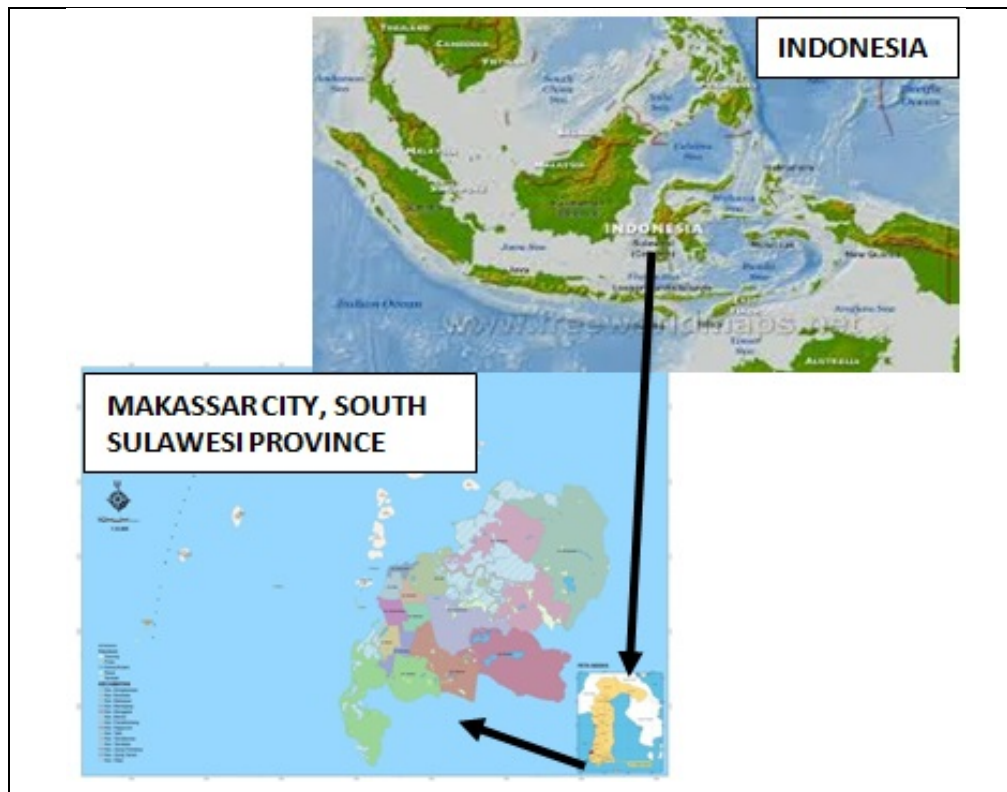
In addition, it is well-known that Indonesia is a plural country with 1,128 ethnic groups from 17,000 islands, 34 provinces (Indonesian Central of Bureau, 2015). Besides, Makassar City also consists of four main ethnic groups: *Makassar, Mandar, Toraja* and *Bugis*. Hence, in the social context, the function of boundary spanning to span those social identities (Ernst and Yip, 2009) supports the practice of CDD approach in *SPBM*-USRI Project in Indonesia in general and Makassar City in particular. Furthermore, Makassar Citizens are still upholding their local wisdoms: *"sipakatau, sipakainge, sipakalebi"* in their social life. The meaning of *sipakainge*, remind and inform each others, is relevant to what Tushman and Scanlan (1981) define on informational boundary spanning. Besides, William (2002) also stresses on the importance of boundary spanner personality (personable, respectful, reliable, tolerant, diplomatic, caring and committed), which is relevant to the aim of *sipakatau* and *sipakalebbi,* mean mutual humanizing and mutual respect.

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[3] The importance of three local wisdoms: *sipakatau, sipakainge, sipakalebi* to Makassar also can be proven from Makassar City Government strategic development planning document Year 2009-2014 (Chapter 3, page 28), in which the government considered the local wisdom in their vision formulation.

1.1.4. Problem Statement

Makassar City Government expected that the implementation of *SPBM-USRI* Project would be success. However, in practice, this was neither easy to manage nor to achieve. It can be proven from Makassar Public Work Agency annual report in 2013, there were two different performance results of *SPBM-USRI* Project: urban neighbourhoods with problems and urban neighbourhoods with no problems. This categorization was based on the achievement of each CBO project participant in finishing the sanitation project on schedule. According to minute of a coordination meeting which was held by City Planning and Development Agency, called *Bappeda*, on 25 August 2014, some following problems which were encountered by seven urban neighbourhoods: many project beneficiaries disconnected household sanitation pipe, the failure of community leader to mobilize their community to engage with the project process, the absence of technical facilitators and limited capacity of CBOs managing the facilities after their project finished. Besides, internal conflict, trust issue between committees inside CBO, was also revealed by almost all community leader meeting participants.

Theoretically, I acknowledge that the different project performance among those urban neighbourhoods can be investigated from many factors, such as considering the examination on whether the governmental network of the project works or does not work from the community level, network level and organizational level (Provan and Milward, 2001). However, I decided conducting this research based on the perspective of boundary spanning concept which is supported by some reasons.

Firstly, the form of collaborative management between local government and CBO becomes mainstreamed in Makassar City and broadly in other cities in Indonesia. This started in 2007, when the Central Government launched Urban Poverty Alleviation Project, called *PNPM Mandiri*, in order to integrate all community-based poverty projects and to legitimate poverty alleviation as a national agenda (headline *Sinar Harapan* news on 26 April 2007). Subsequently, the *PNPM Project* was also supported by several sector projects including pro-poor community based-urban sanitation project, called *SPBM-USRI* Project, which was started from 2011-2014. Secondly, the collaborative management in *SPBM-USRI* Project required the interaction between CBOs and local government, in which the interaction is located in the complex situation. This caused by a fact that those two organizations have different cultural organizations and realms but they were required collaborating in order to achieve the outcome of the project. Thirdly, as mentioned earlier on the importance of boundary spanning activities in network managers or meta-governors as well as in the collaborative process to trust and the performance of governance networks (Williams, 2002, Gull, Rashid, et al., 2014, Klijn, Steijn, et al., 2010, Sørensen and Torfing, 2005, van Meerkerk and Edelenbos, 2014). Since the presence of boundary spanning activities is indicated in *SPBM-USRI* Project implementation, while a fact that Makassar City had various results of the project performance led me to an assumption that those urban neighbourhoods have different quality in their boundary spanning. Subsequently, the different quality of boundary spanning influences their different project performance. In this respect, it is still lack of empirical studies on how to measure different quality level of boundary spanning in urban governance. Fourthly, this research was also motivated to continue previous study on the presence of boundary spanners to trust and governance network performance in Indonesia, which may result in different findings in The Netherlands due to different decision-making cultural difference (van Meerkerk and Edelenbos, 2014). Since their study focuses on the boundary spanners, I consider on the influencing condition of boundary spanning from individual level that is the personal characteristics and the competencies of the individual in a boundary spanning position (Williams, 2002).

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1.1.5. Research Objective

This research is aimed to contribute to the search for explanatory essential condition of boundary spanning activities on individual level which influences trust and project performance in community based-urban sanitation project, *SPBM-USRI* Project, Year 2011-2014 in Makassar City, Indonesia.

1.1.6. Research Questions

Based on the research objective, this research was conducted by using main research question:

"How does essential condition of boundary spanning activities on individual level influence trust and project performance in *SPBM-USRI* Project Year 2011-2014 in Makassar City, Indonesia?"

The main question was broken down into some following sub research questions:

1. Where are the boundary-spanners of *SPBM-USRI* Project located?

2. What is the quality of their boundary spanning activities?

3. What is the individual condition of boundary spanners of the project?

4. What are the effects of boundary spanning activity quality on trust and project performance?

5. How do those effects influence trust and project performance?

1.1.7. The Significance of the Study

The research of boundary spanning in community based-urban sanitation project is very important for some reasons. As mentioned earlier, that the practice of community-based projects becomes mainstreamed nowadays. Hence, the findings of this study will contribute to better knowledge on how to improve the performance of community-based projects. Besides, the perspective of boundary spanning concept is relevant to measure the complexity in intra-organization interaction between local government and community in the practice of community based-urban sanitation project. This caused by previous study findings that the concept of boundary spanning arises in the complexity of organizational boundaries.

1.1.8. Scope and Limitations

This study focuses on the boundary spanning activities in community based-urban sanitation project, especially in three selected urban neighbourhood project participants in Makassar City, Indonesia. I had chosen those locations since the project performance of those urban neighbourhoods represents the various project performances in Makassar. In this respect, I wanted to understand on how those various project performances can be explained from the perspective of boundary spanning.

1.1.9. Structure of the Research

This research was arranged systematically as can be seen in the picture below:

Figure 3. Structure of the research
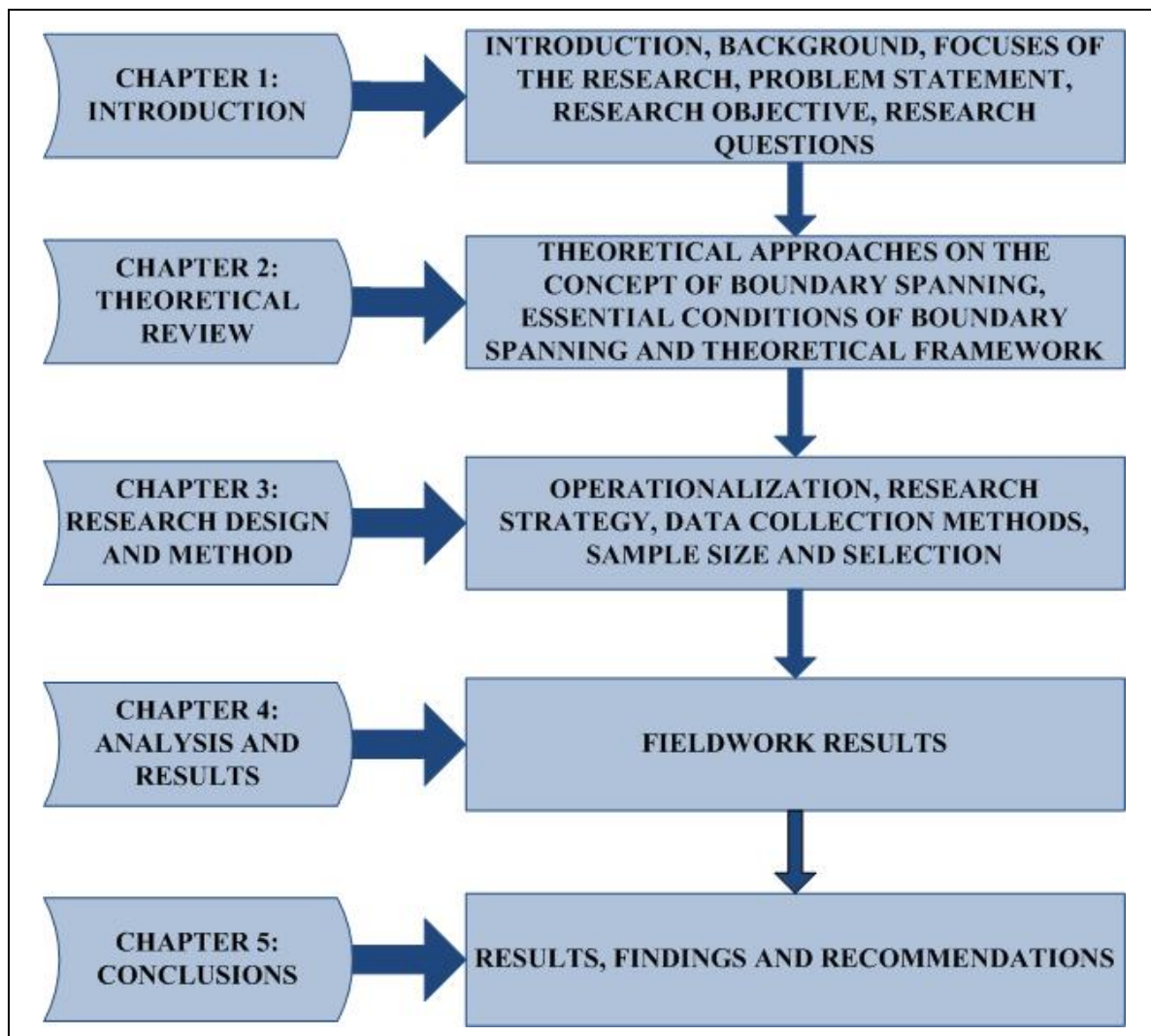
Chapter 2: Literature Review

2.1 Chapter 2 guidelines

This research is about the influences of essential condition of boundary spanning on individual level to trust and project performance. Therefore, this chapter will be started by the explanation on several definitions of the boundary spanner, boundary spanning leadership and the type of boundaries. Subsequently, it will be continued by explanation on how to measure boundary spanning quality, essential condition on individual level as well as trust and project performance as four main concepts of this research. This chapter is also attached by an explanation of this research to general concept of boundary spanning and it will be ended by theoretical framework.

2.1.1. Boundary Spanner Definitions and Other Terminologies of Boundary Spanner

Many literatures on inter-organizational literatures have developed the concept of boundary spanner. However, some of those literatures use different terminologies to define boundary spanner or similar terminology to the role of boundary spanner in inter-organizational relationship. This can be seen in the following table:

Table 1. Boundary spanner and its similar terminology definitions

No.	Terminologies	Definitions
1.	Informational boundary spanners	Informational-boundary-spanners are **individuals** who understand the coding-system and have roles in two-part process: obtaining information from the **external area** of the organizations and disseminating that information to **organizational members** (Tushman and Scanlan, 1981).
2.	Deliberative practitioners	A deliberative practitioner is **an individual** who works on the **relationship between the parties** which involved in a conflict and they are required to understand the clients as well as the issue in order to make the relationship better (Forester, 1999).
3.	Front-line workers	Front-line workers in street level bureaucracy are **people** who **employ** some **strategies** to enable them in the **relationship** with community (Durose, 2011).
4.	Everyday fixers/everyday makers	Everyday fixers or also called everyday fixers in horizontalization and interactive governance are defined as **people** who know how to **forge and nurture** in **coalitions of co-production** (Hendriks and Tops, 2005, Scharpf, 1997, Sørensen and Torfing, 2007, Stone, 1989).
5.	Boundary Spanners	• Boundary spanners are individuals who **work in positions or location between two or more systems** (different organizations) and they deal with people on boundary sides and specialize in the negotiation interaction between the systems (Steadman, 1992); • Boundary spanners are **individuals** who can be recognized from their ability to **engage with others** and to distribute their effective relational and interpersonal competencies (Williams, 2002); • Boundary spanners as connective agents are individuals who engage with boundary spanning activities: **connecting or linking different people and processes, selecting relevant information as well as translating that information at both sides of the boundary** (Leifer&Delbecq, 1978; Tushman&Scanlan, 1981; Jemison, 1984) in van Meerkerk and Edelenbos (2014).

Source: (Durose, 2011)*;*(Forester, 1999)*(Hendriks and Tops, 2005, Scharpf, 1997, Sørensen and Torfing, 2007, Stone, 1989)*(Steadman, 1992)(Tushman and Scanlan, 1981)*; (van Meerkerk and Edelenbos, 2014)(Williams, 2002)

Based on the table above, it can be seen that there are many terminologies for individuals who work in interface point between two organizations. Furthermore, I noticed some

important things on the definitions, based on similar keywords, the use of concept and explicitly designation on boundary spanner's roles. Firstly, from those definitions, it can be grouped similar keywords that are who they are: individuals/people; what they do: interact/communicate/connect/engage/link; where they work: between internal and external area/two or more systems/between parties/between collaborative relationship/co-production coalitions/organizational boundary. From its subject, it can be understood that boundary spanning involves more than one people from different organizations. It cannot be done by individual/s from one of the parties but it stresses on the involvement and the presence of individual/s from both parties. In this respect, the individuals have responsibility to connect or link with other parties. This implies that they try to connect with others due to condition which requires them to collaborate with other parties which have different specializations. In other words, they have to connect each others, through connecting people and processes, in order same goal of collaboration. Therefore, they work in the interface point where they have to across their organizational boundaries. However, there is no specific explanation on what type of organizational boundary between them. Secondly, those definitions also have no specific explanation on type of organizations which collaborate. This seems that boundary spanning concept is applicable for all type of organizations: government organizations, private organizations/companies and community organizations. Thirdly, several terminologies mention explicitly specific role of the boundary spanner, such as: informational agent, deliberative practitioner, front-line workers and everyday fixers. Therefore, I interpret that boundary spanners have role to not only connecting people and process, but also as problem solvers, especially problems in which occur in the interface point of those organizations. However, there is no explicit statement on the role of boundary spanners as problem solvers in internal organizational conflicts.

In addition, it is acknowledged that those definitions do not mention clearly whether those boundary spanner engage with formal position as boundary spanner or not, but Thusman and Scanlan (1981) argue that the position of boundary spanning individuals is not a function of formal position. This is more like technical competence, partly a function of both internally and externally information access as well as stimulates internal consultation. This competency may lead people to promote in the certain formal position. Therefore, this could be overlap, individuals who have formal positions but they also act as boundary spanners.

2.1.2. Boundary Spanning Leadership

Though Thusman and Scanlan (1981) have explained that there is no requirement for boundary spanner to have a formal position in organization, since boundary spanner is more function based position, but it cannot be avoided that leader of organization may also has boundary spanning function. Therefore, it is very important to discuss boundary spanning leadership.

I started by definition of boundary spanning leadership which means competence of leader to set up direction, alignment and commitment across boundaries in service of higher goal (Yip, Wong, et al., 2008, Ernst and Chrobot-Mason, 2010). Besides, Edelenbos and van Meerkerk (2015) argue that boundary spanning leadership is crucial for integrative performance realization. In this respect, they use their empirical study on water governance network in 2014 to argue that the water governance networks require relevant and affected actor involvement, the willingness to exchange or pool resources by participants, the development of common conceptions of problems, solutions, and decision-making domains.

Furthermore, I decided to adjust those studies to my research to examine boundary spanning in my study. Community based-urban sanitation project in its implementation has a same approach with water governance networks by Edelenbos and van Meerkerk 92015), in which

the project involves affected actors, CBO leaders. However, the competencies of leader to set up direction, alignment and commitment across boundaries (Yip, Wong, et al., 2008, Ernst and Chrobot-Mason, 2010) are also important to be considered from the capacity of public managers as well as the capacity of CBO leaders, who involved in community based-urban sanitation project to set up direction, to align and to commit across boundaries for project outcome achievement.

2.1.3. Type of boundaries and The Needs of Boundary Spanning in Community Based-Urban Sanitation Project

In order to obtain better comprehension on boundary spanning, it is very important to understand on the type of boundaries which may be encountered during boundary spanning occurs. In this respect, Ernst and Chrobot-Mason (2010) have distinguished five primary organizational boundaries into five following boundaries:

1. Vertical boundary: hierarchical boundaries which title, rank, power and privilege separate people;

2. Horizontal boundary: boundaries which created functions and expertise;

3. Stakeholder boundary: boundaries that exist due to different sources of value and separate organizations, partners and communities;

4. Demographic boundary: boundaries caused by diverse groups and differences

5. Geographic boundary: boundaries which created by space, distance, region and location.

Furthermore, they argue that horizontal boundaries are found as the most prevalent boundaries. Supporting to this, Yip, Ernst, et al. (2011) have proven among senior executives as their respondents, horizontal boundary is the most challenging, followed by geographic, demographic, stakeholders and vertical boundaries. However, there is no more explanation whether the different type or realm of organization have association with the type of organizational boundaries.

Hence, since the concept of boundary spanning above is abroad and can be applied for all type of organizations, I adapted the concept to the context of Community-Based Urban Sanitation Project in which boundary spanners from both local government and CBO are expected play important role in bridging different activities and different characteristics of society, connecting actual policies to the project phase and process, translating practices to different languages of society as well as across different institutional boundaries. The boundaries between the different realm of those organizations, local government and CBO, can be identified, as follows:

1. **Vertical and horizontal boundaries between community and administrative boundary**

    Government policies and procedures are set based on hierarchical-instrument policy, while community are set from identity, social structure and geographical. In this respect, Wagenaar (2007) argues on the easy possibility of class between expert knowledge and what perceived by community which can be characterized by a more informal and horizontal interaction mode. In the condition when community have to pass formal policy and decision making structures and arenas, the horizontal interaction can be easily change or even disappear (Healey, 2006). Hence, the presence of boundary spanning to connect this boundary is very important, especially in the role to recode and translating information by using code, communication as well as easily understood language (Tushman and Scanlan, 1981).

2. **Stakeholder and horizontal boundaries from different integrated sectors community based-urban sanitation project**

    Narayan (1993) states that water and sanitation project involves not only diverse groups in community, but also interdisciplinary teams in government side that at least health agency, public works, city planning, and other possible institutions. This means that sanitation project is an integrated sector and multi-actor project. In this respect, Frieling, Lindenberg, et al. (2014) argues on the needs of lining up different professional services in order to support and complement community competences optimally. This support requires interaction between those organizations through boundary spanning.

3. **Demographic boundary in the internal community group of CBO**

    Various demographic groups can be identified in the community, such as: gender, religion, age, nationality and ethnicity {(Aldrich, Howard & Herker, Diane, 1977; Katz, Ralph & Tushman, Michael, 1983) in Ernst and Yip (2009)}. Since communities are heterogeneous, van Eerd (2008) argues that there are conflict of interest and social division within any community. In addition, Narayan (1993) argues experiences have proven that joint decision making in water and sanitation project implies a certain element of unpredictability since no communities are alike. In this respect, He argues that the unpredictability management can be done by focusing on options and designing a learning environment based on two-way information flow between communities and governments. The two-way information flow implies the needs of boundary spanning to bridge the demographic boundary.

4. **The possibility of geographic boundary**

    The presence of boundary spanning also is needed when the location of the project is restricted by demographic boundaries, for instance the project location is located in remote area.

2.1.4. Boundary Spanning Tactics

It is also important on how to connect and transfer people, processes and information in boundary spanning activities. Therefore, it is important to understand appropriate tactics in boundary spanning activities.

According to Oxford Dictionaries, tactics are defined as carefully planned of actions or strategies to achieve specific ends. If the definition is adapted to the context of boundary spanning, it can be defined that boundary spanning tactics are planned actions or strategies in order to achieve boundary spanning outcome.

At least, I found two previous studies in which tactic distinctions based on the purpose, as follows:
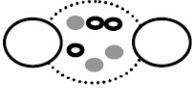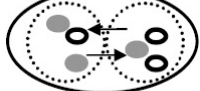
1. **Boundary spanning tactics-bridging social identity**

    Ernst and Yip (2009) divides boundary spanning into four following tactics: suspending, reframing, nesting and weaving. The tactics are used to bridge social identity groups in organizations. In this respect, the study focuses on the role of boundary spanning leadership in which the leadership bridges boundaries between groups in a larger organizational vision, mission, or goal service.

    Boundaries in the study are about social identity boundaries in which refers to aspects that have to do with various demographic groups, such as: gender, religion, age, nationality and ethnicity {(Aldrich, Howard & Herker, Diane, 1977; Katz, Ralph & Tushman, Michael, 1983) in Ernst and Yip (2009)}.

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The explanation on those tactics is summarized in the table below:

Table 2. Boundary spanning leadership tactics

	Suspending *Creating a third space*	**Reframing** *Activating a shared identity*	**Nesting** *Embedding groups within larger whole*	**Weaving** *Cross-cutting roles and identity*
Action	Creating a neutral zone where person-based social interaction rather than identity-group based	Activating a shared or super-ordinate identity that is inclusive across social groups	Embedding and affirming groups within large wholes so that groups have both distinct and interdependent identities	Cross-cutting work group roles with social group membership in a systematic way
Schematic				
Specific Leadership Practices	• Organization-sponsored event; • After-work activities; • Organizational "hot spots" or "creativity labs".	• All-inclusive organizational mission or goal; • Third-party competitor; • Larger calling or societal value.	• Affinity groups; • Communities of practice; • Cross-boundary strategy planning.	• Job rotations; • Cross-cutting mentoring; • Virtual or dispersed team.

Source: Ernst and Yip (2009)

2. Boundary spanning tactics-complexity and challenge navigation

Similar to boundary spanning leadership tactics above, however Ernst and Chrobot-Mason (2010) are more using tactics to navigate complexities and challenges. There are six tactics, as follows:

a) Buffering

Creating safety for intergroup through monitoring and protecting the part of information and resources across groups;

b) Reflecting

Fostering respect of intergroup through boundary understanding and exchanging knowledge facilitation across groups;

c) Connecting

Building trust of intergroup through boundary suspension, people bridging and divided groups;

d) Mobilizing

Reframing boundaries and developing community of intergroup through a common purpose development and a shared identity across groups;

e) Weaving

Advancing intergroup interdependence, by drawing out and integrating differences of group within a larger whole;

f) Transforming

Enabling reinvention of intergroup through multiple-group partnership to create emergent new directions that crosscut existing boundaries.

The illustration of those tactics, outcomes and inspiring result of combination outcomes can be seen in the following picture:

Figure 4. Boundary spanning leadership tactics and outcomes
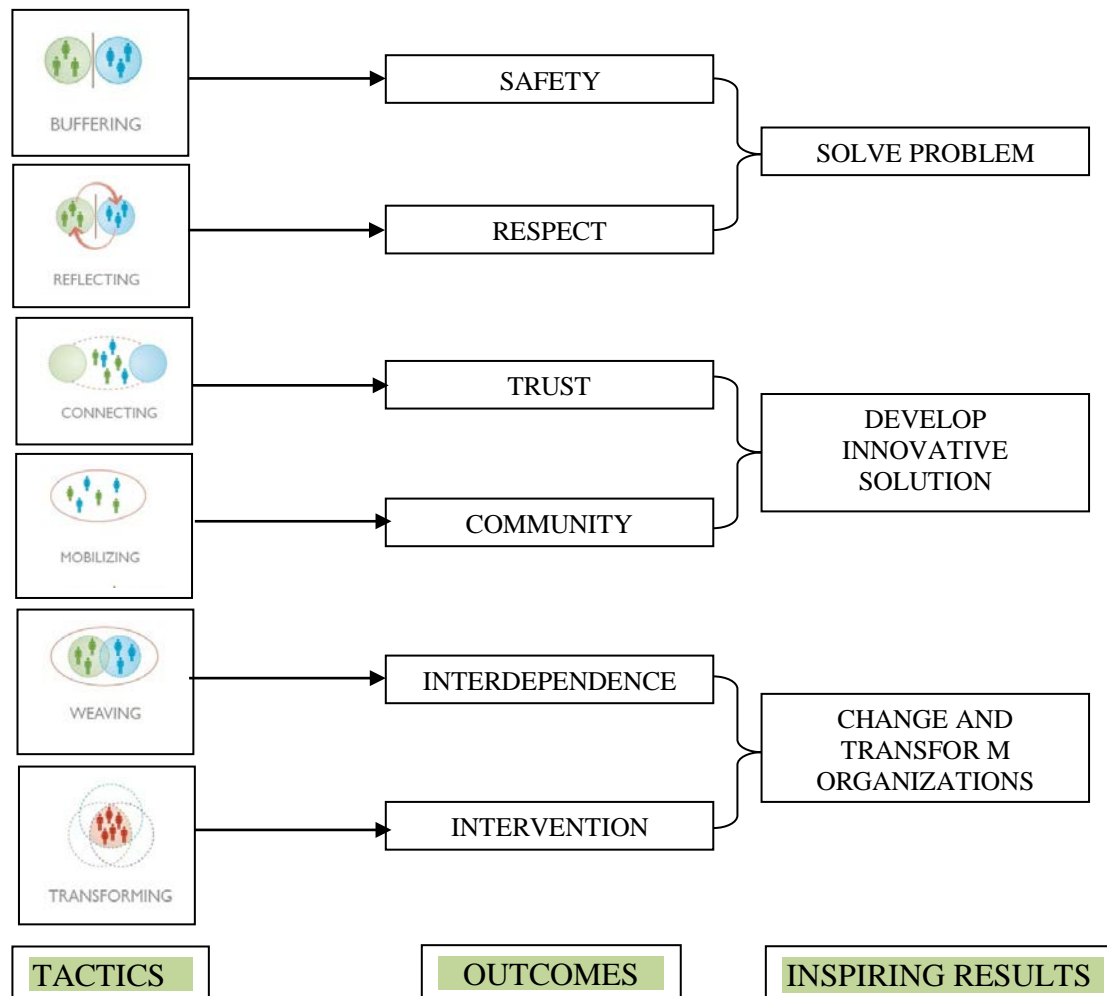
Source: The illustration was taken and re-arranged from presentation material of Roland Smith, Ph.d; for symposium10 Chief Learning Program, Centre for Creative Leader, 2009

Based on the picture above, it can be seen that each tactic has different result in outcome. In which, the combination of those outcomes will create different inspiring results for navigating complexities and challenges.

2.1.5. Measuring the Quality of Boundary Spanning Activities

As mentioned previously in the Chapter 1, on my assumption, that different project performance in community based-urban sanitation project (*SPBM*-USRI) might be a result of different quality of boundary spanning. Hence, it is very important having an appropriate approach to measure the boundary spanning quality. In this respect, I consider the terminology of nexus effect to measure the quality of boundary spanning.

From Merriem-Webster's Collegiate Dictionary Eleventh Edition, nexus is defined: (1) connection, link; also a causal link; (2) a connected group or series; (3) center, focus. Besides, in the context of boundary spanning leadership, a nexus is a meeting place across boundaries (Ernst and Chrobot-Mason, 2010; Yip, Ernst, et al., 2011). Therefore, nexus effect means collaborative and transformational outcomes that can be achieved by leaders to span boundaries that are above and beyond what each group could achieve on its own (Yip, Wong, et al., 2008).

I acknowledge that the concept above on nexus effect of boundary spanning leadership is more like how the leader creates boundary spanning in his internal organization which consists of different groups. However, the terminology of nexus effect can be used to measure the quality of boundary spanning in community based-urban sanitation project through the achievement of boundary spanning outcomes as nexus effect.

Furthermore, boundary spanning activities in community based-urban sanitation project can be considered as strategies to achieve following effects: gaining political support for the project, the sustainability of CBO and local government relationship, resource and investment from outside of community as well as entrenched the project implementation across institutional boundaries; through boundary spanning activities: mobilizing community members and developing identity group (Williams, 2002; van Meerkerk, 2014).

In this respect, I consider Williams (2002) and van Meerkerk (2014) to measure the quality of boundary spanning activities by examining to what extent the achievement boundary spanning activities/tactics to boundary spanning results: gaining political support for the project, the sustainability of CBO and local government relationship, resource and investment from outside of community and entrenched the project implementation across institutional boundaries.

2.1.6. Condition of Boundary Spanning on Individual Level

Based on the different kind of essential conditions derived from literatures, there are three levels of condition of boundary spanning: first the individual level: personal characteristics and the competencies of the individuals in a boundary spanning position (Tushman and Scanlan 1981; Williams, 2002); second, in the organizational level: community (Coleman, 1990; Putnam, 1993; Portes, 1998; Adler, 2002; Dasgupta, 2002; Paldam, 2000; DeFillipis, 2001) and the (local) government bureaucracy {(Andrews and Brewer 2013; Bovaird and Loeffler 2012; Meijer 2012b) in (Voorberg, Bekkers, et al., 2014); Evans (1996)}; and third, in the wider policy environment level (Maloney et al, 2000; Taylor, 2007: p. 313). In this respect, my study only focuses on condition on individual level.

In individual level condition of boundary spanning, Tushman and Scanlan (1981) argue that boundary spanners have to have effective communication skill with external area. In this respect, they are required to understand languages and conceptual frameworks of individuals from outside of their unit. Besides, the ability to communicate effectively also has to be owned by them when they communicate with the members from their organizations.

Furthermore, boundary spanners are required to have skill to obtain information from external areas as well as to disseminate that information to internal members.

Supporting to this, Williams (2002) also argues that boundary spanners have to cultivate inter-personal relationships, communication, political skills and an appreciation as well as to understand pairing, interdependencies and gap in order to connect professions and organizations. Furthermore, Hosking and Morley (1991) in William (2002) state the effective network is required to enable boundary spanners to understand social constructions of other actors, to define the issue in relation to their own values and interests, to know what outcomes and processes, to know who needs to be involved and who could mobilize influence. This is a foundation to conduct successful negotiation.

In addition, William (2002) recognizes that boundary spanners have to be flexible (Challis, 1988), creative and lateral thinking rule breaker (Leadbeater and Goss, 1955), able to cope with problems, policies and politics in order to opening "policy windows" (Kingdon, 1984). Besides, the boundary spanners are identified based on their ability to engage with others by deploying effective relational and interpersonal competencies. Hence, it is needed for boundary spanners skilled as 'cultural brokers' to understand another organization and to respect another values and perspectives (Trevillion, 1991), to construct the collaboration capability (Engel, 1994), to build mutual trust and understanding (Hornby, 1990), and to breakdown the boundary between themselves and recipients in order to reach a balancing act between inclusion and separation, dependence and autonomy (Bacharach et.al, 2000).

As connective agents, boundary spanners have to able to build trust since it is the most important factor in inter-organizational relations. Webb (1991) states that the absent of trust can be a primary barrier in cooperation between organizations and professionals boundaries. In order to build the trust, William (2002) suggests some personality which considered as personality of boundary spanners: personable, respectful, reliable, tolerant, diplomatic, caring and committed.

2.1.7. Measuring Trust and Project Performance in Governance Networks

Williams (2002) argues that trust is often seen as one of isolated important factors in inter-organizational relations. His argument is developed based on previous studies which state that where trusting attitudes are absent, collaborative behaviour is hardly conceivable (Webb, 1991: p. 237), trust is more appropriate mechanism to organizational control than hierarchical power (Sydow, 1998: p.31). Supporting to this, trust has essential deals with social capital (Paldam, 2000), since it is an important factor to build relationship to be reciprocal. This supported by a perspective that all elements of social capital, basically, based on trust that make a possible network and reciprocity.

van Meerkerk and Edelenbos (2014) summarized four arguments why trust is important within governance networks to achieve good outcomes, as follows: trust is believed can reduce the risk inherent in cooperative relations, trust is able to create and increase the opportunity of actors to invest their resource in cooperation; trust can stimulate learning by increasing information and knowledge exchange; and trust has ability to stimulate innovation by confronting different ideas and expertises. These four arguments are developed by them based on Klijn et.al (2010, 196-8).

Hence, based on the literatures above, I consider trust in governance network is an important variable to be measured, since trust also has contribution to governance network performance (van Meerkerk and Edelenbos, 2014). In this respect, trust in my study will be measured by examining trust between actors in the projects, through indicators: feeling a good personal connection with one another and willing to give one another the benefit without doubt.

In addition, Gull et al (2014) have measured on particular boundary spanning behaviour of leader in software project which may affect their team performance. They use Campbel et al (1973) in which argue that project performance can be measured through understanding and capitalizing on totally different activity designs for characteristic and understanding the variations, developing ways that to enhance operating relationships, and achieving project success. Besides, project effectiveness is also taken into account.

Besides, I also consider variables on how to measure the progress of water and sanitation program management by Narayan (1993). He argues that there are three variables that can be used, as follows: sustainability (reliability of system, human capacity development, local institutional capacity, cost-sharing and unit costs, collaboration among organizations), effective use (optimal use, hygienic use, consistent use) and replicability (community ability to expand service and transferability of agency strategies).

However, van Meerkerk and Edelenbos (2014) stress that there is no particular best approach to measure governance network performance, since (Provan&Milward, 2001) argues that picking specific goals is not considered appropriate to measure network performance. Furthermore, they use perceived network performance with more than one criterion by Klijn et al (2010 a). Subsequently, I follow the in using perceived network performance to measure project performance through the indicator: entrenched the project implementation across institutional boundaries.

In all, in order to measure trust and project performance, I follow van Meerkerk and Edelenbos (2014) who have developed a conceptual model as can be seen below:

Figure 5. A Conceptual Model of the Relationship between the Presence of Boundary Spanners to Trust and Project Performance
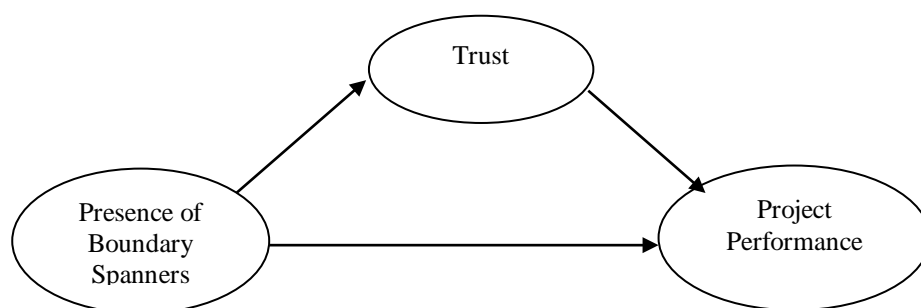
Source: van Meerkerk&Edelenbos (2014) in van Meerkerk (2014, 6: p. 162)

The conceptual model above illustrates the correlation of boundary spanners to trust and project performance. In this respect, it can be seen that the presence of boundary spanner contribute directly to project performance and trust, while trust also has contribution to the project performance.

2.2   State of the Art of the Theories/Concepts of the Study

2.2.1. The needs of boundary spanner identification as first step of this study

There is an indication on the presence of boundary spanners in community governance that is community based-urban sanitation (*SPBM*-USRI) project. This supported by a fact that the project was implemented based on the collaborative management between government and local communities. However, I started my research with my lack knowledge on who acted as boundary spanners in the *SPBM-USRI* Project. Therefore, it is important to identify the individuals, from both organizations: local government and CBOs, who were doing three main boundary spanning activities: connecting diverse people and process, obtaining and selecting relevant information, translating and circulating information either to external or internal organization (Burt, 2009, Tushman and Scanlan, 1981, Steadman, 1992, Williams, 2002).

I also considered (Schinkel, Jain, et al., 2014) who argue that in community based-project, there is a requirement for community contributing labour or financial resources. Besides, characteristic of community based-urban sanitation to involve CBO leaders as affected-actor reminds me to similar characteristics of water governance networks by (Edelenbos and van Meerkerk, 2015). It can be understood that the connectivity in community governance is not only connecting labour (mobilizing people), but also financial resource (Schinkel, Jain, et al., 2014) and connecting ideas or solutions across boundaries by the community affected leaders (Edelenbos and van Meerkerk, 2015).

Next important step in boundary spanner identification was considering Tushman and Scanlan (1981) who say that boundary spanners are defined based on their function instead of the formal position or title in the project committee. Those possibilities led me to think more critically on whether double tasks of boundary spanners (community leader and boundary spanner, stakeholder/committee and boundary spanner as well as single task of solely boundary spanner) would influence their act as boundary spanners or not. This critical thinking arose from my comprehension that working on multitasks is harder than working in single task.

2.2.2. Position of my study to general concept of boundary spanning

From the theoretical point of view, the important indication of boundary spanning activities of network managers or meta-governors and the important role of boundary spanners in the collaborative process to the performance of governance networks have been proven by previous studies (Williams, 2002, Gull, Rashid, et al., 2014, Klijn, Steijn, et al., 2010, Sørensen and Torfing, 2005, van Meerkerk and Edelenbos, 2014). However, it is still lack on empirical studies on the explanation on how the presence of boundary spanning impacts to project performance.

Besides, the possibility on the various results of project performance may be caused by different quality of boundary spanning. In this respect, previous studies also have proven on the important factors of boundary spanning on individual level (Tushman & Schanlan, 1981; William, 2002). However, this is still lack of study on what essential conditions which constraining and enabling boundary spanning.

Therefore, my research was conducted in order to contribute on the explanation of what essential condition of boundary spanning on individual level to the quality of boundary spanning activities. Besides, I also expected that my research would give an explanation on how quality of boundary spanning activities impacts on trust and project performance.

2.3   Conceptual Framework

Based on the explanation on my research position above, I aligned the essential condition of boundary spanning on individual level with trust and project performance. The correlation between those two variables is connected by the boundary spanning activities. In this respect, the performance of essential condition of boundary spanning on individual level (competencies and characteristics of boundary spanners) contribute to the quality of boundary spanning activities, which is measured by examining to what extent the boundary spanning activities achieve boundary spanning results. Subsequently, the quality of boundary spanning activities contributes to the level of trust and project performance.

Furthermore, the alignment of those variables: essential condition of boundary spanning on individual level, as an independent variable, and trust and project performance, as a dependent variable, can be seen in the conceptual framework below:

Figure 6. Conceptual framework
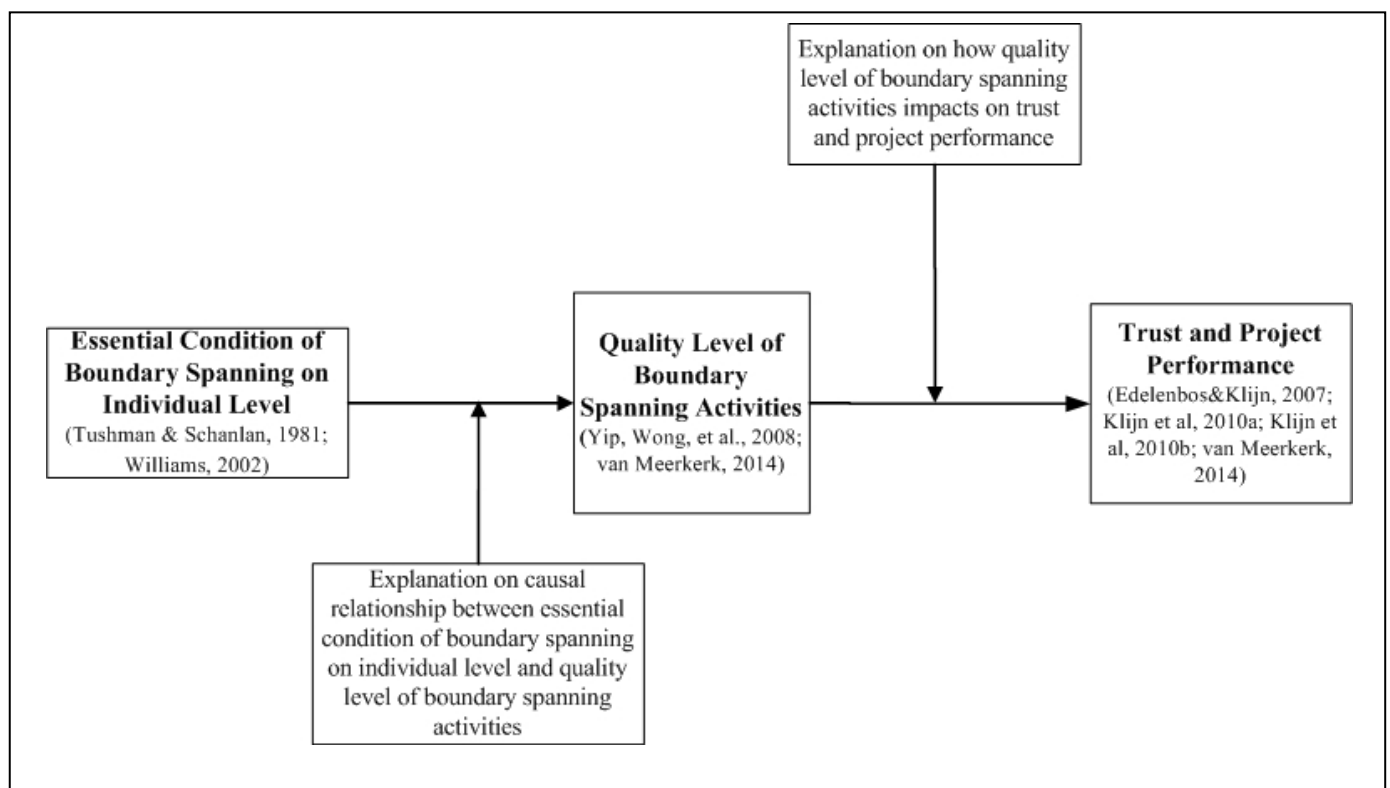
Chapter 3: Research Design and Methods

3.1 Chapter 3 guidelines

This chapter provides the research methods which are used to answer the research questions. It is started by research questions and subsequently, it will be followed by the explanation on operationalization, strategy and data collecting methods.

3.1.1 Revised Research Question(s)

Overall research questions:

"How does essential condition of boundary spanning activities on individual level influence trust and project performance in *SPBM-USRI* Project Year 2011-2014 in Makassar City, Indonesia?"

The main question was broken down into some following sub research questions:

1. Where are the boundary-spanners of *SPBM-USRI* Project located?

2. What is the quality of their boundary spanning activities?

3. What is the individual condition of boundary spanners of the project?

4. What are the effects of boundary spanning activity quality on trust and project performance?

5. How do those effects influence trust and project performance?

3.1.2. Operationalization: Variables, Indicators

The operationalization of this research will be described based on theoretical framework in the previous chapter. This helped operationalizing the concepts through variables and indicators. Furthermore, see the following table on operationalization of the research.

Table 3. Operationalization of research

No.	Concepts	Variables	Elements	Indicators
1.	Boundary spanning activity quality	Boundary spanning activities	Connecting	• People connected across boundaries • Exchanged information across boundaries
			Mobilizing	• People mobilization
			Weaving	• Integrated different role of people to the project
		Boundary spanning activity results	-	• The sustainability of CBO and local government relationship • Gaining political support for the project • Resource and investment from outside of community
2.	Essential condition of boundary spanning on individual level	Competencies	Communication skill	• Skill to obtain information from external area • Skill to communicate with internal members • Skill to disseminate information to internal members
			Connection skill	• Political skill
		Characteristics	Innovative	• The ability to produce idea/ innovation

No.	Concepts	Variables	Elements	Indicators
3.	Trust	Trust between actors in the projects	-	• Feeling a good personal connection with one another • Willing to give one another the benefit without doubt
4.	Project performance	Perceived project performance	-	• Entrenched the project implementation across institutional boundaries

3.1.3. Research Strategy

3.1.3.1. A Case Study as the Research Strategy

According to (Yin, 2009), the type of research question has a role to examine whether case study as a research strategy is fit to social science study or not. The more the research questions seek to explain several underlying condition the more the case study strategy is relevant to the research. Besides, the case study is fit to research which its research questions require 'in-depth' description of some social phenomenon. Those considerations led to a decision to choose a case study as a research strategy of this research. This strategy is used to explain causal relationship between the essential condition of boundary spanning on individual level as an independent variable and trust and project performance as a dependent variable.

Other strategies are not considered as a strategy for this research since previous studies have proven the causal relationship between those variables (Williams, 2002, Klijn, Steijn, et al., 2010, van Meerkerk and Edelenbos, 2014, Provan and Milward, 2001, McNall, 2014, Huxham and Vangen, 2013), though some of those researches do not use the terminology of boundary spanning but they relate the essential condition to activities that imply boundary spanning activities, such as trust in reducing risk in cooperative management, stimulating innovation, increasing information and knowledge.

Furthermore, this research also aims to explain the phenomenon of Community Driven Development (CDD) practice in *SPBM-USRI* Project in the case of Makassar, in which had two performance results: urban neighbourhoods with problems and urban neighbourhoods with no problems. This condition led to a question why the project run well in certain urban neighbourhoods but it has different result for other urban neighbourhoods. Besides, as mentioned in the previous chapter, since there is a significant role between the presence of boundary spanning with government network performance (Gull, Rashid, et al., 2014, van Meerkerk and Edelenbos, 2014), it is assumed that the different performance was caused by the different quality level of boundary spanning between those urban neighbourhoods in implementing the project. Therefore, the different phenomenon of project performance and the indication of the different quality of boundary spanning quality would be more appropriate to be explained by using a case study strategy.

3.1.3.2. Case Study Design

Following the decision to use a case study as a research strategy of this study, it is needed to determine the design of this case study. In this respect, a single-embedded design is suitable for the case of *SPBM-USRI* Project in Makassar City as a locus of this research. This decision is supported by explanation that single-embedded design is used in the research when the context of the research is only one but it incorporates more than one sub-unit analyses which the sub-unit can often increase significant opportunities for extensive analysis (Yin, 2009).

The Influences of Essential Condition of Boundary Spanning on Individual Level to Trust and Project 20
Performance: Findings from Community Based-Urban Sanitation Project (*SPBM-USRI*) in Case of Makassar
City, Indonesia

To be exact, the single context is the implementation of *SPBM-USRI* Project in Makassar City during 2011-2014 with three representative urban neighbourhoods as samples of the study as sub-units: the best performance urban neighbourhood, the moderate performance urban neighbourhood and the low performance urban neighbourhood.

3.1.3.3. Challenges of the Research and Their Coping Strategies

It can be understood that though the case study strategy is fit to this research but this strategy is also followed by some challenges. L. Kidder & Judd (1986: p. 26-29) in Yin (2009: p. 40) divides four challenges of research study: construct validity, internal validity, external validity and reliability. Construct validity is defined by identifying correct operational measures for the concept being studied, while internal validity is recognized by seeking a causal relationship in which certain conditions are believed to lead to other conditions. Meanwhile, external validity is measured by defining the domain to which the findings of the study can be generalized, while the process of demonstrating study operations can be repeated with the same results. Furthermore, it will be discussed what the challenges of this research, as follows:

1. **Challenges to construct validity and its strategies**

   The construct validity challenge is embedded as a critique to the a case study strategy that is a fact that the strategy may fails to develop a set of operations sufficiently and subjective judgments that are used to collect the data {(Bradshaw, 1999; Keating &Krumholz, 1999) in Yin (2009)}. This supported by the possibility that the characteristic of the neighbourhood can change dynamically. In this respect, the change can cover a variety of phenomena.

   Therefore, in order to minimize the challenge of this study, it was done some following strategies:

   - Defining neighbourhood change in the term of specific concepts which are related to the research objective. In this case, the change urban neighbourhood as the sub unit of this research had been defined in advance based on the concept of boundary spanning;

   - Identifying operational measures which match to the concept of boundary spanning.

   In practice, when the fieldwork was conducted in the first day, 16 June 2015, I got some information from my key informants: Head of Physical and Infrastructure Division of Makassar City Planning and Development Agency and Head of Spatial and Settlement Sub Division of Makassar City Planning and Development Agency as well as CBO leaders; on some issues, as follows:

   - Formation change:
       - ➔ One individual who is indicated as a boundary spanner from Makassar City Government side was promoted from Head of Sanitation Sub Division of Public Works Agency to be Head of Environmental Arrangement and Structuring of Environmental Laws of Environmental Agency;
       - ➔ One staff who was responsible on the *SPBM*-USRI Project implementation in 2011-2014 was promoted from staff to be Head of Spatial and Settlement Sub Division of Makassar City Planning and Development Agency;
       - ➔ One CBO leader in one of my research locations just passed away.

- Internal problems of CBOs, as follows:
  - → List of CBO leader names who do not work well;
  - → Domination of certain committees in several CBOs.

Since my research is a case study which needs people who understand the situation when the *SPBM*-USRI Project was implemented during 2011-2014, by considering feedbacks from my informants above as well as under licence of current officers in the project, I decided some strategies, as follows:

- I used old formation, especially the government formation when the project was implemented during 2011-2014;

- Issue on internal problems of CBOs was used as my references to check the validity of the information during the fieldwork.

2. **Challenges in internal validity and its strategies**

The internal validity of the strategy can be a challenge to this study in two conditions, as follows:

- There was a possibility to incorrectly interpret a causal relationship between the essential condition of boundary spanning as an independent variable and trust and project performance as a dependent variable;

- Misinterpret conclusion of this study also could be a challenge.

It is acknowledged that it is difficult to face the internal validity of this study. However, some strategies had been used in order to minimize the challenge. First, the study used different data sources to measure the causal relationship between the essential condition of boundary spanning and trust and project performance. Second, the causal relationship between those two variables had been seen from the interpretation of other theories as an alternative interpretation, such as connective management theory, inter-organizational theory, etc. Third, it was needed to check the validity of the results with key informants. Fourthly, adding quantitative elements to measure the causal relationship and quality of boundary spanning helped the bias of misinterpretation of the variable causal relationship.

3. **Challenges in external validity and its strategies**

The external validity can be a challenge to the study especially in the way to generalize the study findings into other cases in the same of the condition. Hence, it was needed to be proven that the findings which are based on three sub-unit analyses (three urban neighbourhoods) can represent the phenomenon case of other neighbourhoods. In this respect, confirming the research findings had been conducted as a strategy to minimize external validity challenge.

4. **Challenges in reliability and its strategies**

The challenge of reliability comes from different methods to collect data. This gives a challenge contribution to this study since the involvement of CBOs (*BKM*) in this research which the method to get the data from them mostly was used in informally way.

In order to minimize the reliability challenge, it was needed to keep the transparency of collection data methods. It was started by arranging a case study protocol which consists of the data details and the plan of data collection. Furthermore, it was also entailed the documentation of every step of the research and describe how the data were analyzed.

3.1.4. Data Collection Methods and Sampling

3.1.4.1. Data Collection Methods

This research had been conducted by using two methods in data collection that are secondary and primary data collections. This supported by some reasons, as follows:

1. Strategy of this research is a case study

   The strategy that is used in the research is a case study single-embedded, in which (Yin, 2009) reveals six evidences that can be used in a case study: documentations, archival records, interviews, direct observations, participant observations and physical artefact. Those evidences can be derived by conducting two data collection methods: secondary and primary data collection. Primary data consists of documentations, interviews, direct observations and participant observations. Meanwhile, archival records and physical artefact are obtained by secondary data collection. The study protocol as a requirement of a case study research can be arranged by using secondary data, such as documents, city profile.

2. Type of research questions and operationalization

   The type of the main research question in this research is a qualitative question which needs opinions, ideas, perceptions, behaviour observation to answer the question. The kind of those data can be obtained through primary data collection.

Those reasons above have proven that the combination of secondary and primary data collections in this research is an appropriate method since it is fit to a case study research and the type of the research questions. Furthermore, the explanation on the type of secondary and primary data of this research will be described below:

1. Secondary data collection

Secondary data collection was conducted by looking for the available data in local agencies/departments/boards. Furthermore, the type of secondary data that had succeeded to be collected in this research is described in the following table:

Table 4. Type of secondary data of this research

No.	Type of Secondary Data	Name of The Secondary Data	Sources of Secondary Data (Agencies)	Expectations from the Secondary Data
1.	Documents	• Project Guidelines • Sanitation Profile Document (*Buku Putih Sanitasi*)	City Planning and Development Agency (*Bappeda*)	• These data supported on project overview description and selected urban neighbourhood profiles which would be presented in chapter 4; • The urban neighbourhood profile documents were derived from two institutions, since each institution has its own version and it is complementary each others.
			Public Works Agency (*Dinas PU*)	
		Urban neighbourhood profile documents	Central Statistical Bureau (*BPS*)	
			Urban Neighborhood Government Office (*Kantor Kelurahan*)	

No.	Type of Secondary Data	Name of The Secondary Data	Sources of Secondary Data (Agencies)	Expectations from the Secondary Data
2.	Decree on project committee	Decree on project committee in government organization (*AMPL* Team) Year 2011-2014	City Planning Agency (*Bappeda*)	• These data gave overview on who were involved in the project implementation both from government and community organization sides;
		Decree on project committee in CBO (*BKM*) Year 2011-2014	CBO (*BKM*)	• These data was used to identify boundary spanners of the *SPBM-USRI* project in Makassar.
3.	Reports	Annual Project Reports Year 2011-2014	• City Planning Agency (*Bappeda*) • Public Works Agency (*Dinas PU*)	The project reports from different institutions enriched my knowledge on how the project run
		Annual Reports on Water and Sanitation Competition Year 2012-2014	Public Works Agency (*Dinas PU*)	
		Project Progress Reports Year 2011-2014	CBO (*BKM*) and *SPBM*-USRI Project Consultant	
4.	Minutes	Coordination meeting minutes Year 2011-2014	• City Planning Agency (*Bappeda*) • Public Works Agency (*Dinas PU*) • CBO (*BKM*)	Meeting minutes gave knowledge on the progress of the project and problems that happened during project implementation. Besides, a minute always attached by attendance list of meeting participants. It supported my knowledge on who were involved in the meetings
5.	Articles	Articles on *SPBM-USRI* project implementation from project official blog in Makassar City	http://sanitasimakassar.blogspot.nl/p/spbm.html	The blog was expected gain my knowledge on issues of project implementation. However, in fact, the blog has been not been updated since 2012. In other words, it contributed little impact to this research

2. Primary data collection

Primary data collection was conducted by using observation and semi-structured interview that can be seen in the table below:

Table 5. Type of primary data collection methods

No.	Type of Primary Data Collection Methods	Sources	Expectation from the Primary Data Collection Methods
1.	Observation	• Observation on the presence and condition of sanitation facilities	• These data used to enrich my knowledge on situation in research area; • The result of this method was a source to check the data validity, while it was also used to complete secondary data.
2.	Semi-structured interview	• Boundary spanners and potential boundary spanners of the project; • Stakeholders of the project from both Makassar City Government and CBO (*BKM*); • Beneficiaries.	• In the beginning, it had not been identified yet who boundary spanners are in the project. Hence, it was investigated in advance through my key informants of the project: Head of Physical and Infrastructure Division of Makassar City Planning and Development Agency and Head of Spatial and Settlement Sub Division of Makassar City Planning and Development Agency as well as CBO leaders to direct me to individuals who acted as boundary spanners. • The interview results were useful to support answering the research questions.

3.1.4.2. Data Collection Method
1. Challenges and Strategies

It is acknowledged that the secondary and primary data collections have some challenges in validity and reliability, as follows:

1. Challenge in validity

The validity of the data can be a challenge to this research. This supported by the weaknesses of both secondary and primary data. Secondary data is easier to find since it is available. However, the data is no longer up-to-date and it is not always valid. Meanwhile, primary data collection is also a challenge in validity since there is possibility to obtain inaccurate feed-backs.

2. Challenge in reliability

The reliability can be a challenge to secondary data collection since the data sometimes is too general and it is not enough to answer research questions. Besides, there is a possibility to obtain more than one versions of data with different definitions are used. Meanwhile, it is acknowledged that primary data collections are usually more costly and time consuming as well as it is required more number of resources.

In order to deal with the challenges, it was used some following strategies:

1. Data triangulation

   It was conducted cross-checking reconstruction on process and performance of the project as well as similar and other related data from different sources by document analysis, re-checked interview guide in order to bias elimination.

2. Create a study protocol and a case study data base

   A case study data base had been arranged through case study notes from interview, observation and document analysis. Besides, collecting study case documents also is source to create the data base. In other words, each result of the data collection method had been documented.

3. Maintain a chain of evidences

   The chain of evidences had been constructed by using some steps: first, citing the specific documents, interviews, or observations; second, the data recorded time and place when collected; third, the records on circumstance (information on time and place) is relevant to specific procedure, such as study protocol of this research; fourth, study protocol has indicated the link between the content of the protocol and initial study questions.

3.1.5. Data Sampling

This research is using purposive sampling by considering that the samples are understand on the project processes and know who actors were involved in the project. In this respect, I involved 26 people, as follows:

1. Four boundary spanners from Makassar City Government, as follows:

   - Head of Head of Environmental Arrangement and Structuring of Environmental Laws of Environmental Agency, previously he was Head of Physical and Infrastructure Division of Makassar City Planning Agency;

   - Head of Infrastructure, Housing and Settlement Sub Division of Makassar City Planning and Development Agency;

   - Head of Human Resources Development Sub Division of Makassar City Community Empowerment Agency;

   - Staff of environmental health division of Makassar City Health Agency.

2. Two stakeholders from Makassar City Government, as follows:

   - Head of Physical and Infrastructure Division of Makassar City Planning Agency;

   - Head of Spatial and Settlement Sub Division of Makassar City Planning Agency.

3. Seven boundary spanners from 3 CBOs, it is combination of CBO leaders, Technical Team Leaders of CBO and stakeholders of CBOs who act as internal boundary spanners;

4. Five stakeholders from three CBOs;

5. Eight additional interviewees as ex-beneficiaries of two urban neighbourhoods.

For the ethics interest, I decided to only mention their initial names when I cite their statements to the needs of my research, while I mentioned on the time and place when the interview was conducted.

3.1.6. Case Selections

This research was conducted in three urban neighbourhoods. In this respect, I decided to mention those three urban neighbourhoods anonymously since it is related to on sensitive issue that is the best or the worst project performance of the certain urban neighbourhoods.

I selected three urban neighbourhoods as my cases that are "A" urban neighbourhood as a representative of the best project performance, "B" urban neighbourhood as a representative of the moderate project performance and "C" urban neighbourhood as a representative of the low project performance. In this respect, I used a comparative case study to measure their quality boundary spanning activities in order to explain how their quality of boundary spanning activities impacts to their different level of project performance.

The area selection was motivated by some following considerations:

1. Feedbacks from Makassar City Government key informants;

2. Based on Annual Report on Water and Sanitation Competition Year 2014 page 18, "A" Urban Neighbourhood was the winner of water and sanitation management;

3. Based on Annual Report on Water and Sanitation Competition Year 2012 page 16, "B" Urban Neighbourhood was the winner of water and sanitation management. In this respect, I decided to take it as moderate performance of urban neighbourhood. Though its score was the highest in 2012, but in 2014 its score was in the average of urban neighbourhoods with moderate project performance;

4. "C" Urban Neighbourhood was mentioned as one of seven urban neighbourhoods with problems in a minute of a coordination meeting which was held by City Planning and Development Agency, on 25 August 2014. This urban neighbourhood has no experience in joining water and sanitation management competition which is held by Public Works Agency every year;

5. Those three urban neighbourhoods are mentioned as urban neighbourhoods with sanitation risk in 2010 based on *Buku Putih Sanitasi*[4] Document Year 2011 Chapter 5 page 13-21 on EHRA (Environmental Health Risk Assessment) research findings. It implies that those urban neighbourhoods started the project from the same condition, that is high risk sanitation, and it is one of requirements to be selected as *SPBM*-USRI Project participants;

6. Those three urban neighbourhoods have similar geographical and population characteristics. All of them are located in along great rivers and canals. Those three locations are categorized as slum area of Makassar (Makassar Slum Area and Housing Document Year 2010 Chapter 3 page 2-5, Makassar City Planning and Development Agency). Besides, all the locations are dominated by people from *Bugis Makassar* ethnic group and majority of them work as labours (Makassar Statistical Data, 2014).

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[4] *Buku Putih Sanitasi* Document is a city document which give an overview on sanitation condition per urban neighbourhood. This document was published by Makassar City Planning and Development Agency in 2011 and it will renew every five years.

3.1.7. Data Analysis Methods

This research was conducted by using qualitative analysis. In this respect, I used atlas ti program to help me coding and grouping indicators from interview results and documents that I had collected during fieldwork: 16 June – 8 July 2015. Besides, I also used some pictures and other illustrations to support my analysis.

Furthermore, this qualitative research was divided into three analyses, as follows:

3.1.7.1. Descriptive Analysis

Descriptive analysis in this research is used to describe who boundary spanners are in *SPBM*-USRI Project. This was started by description on boundary spanner identification from both organizations: Makassar City Government and CBOs of "A", "B" and "C" Urban Neighbourhoods. This is very important to understand on how, when and why they were recruited as boundary spanners. The description is supported by interview results, documents and decree on project committee during project was implemented in 2011-2014.

The analysis would be followed by description on what the boundary spanners did, what tools that they used to do boundary spanning activities, what they had connected during the project, when and where they did boundary spanning activities as well as how they did boundary spanning.

This analysis based on the comprehension that boundary spanning activities engage with three main activities: connecting diverse people and process, obtaining and selecting relevant information, translating and circulating information either to external or internal organization (Burt, 2009, Tushman and Scanlan, 1981, Steadman, 1992, Williams, 2002).

3.1.7.2. Scoring Qualitative Data Analysis

I consider to scoring qualitative data in my research, especially to measure the quality of boundary spanning of *SPBM*-USRI Project. This decision is supported by Abeyasekera et al (2000) who argue that quantifying qualitative data can be a great value to researcher who is attempting to draw meaningful results and gaining a specified degree of confidence to report summary results. This is very useful to the easiness for the researcher to interpret a set of qualitative data.

This would be started by quantifying per indicator of each variable to measure the quality of boundary spanning, the performance of boundary spanner, the level of trust and the project performance level in those three selected urban neighbourhoods.

The quantification would be done by scoring: -- / - / -/+ / + / ++ per each indicator, as follows:

Table 6. Scoring Variable Analysis

No.	Variables	Indicators	Scoring
1.	Boundary spanning activities	• People connected across boundaries; • Exchanged information across boundaries; • People mobilization; • Integrated different role of people to the project	(--) : performed in very low quality way (-) : performed in low quality way (+/-) : performed in moderate quality way (+) : performed in high quality way (++) : performed in very high quality way

No.	Variables	Indicators	Scoring	
2.	Boundary spanning activities	• People connected across boundaries; • Exchanged information across boundaries; • People mobilization; • Integrated different role of people to the project	(--) : performed in very low quality way (-) : performed in low quality way (+/-) : performed in moderate quality way (+) : performed in high quality way (++) : performed in very high quality way	
3.	Competencies of boundary spanners	• Skill to obtain information from external area; • Skill to communicate with internal members; • Skill to disseminate information to internal members; • Political skill.	(--) : performed in very low quality way (-) : performed in low quality way (+/-) : performed in moderate quality way (+) : performed in high quality way (++) : performed in very high quality way	
4.	Characteristics of boundary spanners	• The ability to produce idea/innovation	(--) : performed in very low quality way (-) : performed in low quality way (+/-) : performed in moderate quality way (+) : performed in high quality way (++) : performed in very high quality way	
5.	Trust between actors in the projects	• Feeling a good personal connection with one another; • Willing to give one another the benefit without doubt.	(--) : very low level of trust (-) : low level of trust (+/-) : moderate level of trust (+) : high level of trust (++) : very high level of trust	
6.	Perceived project performance	• Entrenched the project implementation across institutional boundaries	(--) : achieved in very low level (-) : achieved in low level (+/-) : achieved in moderate level (+) : achieved in high level (++) : achieved in very high quality	

3.1.7.3. Qualitative Analysis to Measure Cause-Effect Relationship

My research was conducted in order to explain on how essential condition on individual level contribute to quality level of boundary spanning activities and subsequently, to explain how the quality boundary spanning activities impacts to trust and project performance.

In this respect, I examined cause-effect relationship of those variables by integrating indicators of variables of individual level to indicators of quality level of boundary spanning activities variables. Subsequently, I integrated indicators of variables of quality level of boundary spanning activities to all indicators of trust and project performance. This conducted based on indicator groups of atlas ti analysis result, related documents and picture or other evidences that can support.

Chapter 4: Research Findings

4.1 Chapter 4 guidelines

This chapter provides the research findings on the explanation on how essential condition on individual level of boundary spanners influences trust and project performance of *SPBM*-USRI Project. It is started by description of case and policy under study, descriptive analysis on where boundary spanners of the project are located. Subsequently, it will continue on analysis of boundary spanning activities and their qualities, essential condition on individual level of boundary spanners, level of trust, project performance as well as quality level of boundary spanning impacts to trust and project performance.

4.1.1. Community Based-Urban Sanitation (*SPBM*-USRI) Project
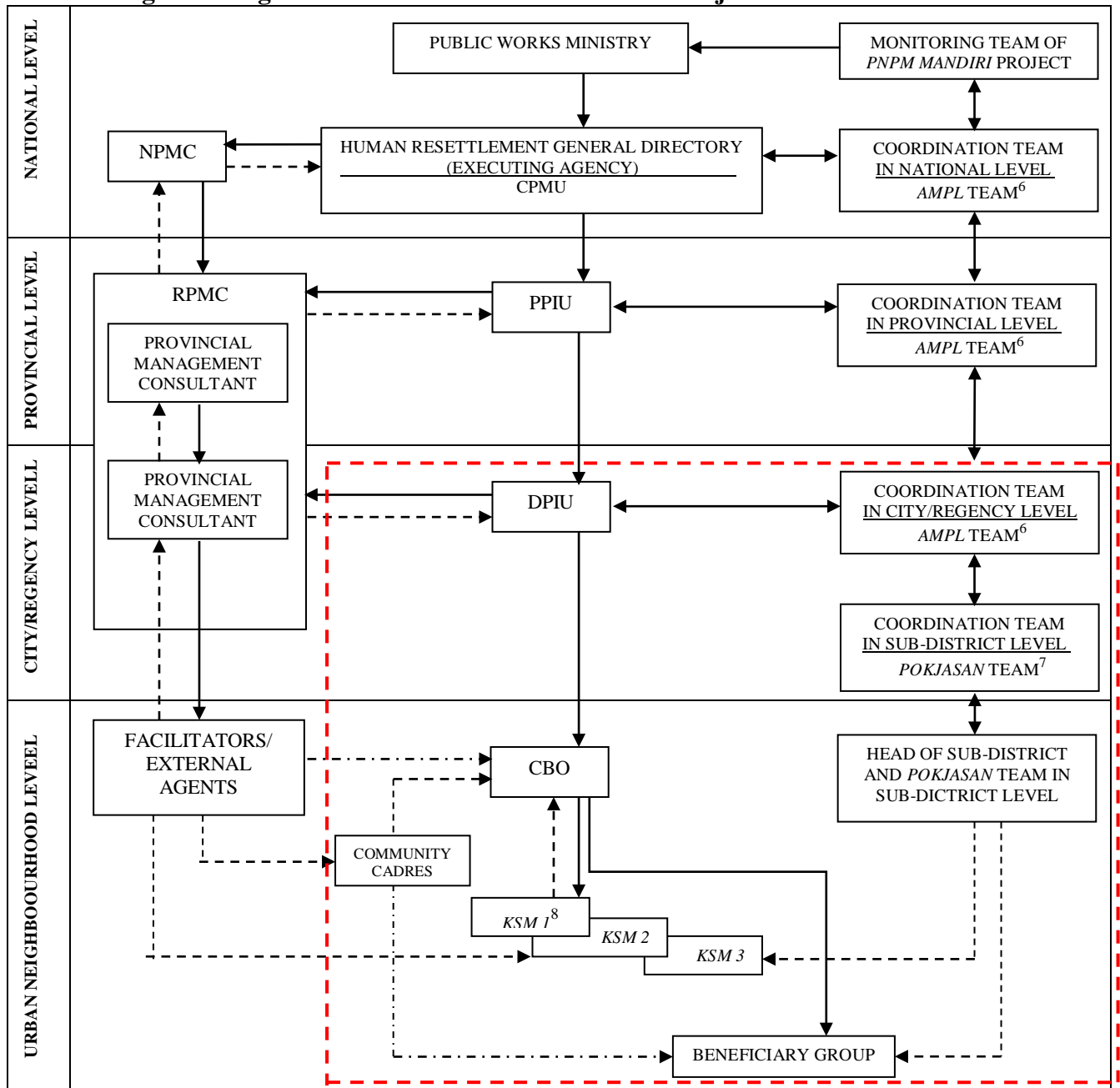
According to Project Guideline Year 2011 chapter 1 page 1-3, *SPBM*-USRI Project is one component of urban sanitation projects to support *PNPM-Mandiri* Project, which is the biggest national poverty alleviation project in Indonesia. This project was conducted in order to create and to improve quality life of Indonesian People, either individually or group, to participate in the problem solving process regarding life quality improvement, independence and well-being of society. This project was conducted gradually in 1,350 urban neighbourhoods in 34 regencies/cities in five selected-provinces in Indonesia. In this respect, there were three requirements to be selected as urban neighbourhood participants, as follows: the urban neighbourhood had a good record as a *PNPM-Mandiri* Project participant; the urban neighbourhood had received *BLM*[4] minimally three times in cycle.

The community participation approach of the project requires inter-organizational relationship in its implementation by involving national government, provincial governments, city/regency governments and local communities. According to guideline of *SPBM-USRI* Project Year 2013[5] chapter 4 page 19-52, there were three teams in national level which have responsibilities: coordinating the project, socializing the project to stakeholders and setting guidelines as well as monitoring and evaluating the project in national scale. In provincial level, two teams of the provincial government were not only responsible in coordinating the project in the provincial level but also in recruiting facilitators as external agents of the projects to city/regency government. In city/regency level, the city government had one coordination team, called *AMPL* team, which worked together with coordination team in sub district (*kecamatan*) as well as in urban neighbourhood (*kelurahan*) levels. The team also coordinated with a technical team from City Public Work Agency, called DPIU (District Project Implementation Unit). In community level, this project involved Community Based Organization (CBO), called *BKM* (*Badan Keswadayaan Masyarakat*), which had responsibility establishing a community technical team in community level, called *KSM* (*Kelompok Swadaya Masyarakat*). In addition, after Public Works Ministry revised the *SPBM-USRI* guideline in 2013, there was additional team inside CBO: beneficiary group committees, called *KPP* (*Kelompok Pemanfaat dan Pemelihara*). Furthermore, the organization structure of *SPBM*-USRI Project from national level to urban neighbourhood level will be illustrated in the picture below:

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[4] *BLM* is a direct subsidy or grant program from Central Government to the communities;

[5] The Public Works Ministry revised *SPBM-USRI* Project from 2 guidelines in 2011 (technical and implementation guidelines) became 5 guidelines in 2013 (general, implementation, infrastructure, procurement and financial guidelines) as a result of first year national project evaluation in 2012.

Figure 7. Organization structure of *SPBM*-USRI Project in Indonesia

Source: *General SPBM-USRI Project Guideline Year 2013 Chapter 4 Page 52, The Ministry of Public Works*

Captions:

→————→	:	Monitoring dash	CPMU	:	Central Project Implementation Unit
----→	:	Reporting dash	PPIU	:	Provincial Project Implementation Unit
-·-·→	:	Coordinating dash	DPIU	:	District Project Implementation Unit
←———→		Supervising dash	NPMC	:	National Project Management Consultant
[red dash box]	:	Focus of my research	RPMC	:	Regional Project Management Consultant

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[6] *AMPL* Team is a team of government in the field of water and sanitation in national/provincial/city/regency level;

[7] *Pokjasan* Team is a team of government in the field of sanitation in urban neighbourhood level;

[8] *KSM* is a community technical team of CBO, in which the number of KSM was determined by the number of implemented project by the urban neighbourhood.

Makassar City, as the capital city of South Sulawesi Province and the fourth biggest city in Indonesia (after Jakarta, Surabaya and Medan), was selected as one of *SPBM-USRI* Project participants. Based on annual report of project in 2014 by Makassar City Planning and Development Agency, the project was conducted over 2011 to 2014 in 82 locations: respectively 15 urban neighbourhoods in 2011, 23 urban neighbourhoods in 2012, 22 urban neighbourhoods in 2013 and 32 urban neighbourhoods in 2014. In practice, the selection process was conducted a year earlier before the project was constructed. Besides, the project implementation has to refer to Medium Term Investment Program Plan Document (*RIPJM*), City Sanitation Strategy Document (*SSK*), Medium Term Poverty Reduction Plan Document (MTPRP), and Community Sanitation Improvement Action Plan Document (CSIAP).

SPBM-USRI Project implementation in Makassar seems like inconsistent for several urban neighbourhood participants. As mentioned earlier, the participants of this project were selected since they had good records managing similar project in the previous years. Besides, to be a participant of this project, the participants had to send a statement letter in advance to local government in which stated that they were interested in being participants (a minute of evaluation project meeting, 12 February 2014 by Makassar City Planning and Development Agency). However, in practice, several of urban neighbourhoods resigned in the middle of process. This supported by several data from a minute of project meeting by Makassar City Planning and Development Agency (16 January 2012, 4 April 2013 and 12 February 2014) that there are one urban neighbourhood resigned in 2011 as well as in 2013 and 2014; two urban neighbourhoods resigned in 2013. As a consequence, the projects were assigned to other urban neighbourhoods which were more ready and qualified as project participants. Therefore, there was a possibility for urban neighbourhoods implemented the project more than once. Besides, 10 urban neighbourhoods with problems are also mentioned in a minute of evaluation meeting on 25 August 2014.

4.1.2. Three Cases Overview

The three urban neighbourhoods in this research represent the phenomenon of various project performance results in *SPBM-USRI* Project. Furthermore, the overview of each urban neighbourhood will be described below:

4.1.2.1. "A" Urban Neighbourhood Overview

Referring to "A" urban neighbourhood profile document Year 2014 page 1, the number of population in this urban neighbourhood was 8,296 people (1,675 households) and the number of poor households was 1,078 households, with majority of the population were ex-fishermen. They have been changing their job to labours since the late 1980's, when the bigger ships from the fishing companies entered sea fishing business in Makassar.

This urban neighbourhood is one of poor areas in Makassar City, in which their poor condition can be seen in the type of their house. The type of the house there is dominated by a typical traditional house of Makassar, called *rumah panggung,* a stage wooden house. The design of the stage wooden house is called *bola*, usually dwelled by people who have no royal title[9]. Furthermore, see the house pictures below:

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[9] The use of royal title in Makassar City is still common until today. The citizens usually add their royal title in front of their first name. Besides, the royal title can also be recognized from the type of their houses. *Bola* stage wooden house is a typical house for ordinary people of Sulawesi Island, including Makassar City (Izarwisma Mardanas., et al, 1985: p. 24)

Figure 8. Majority of house type in "A" urban neighbourhood

Source: fieldwork: 16 June – 8 July 2015

"A" urban neighbourhood implemented *SPBM-USRI* Project three times, once in 2013 and the other two projects in 2014 based on agreement contracts between "A" urban neighbourhood and Makassar City Government No: 660/807/SP3/USRI-DPU/VI/2013 for project 1; No: 660/006/SP3/USRI-DPU/VI/2014 for project 2; and No: 660/023/SP3/USRI-DPU/VIII/2014 for project 3.

They built waste water treatment plants (*IPAL*) in three locations by using grants from national government through Makassar City Government in amount Rp. 350,000,000,- for each project and no contribution from community for facility construction, except for project 2 the community contributed in amount: Rp. 6,000,000.- (Community Work Plan Documents of project 1-3). Furthermore, the sanitation facilities in "A" urban neighbourhood can be seen in the pictures below:

Figure 9. Waste water treatment plants (*IPAL*) of project 1, 2, 3 in "A" urban neighbourhood

Project 1 in 2013   Project 2 in 2014   Project 3 in 2014

Source: fieldwork: 16 June – 8 July 2015

The pictures above describe the built sanitation facilities, waste water treatment plants, in "A" urban neighbourhood during 2013-2014. The first project was conducted in sub-ward A and B/ward 4 with the number of beneficiaries is 37 households. The second project was built in sub-ward A/ward 4 and serves 40 households. Project 3 also serves 40 households and it was built in sub-ward A and B/ward 2. Those sanitation facilities were built by Community Technical Team (CTT)-self.

As mentioned earlier, this urban neighbourhood won the sanitation management competition which was held by Public Works Agency in 2014. This urban neighbourhood defeated other 70 urban neighbourhood contestants, based on categories: organization, management work plan, administration and financial management as well as the performance of their sanitation
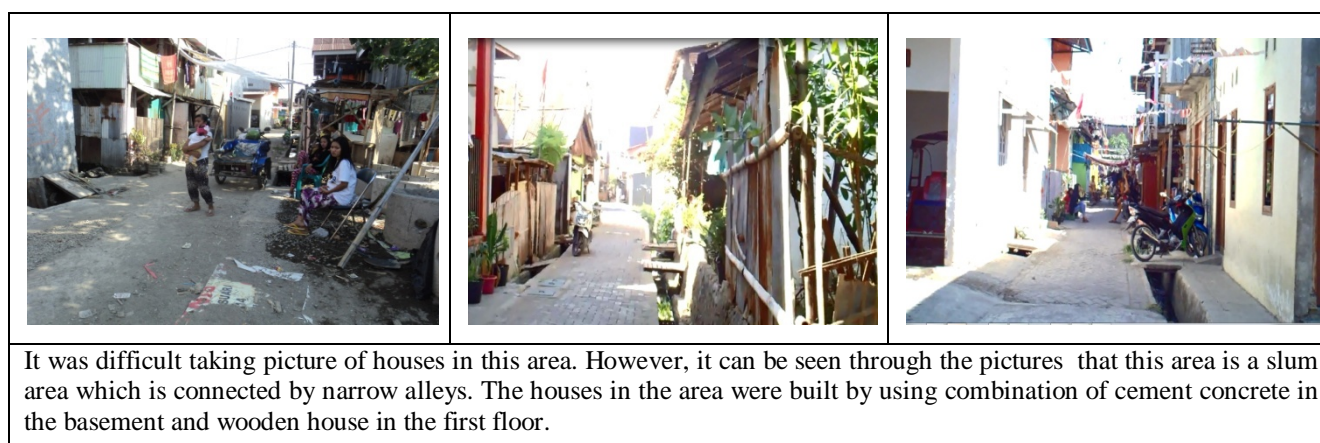
facilities. They won with total score 264 (Community Based Water and Sanitation Competition Report Year 2014 by Public Works Agency, page 11-15).

4.1.2.2. "B" Urban Neighbourhood Overview

The number of population in "B" urban neighbourhood in Year 2014 was 5,824 people (1,175 households) and the number of poor households was 579 households ("B" urban neighbourhood profile document Year 2014 page 2). The majority of the population worked as labours and small traders with low income.

This urban neighbourhood is one of slum areas of Makassar City, with settlement condition as can be seen in the pictures below:

Figure 10. Majority of house type in "B" urban neighbourhood

It was difficult taking picture of houses in this area. However, it can be seen through the pictures that this area is a slum area which is connected by narrow alleys. The houses in the area were built by using combination of cement concrete in the basement and wooden house in the first floor.

Source: fieldwork: 16 June – 8 July 2015

As same as previous urban neighbourhood, "B" urban neighbourhood also implemented *SPBM-USRI* Project three times, once in 2011 and the other two projects in 2013 and 2014 based on agreement contracts between "B" urban neighbourhood and Makassar City Government No: 690/003.5/KONT/USRI-DPU/V/2011 for project 1; No. 660/734/SP3/USRI-DPU/V/2013 for project 2; and No: 660/021/SP3/USRI-DPU/VIII/2014 for project 3.

They also built waste water treatment plants (*IPAL*) in three locations by using grants from national government through Makassar City Government in amount Rp. 350,000,000,- for each project with contribution from community was Rp. 13,870,000.- for project 1, Rp. 6,000,000.- for project 2 and Rp. 7,800,000.- for project 3 (Community Work Plan Documents of project 1-3). Furthermore, the sanitation facilities in "A" urban neighbourhood can be seen in the pictures below:

Figure 11. Waste Water Treatment Plants (*IPAL*) of Project 1, 2, 3 in "B" urban neighbourhood

| Project 1 in 2012 | Project 2 in 2013 | Project 3 in 2014 |

Source: fieldwork: 16 June – 8 July 2015

The pictures above describe the built sanitation facilities, waste water treatment plants, in "B" urban neighbourhood during 2012-2014. They buried the facilities in their main alleys. The first project was conducted in sub-ward A/ward 4 with 50 households. The second project was built in sub-ward B/ward 4 and serves 44 households, and 55 households of project 3 in sub-ward D/ward 4.

Different to previous urban neighbourhood, this neighbourhood hired a professional sanitation worker from outside. He helped by three until four labours from the community of "B" urban neighbourhood.

"We had no experience constructing sanitation facilities. [...]Through community meeting, we agreed hiring a professional sanitation worker from outside." (MDJ, an internal and external boundary spanner, "B" Urban Neighbourhood, 23 June 2015)

"I was the leader of Community Technical Team (CTT) for Project 3. I hired a professional sanitation worker who also constructed sanitation facilities for project 1 and 2." (AN, an internal boundary spanner/stakeholder, "B" Urban Neighbourhood, 21 June 2015)

I tried investigating on how this condition can be explained, since I feel that it is little bit contrast to what the project guideline mentions that principally, the construction is conducted by community (Implementation Project Guideline Year 2011 chapter 1 page 4). Though they involved their local community constructing the facility, but there is no explanation in the guideline on hiring a professional worker by community.

However, based on a minute of coordination meeting which was held by City Planning and Development Agency on 4 November 2011, I found that there was a policy from local government allowing urban neighbourhood which was not able constructing sanitation facility to hire a professional worker from outside. This was admitted in condition that it was based on community meeting result and the urban neighbourhood had to send a statement letter to local government to get the licence on hiring the worker.

"[...] several urban neighbourhood participants hired professional sanitation workers. It was not problem for us. We had to be more flexible when working together with communities."(IM, an internal and external boundary spanner, Makassar Government City, 3 July 2015)

In addition, this urban neighbourhood also won the sanitation management competition in 2013 and defeated other 38 urban neighbourhood contestants. They won with total score 218 based on categories: organization, management work plan, administration and financial management as well as the performance of their sanitation facilities. (Community Based Water and Sanitation Competition Report Year 2013 by Public Works Agency, page 10-14).

4.1.2.3. "C" Urban Neighbourhood Overview

"C" urban neighbourhood profile document Year 2014 page 1 mentions that the number of population in this urban neighbourhood was 4,984 people and the number of poverty households was 427 households, with majority of the population were labours.

This urban neighbourhood is also one of slum areas of Makassar City, with condition as can be seen in the pictures below:

Figure 12. Majority of house type in "C" urban neighbourhood

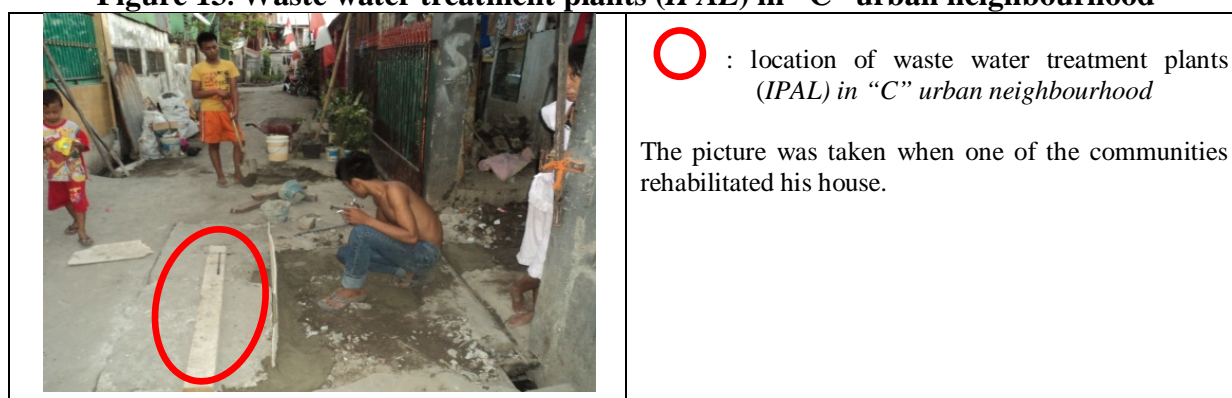| |
|---|
| Similar to previous urban neighbourhoods, this urban neighbourhood is also dominated by semi permanent houses, the combination of cement concrete in the basement and wooden or zinc rooms in the first floor. |
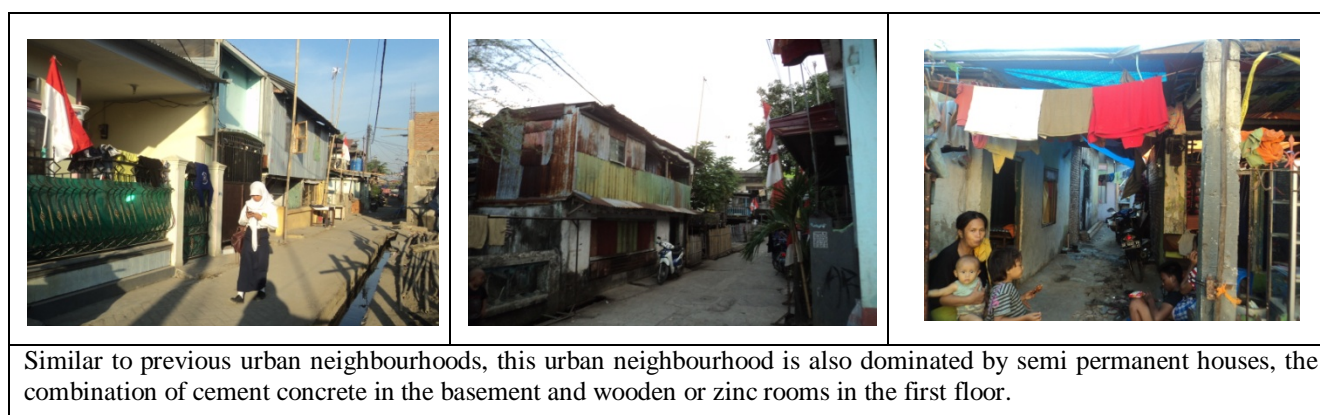
Source: fieldwork: 16 June – 8 July 2015

Different to previous urban neighbourhoods, this neighbourhood conducted the project only once in 2012 based on agreement contracts between "C" urban neighbourhood and Makassar City Government No: 660/025.6/KONT/USRI-DPU/IX/2012. As same as previous urban neighbourhoods, this urban neighbourhood also built waste water treatment plants (*IPAL)* by using grants from national government through Makassar City Government in amount Rp. 350,000,000,- with contribution from community: Rp. 5,650,000.-. The sanitation facility was buried in alley as can be seen in the picture below:

Figure 13. Waste water treatment plants (*IPAL*) in "C" urban neighbourhood

⭕ : location of waste water treatment plants (*IPAL) in "C" urban neighbourhood*

The picture was taken when one of the communities rehabilitated his house.

Source: fieldwork: 16 June – 8 July 2015

Referring to a minute of internal *AMPL* Team meeting on 23 October 2013, this urban neighbourhood was categorized as a project participant with problems since many of beneficiaries cut their house channel to sanitation facilities. This problem became severe, since in final report of *SPBM-USRI* project in "C" urban neighbourhood, on 7 November 2013 chapter VI page 1, that their project beneficiaries did not want contributed operational and maintenance fee after the sanitation facility constructed.

This urban neighbourhood was also invited by City Planning and Development Agency on 25 August 2014, since there was a report from project consultant that this urban neighbourhood faced technical problems and internal problems. In this respect, the urban neighbourhood remains with their problems until now. Furthermore, see the pictures below:

Figure 14. The beneficiaries in "C" Urban Neighbourhood cut their house sanitation pipe

: the examples of sanitation pipe which cut by beneficiaries

Source: fieldwork: 16 June – 8 July 2015

4.1.3. Boundary Spanners of Community Based-Urban Sanitation (*SPBM*-USRI) Project

4.1.3.1. Boundary Spanner Identification

In the beginning, I investigated my key informants on individuals who can be identified as boundary spanners from government side. At that time, I used the terminology of "connective agents", since for them it is more familiar than terminology of "boundary spanners". Subsequently, I got some following information below:

"[...] I believe that IM and HS1 were the most suitable individuals who can be identified as connective agents. I can say that we, city planning and development agency, relied on them to contact with communities [...] from community side was various. It is difficult to say exactly their positions. Several of them were from KSM (community technical project team) committees, while for others were from BKM (CBO) committees."(DH, a key informant/stakeholder, Makassar Government City, 18 June 2015)

"[...] IM and HS1 could be categorized as boundary spanners from local government side, but MH and ZD also engaged with communities. [...] I suggest you to also investigate the role of MH and ZD."(YM, a key informant/stakeholder, Makassar Government City, 23 June 2015)

Based on the information above, I obtained some clue on the name of fixed boundary spanners and indicated boundary spanners from local government. Besides, I also obtained the information that the boundary spanners of communities came from various positions in their community organizations.

In this respect, I agree with my key informants that IM, HS1, MH and ZD were boundary spanners of local government. This supported by some evidences, as follows: first, IM, HS1, ZD and MH remained as *SPBM-USRI* Project committees; this can be proven that their name were listed in Decree of Mayor of Makassar on *SPBM-USRI* Project Committee during 2011-2014. Second, their name also can be found in every attendance list and a minute of project meeting during 2011-2014.

In addition, through coordination meetings which were held by City Planning and Development Agency on 4 September 2012, 24 September 2012, 4 April 2013, 12 February 2014 and 25 August 2014; I identified several names of "A", "B" and "C" urban neighbourhood representatives: MJ, MJDK, JDM from "A" urban neighbourhood; MDJ and AN from "B" urban neighbourhood; MA, HS2 and H1 from "C" urban neighbourhood. This condition led me investigating on potential boundary spanners from community side.

4.1.3.2. Boundary Spanners of Makassar City Government

Boundary spanners of *SPBM-USRI* Project in Makassar City Government side were selected through the establishment of *AMPL* (water and health environment) Team. Referring to the decree of Mayor of Makassar on *SPBM-USRI* Project Committees Year 2011-2014, this team consisted of people who their positions, in government institutions, had an association with water and sanitation sectors. Some following quotations support on boundary spanners of the local government:

"[...] we worked together on behalf of local government as one team that was AMPL team. [...] I engaged with the construction process of community [...] all of us contacted communities based on our roles."(IM, an internal and external boundary spanner, Makassar Government City, 3 July 2015)

"We had different role in the team, [...] I engaged with community only in the project socialization process [...] AMPL Team consisted of integrated sectors in the field of water and sanitation. However only representatives from City Planning and Development Agency, Public Works, Health Agency and Community Empowerment Agency who engaged with community during SPBM-USRI Project" (HS1, an internal and external boundary spanner, Makassar Government City, 7 July 2015)

"[...] I engaged with community in the health socialization phase." (ZD, an internal and external boundary spanner, Makassar Government City, 6 July 2015)

"I acted on behalf of a representative of my institution that is Community Empowerment Agency to AMPL Team." (MH, an internal and external boundary spanner, Makassar Government City, 6 July 2015)

Since it was mentioned that only people from certain institutions were more active in *SPBM-USRI* Project; subsequently, let me illustrating the situation inside local government as can be seen in the picture below:

Figure 15. The situation inside *AMPL* Team of Makassar City Government during *SPBM*-USRI Project implementation
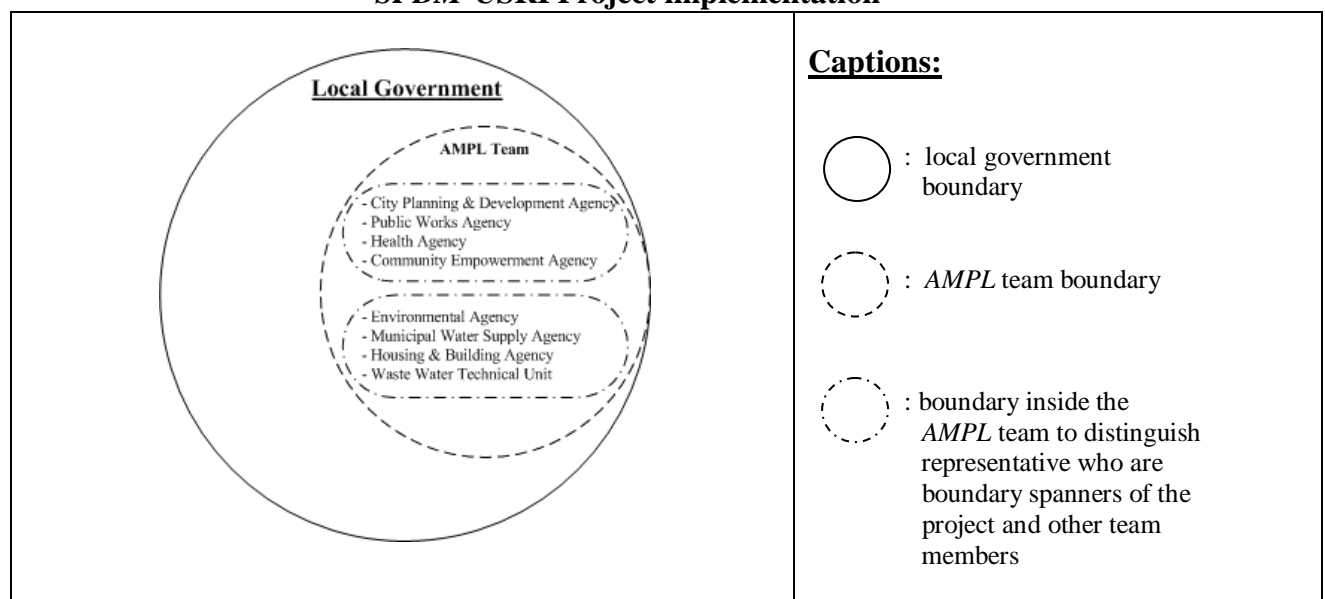
Source: Decree of Mayor of Makassar City on SPBM-USRI Project Committees Year 2011-2014 and interview results during fieldwork: 16 June – 8 July 2015

Based on the picture above, it can be seen that there was an integrated team inside the local government, called *AMPL* Team. The team consisted of representatives from government institutions which had an association with water and sanitation sectors.

At glance, all of the institutions in *AMPL* Team had to do with sanitation sector. However, based on project guidelines year 2011 and year 2013, only four institutions were explicitly mentioned as institutions which had to engage directly with community, as follows: City Planning and Development Agency, Public Works Agency, Health Agency, and Community Empowerment Agency. This also may contribute on consideration why people from those institutions acted as boundary spanning public managers of *SPBM-USRI* Project.

The *AMPL* Team was established as a requirement from National Government through Public Works Ministry to all cities and regencies in Indonesia. In Makassar, this team was established in 2006.

"In 2006, there was a requirement from National Government to us establishing AMPL Team before we implemented projects in the field of water and sanitation sectors, including SPBM-USRI Project"(IM, an internal and external boundary spanner, Makassar Government City, 3 July 2015)

"[...] AMPL Team has been established since 2006 when Public Works Ministry assigned all cities/regencies in Indonesia to establish this team and it is legitimated every year by Mayor of Makassar" (HS1, an internal and external boundary spanner, Makassar Government City, 7 July 2015)

The quotations above also supported by the presence of Decree of Mayor Makassar on *SPBM-USRI* Project Committee during 2011-2014 (Decree No: 050.05/431/Kep/II/2011; No: 050.05/547/Kep/III/2012; No: 050.05/606/Kep/III/2013; and No: 050.05/420/Kep/I/2014) as another evidence that the presence of the *AMPL* Team was legitimated.

4.1.3.3. Boundary Spanners of Community Based Organizations (CBOs)

This research was conducted in three selected urban neighbourhoods. Since there was an indication of various positions of boundary spanners in community side, as mentioned by one of my key informants, I decided identifying boundary spanners of each urban neighbourhood.

1. *Boundary spanners of "A" urban neighbourhood*

Community Based Organization (CBO) leader in "A" urban neighbourhood was a boundary spanner. It seems that his position, as a leader, required him acting as a boundary spanner during *SPBM-USRI* Project implementation. As I mentioned earlier, this can be proven through his attendance as a representative of "A" urban neighbourhood in every coordination meeting which was held by local government. This also supported by a quotation below:

"I had attended many meetings with government [...] I had many tricks to connect with my members [...] In the condition when I was busy with my job, I usually asked SWS helping me to contact my community [...] Besides, H2 also helped me especially in project 2." (MJ, an internal and external boundary spanner, "A" Urban Neighbourhood, 27 June 2015)

Besides, it can be further identified that in the specific condition, the boundary spanner was helped by certain people to connect him to community.

"I went door to door when MJ was busy and he wanted community meetings. However, mostly he did it by himself." (SWS, an internal boundary spanner/stakeholder, "A" Urban Neighbourhood, 4 July 2015)

"I helped MJ when he asked me contacting people here." (H2, an internal boundary spanner/stakeholder, "A" Urban Neighbourhood, 7 July 2015)

To put it simply, there were three boundary spanners in "A" urban neighbourhood. However, those boundary spanners seem have different specialization, particularly in their connections. MJ as a CBO leader connected with local government as well as with his community members, while SWS and H2 only engaged with community under the command of MJ. In other words, a CBO leader acted as an internal and external boundary spanner, while health cadres acted as internal boundary spanner.

Referring to *SPBM-USRI* Project guidelines Year 2013, there were two teams inside CBO: *KSM* or Community Technical Team (CTT) and *KPP* or Beneficiary Group Committees (BGC). CTT is a community team which was responsible constructing sanitation facility, while BGS is a beneficiary committee team which was established after the project finished. BGC has role to manage the operationalization and maintenance of the sanitation facilities.

For a better knowledge on the situation inside CBO, see the following picture:

Figure 16. Situation inside CBO of "A" urban neighbourhood
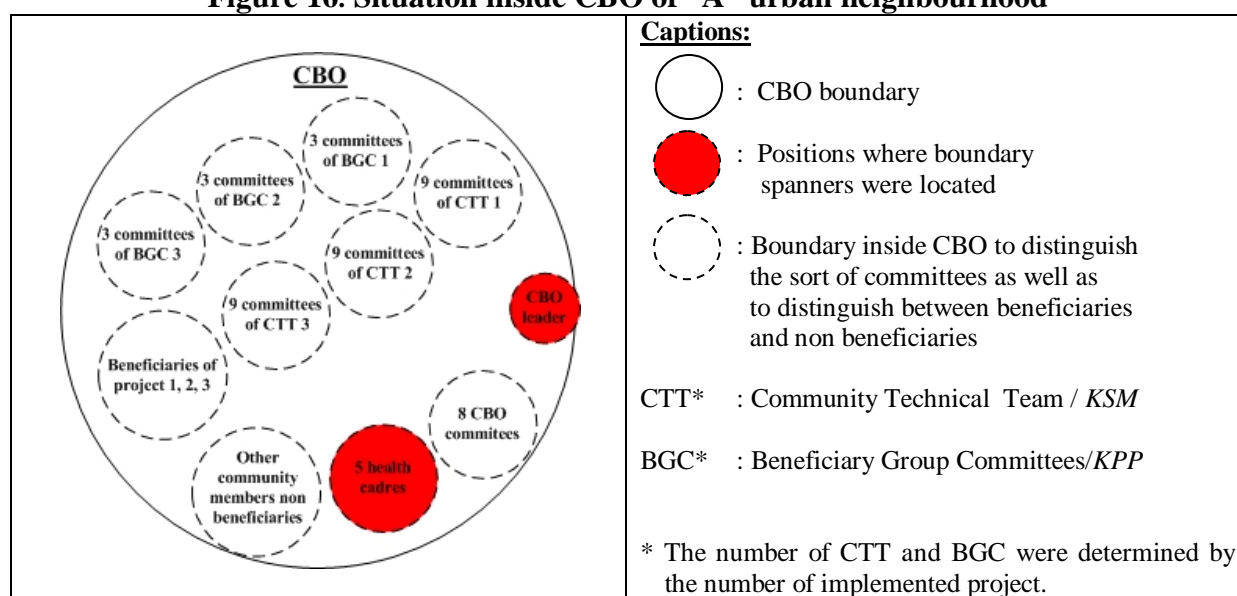
Source: Researcher's analysis result based on "A" Urban Neighbourhood Work Plan Documents of Project 1, 2 and 3 Year 2013-2014 and interview results during fieldwork: 16 June – 8 July 2015

The picture above illustrates the situation inside CBO of "A" urban neighbourhood. In this respect, CBO was the biggest organization in the community level which consisted of a leader and other 8 CBO committees. During project implementation, the CBO committees were helped by smaller teams: CTT and BGC in which their number was determined by the number of implemented project in the urban neighbourhood. Besides, there were also health cadres who also acted as internal boundary spanners. Furthermore, it is important to be noted that not all of CBO members were beneficiaries of the project. It can be noticed through the number of project locations in the urban neighbourhood.

2. *Boundary spanners of "B" urban neighbourhood*

Different to previous urban neighbourhood, a CBO leader here was not a boundary spanner of *SPBM-USRI* Project. He assigned his responsibility as a connective agent to one of *KSM/*CTT leaders. The similarity of boundary spanner of this urban neighbourhood with previous urban neighbourhood is in the presence of internal boundary spanners. This can be proven through quotations below:

"Let me say that I was a specialist to connect with local government [...] I usually asked AN, a POSYANDU (mother and baby health care centre in community level) cadre, to contact community [...] there were possibilities for me contacting community directly. However, it was rare." (MDJ, an internal and external boundary spanner, "B" Urban Neighbourhood, 23 June 2015)

"MDJ usually called me when he wanted arranging community meeting [...] He also called H3 when project 2 was implemented" (AN, an internal boundary spanner/stakeholder, "B" Urban Neighbourhood, 21 June 2015)

"I was called by MDJ when project 2 was implemented in my sub-wards. He usually asked me contacting community. Besides, I am a POSYANDU cadre and I close to women here" (H3, an internal boundary spanner/stakeholder, "B" Urban Neighbourhood, 5 July 2015)

In order to obtain a better knowledge of situation inside CBO in "B" urban neighbourhood, let me illustrating through the following picture:

Figure 17. Situation inside CBO of "B" urban neighbourhood
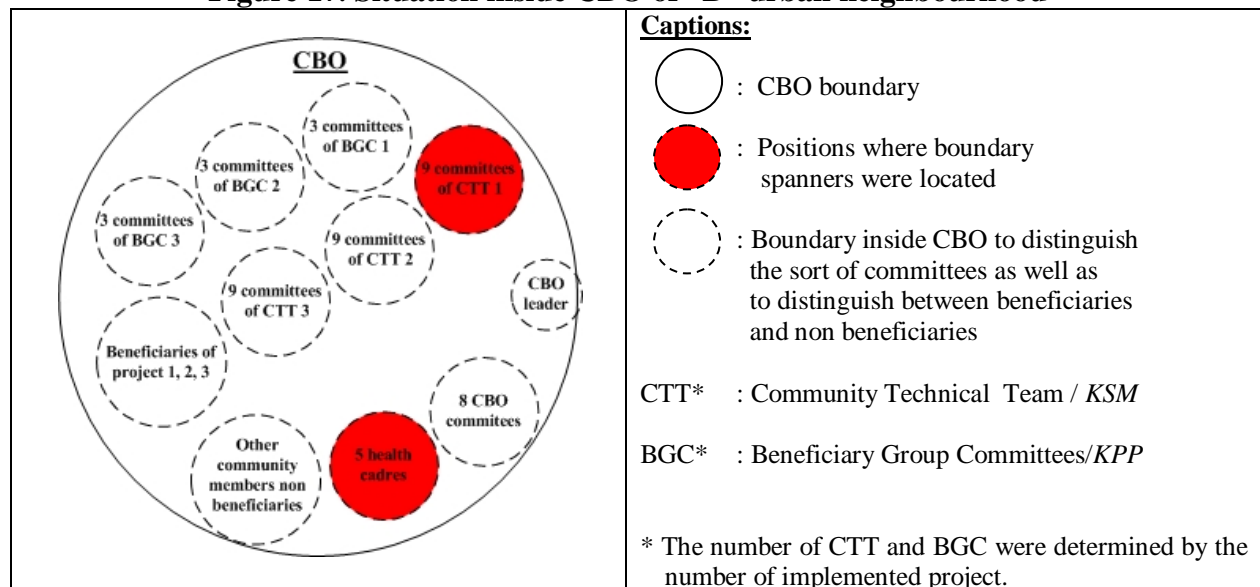
Source: Researcher's analysis result based on "B" Urban Neighbourhood Work Plan Documents of Project 1, 2 and 3 Year 2012-2014 and interview results during fieldwork: 16 June – 8 July 2015

The picture above illustrates the situation inside CBO of "B" urban neighbourhoods. In this respect, this urban neighbourhood had similarities with previous urban neighbourhood in the case of community formations and also the presence of health cadres as internal boundary spanners. However, it can be noticed that boundary spanner here was not related to the highest position in the community. In fact, a CTT 1 leader acted as a boundary spanner and he remained in his position as a internal and external boundary spanner for project 2 and project 3, especially connecting his urban neighbourhood to local government.

3. Boundary spanners of "C" urban neighbourhood

Referring to coordination meetings which were held by City Planning and Development Agency on 4 September 2012, 12 February 2014 and 25 August 2014; there are names of the urban neighbourhood representatives who can be indicated as boundary spanners. This also supported by following quotations:

"I several times attending meetings which were held by local government. I also involved in community socializations, but mostly HS2 and H1 contacted with community." (MA, an internal and external boundary spanner, "C" Urban Neighbourhood, 28 June 2015)

"I and H1 together went door to door to community [...] I always came to coordination meeting with local government" (HS2, an internal and external boundary spanner, "C" Urban Neighbourhood, 25 June 2015)

"Sometimes I went door to door by myself, sometimes I went with HS2. It was determined by our own activities [...] I helped HS2 since I was also KSM (community technical team) committee as well as a POSYANDU cadre." (H1, an internal boundary spanner, "C" Urban Neighbourhood, 28 June 2015)

Based on the quotations above, let me illustrating the situation inside CBO of "C" urban neighbourhood as can be seen in the following picture:

Figure 18. Situation inside CBO of "C" urban neighbourhood
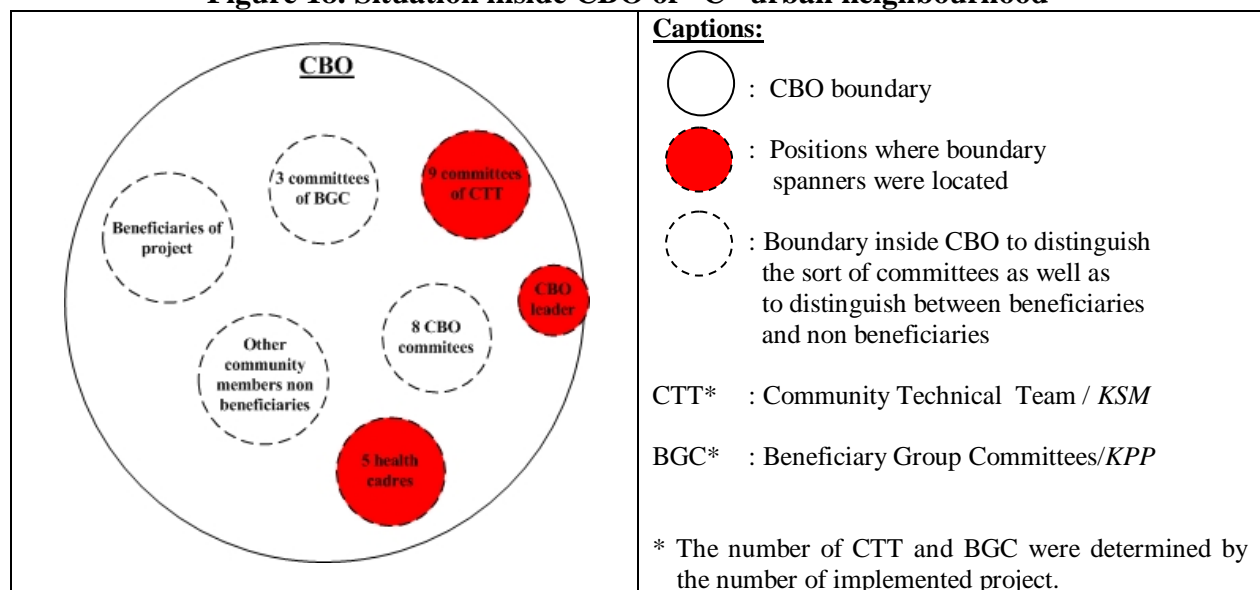
Source: Researcher's analysis result based on "C" Urban Neighbourhood Work Plan Documents of Project 1 Year 2012 and interview results during fieldwork: 16 June – 8 July 2015

The picture above illustrates the condition inside the CBO of "C" urban neighbourhood, in which the CBO also facilitated lower teams: Community Technical Team (CTT) and Beneficiary Group Committee (BGC). The CBO leader and CTT committee leader here acted as internal and external boundary spanners, while an individual from health cadres acted as an internal boundary spanner.

4. *Boundary spanners of the three-urban neighbourhoods (comparison)*

Based on the boundary spanner identification in each CBO above, it is very important to understand on what the similarities and the differences of the situation inside CBO among those three urban neighbourhoods. This will be represented through pictures below:

Figure 19. The comparison of situation inside CBO among three urban neighbourhoods
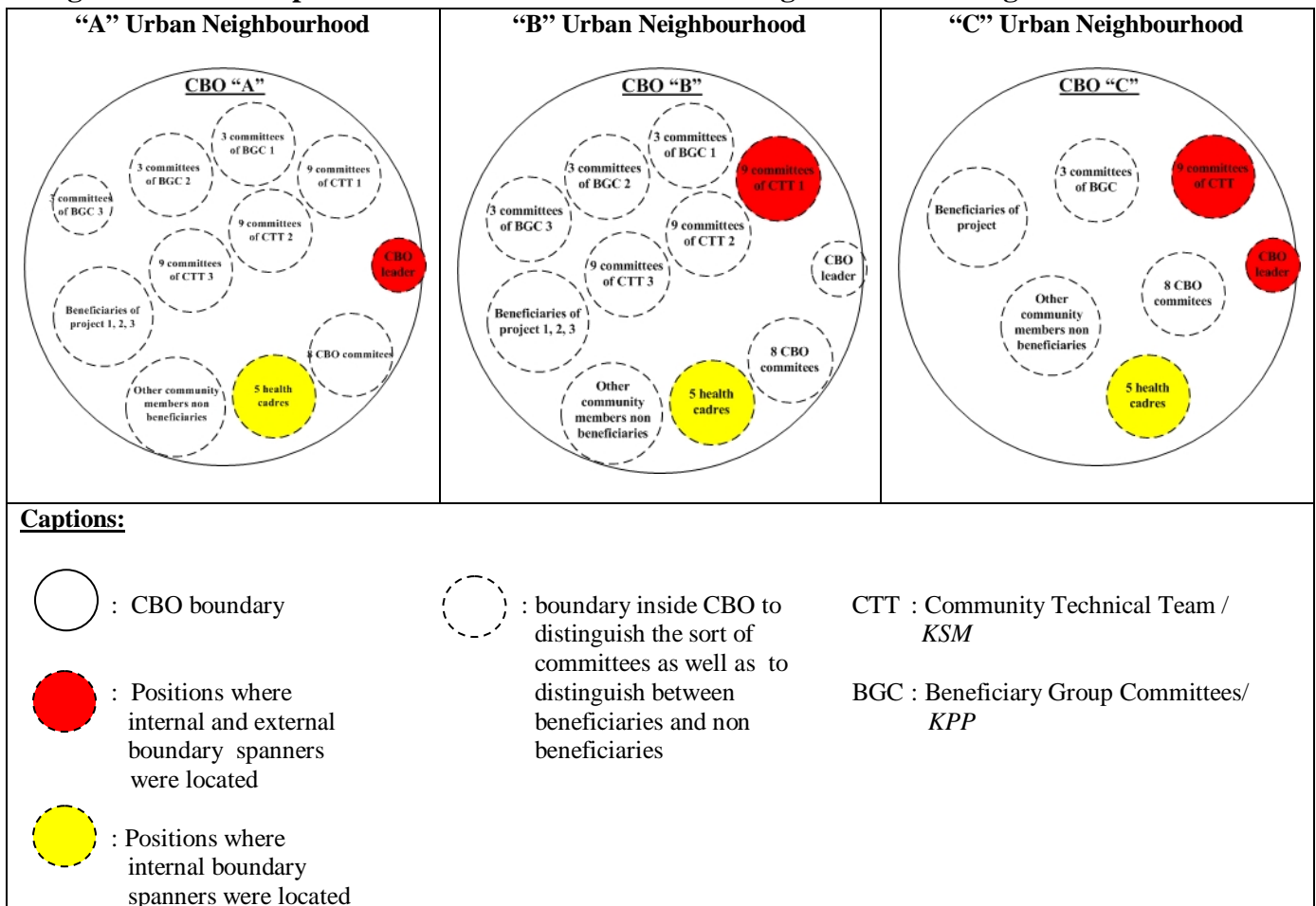
| "A" Urban Neighbourhood | "B" Urban Neighbourhood | "C" Urban Neighbourhood |

Captions:

◯ : CBO boundary

⭕ (red) : Positions where internal and external boundary spanners were located

⭕ (yellow) : Positions where internal boundary spanners were located

◌ (dashed) : boundary inside CBO to distinguish the sort of committees as well as to distinguish between beneficiaries and non beneficiaries

CTT : Community Technical Team / *KSM*

BGC : Beneficiary Group Committees/ *KPP*

Source: Researcher Analysis Result, August 2015

The picture above illustrates the situation of three CBOs among three urban neighbourhoods. In general, those urban neighbourhoods have similarities in their CBO formation: CBO committees, CTT committees, BGC committees, health cadres as well as beneficiaries and non-beneficiary community.

Besides, all of health cadres in those urban neighbourhoods acted as internal boundary spanners. It was occurred since health cadres organized a mother-and-baby-care program in community level which was usually held on 25 every month. Therefore, they were closer to the community, mostly women, than other community committees. This condition surely supported their *SPBM-USRI* project implementation, since the project required women involvement. In addition, their project practices had demonstrated that position of external and internal boundary spanners of the CBOs cannot be generalized, since they were located in different positions. The highest position in community organization is not the solely consideration to recruit boundary spanners of community. In other words, there is an indication of other criteria to decide who act as boundary spanners inside the community organizations. The explanation on the indicated criteria will be explained in the next sub section.

4.1.3.4. The Explanation of Boundary Spanning Public Managers and Boundary Spanners of CBOs

As mentioned earlier, boundary spanning public managers were selected through *AMPL* Team member establishment. They were required acting as connective agents since their

positions were mentioned obviously in project guideline to engage with communities. It implies that the recruitment of their function as internal and external boundary spanners was conducted based on normative approach and it was legitimated through Mayor's decree.

On the other hand, it has been demonstrated that the position of internal and external boundary spanners of CBOs is not always based on the highest position in the community organizations. Hence, it is very important on how they were involved in the *SPBM-USRI* Project.

"I have been being a CBO leader since 2004. [..]That was based on community meeting result. [...] SPBM-USRI project was related to previous project: PNPM-Mandiri. Since, PNPM-Mandiri implementation was under the responsibility of CBO, so my responsibility was also leading the SPBM-USRI Project and being a representative of my urban neighbourhood to local government." (MJ, an internal and external boundary spanner, "A" Urban Neighbourhood, 27 June 2015)

"When SPBM-USRI Project was socialized by Local Government at the first time in urban neighbourhood office, I was invited [...] I was always active in every activities which were held by local government [...] I was selected through community meeting [...] a CBO leader assigned me as a contact person of "B" urban neighbourhood and this was, of course, agreed through community meeting result" (MDJ, an internal and external boundary spanner, "B" Urban Neighbourhood, 23 June 2015)

"I was one of CBO committees, especially in UPL (health environment) division. Since SPBM-USRI Project was related to infrastructure development, so I was automatically leading the project [...] I always came to meetings with local government." (HS2, an internal and external boundary spanner, "C" Urban Neighbourhood, 25 June 2015)

"As a CBO leader, I had a power assigning HS2 as a leader of this project. Moreover, HS2 was an UPL leader in CBO, so it is her responsibility [...] I came to coordination meetings with government, mostly together with HS2" (MA, an internal and external boundary spanner, "C" Urban Neighbourhood, 28 June 2015)

Based on the quotations above, it can be understood that internal and external boundary spanners of CBO were selected based on community meetings. Though "A" and "C" urban neighbourhood boundary spanners did not mention obviously on community meeting for their recruitment, but it is important to be noted that they were selected as CBO committees through a community meeting. The intensive of the boundary spanner attendance to local government's activities seems to be another criterion of internal and external boundary spanner recruitment.

Nevertheless, it is also an inevitable that a CBO leader is considered as an affected actor of the community. Therefore, the local government tends to connect with community through them.

"[...] We usually contacted the community through community leaders and project facilitators."(IM, an internal and external boundary spanner, Makassar Government City, 3 July 2015)

""I saved numbers all community representatives of project participants who usually came to coordination meetings. Most of them were CBO leaders." (HS1, an internal and external boundary spanner, Makassar Government City, 7 July 2015)

"Community leaders were important, especially when I organized health socialization in community."(ZD, an internal and external boundary spanner, Makassar Government City, 6 July 2015)

"I usually met community representatives monthly in my office. Most of them were CBO leaders." (MH, an internal and external boundary spanner, Makassar Government City, 6 July 2015)

Based on the quotations above, it has proven the stronger evidence on the presence another representative from community who are not CBO leaders. This connection was built through the intensive way of the urban neighbourhood representatives to contact with the government public managers.

In this respect, in a condition when the CBO leader cannot act as an external boundary spanner, the recruitment will be held through an additional community meeting, as had been demonstrated by "B" urban neighbourhood. That is to say, a community meeting is the most important community forum to determine every community decision.

Nonetheless, it is also important to be noted that the establishment of CBO was legitimated by the decree of head of urban neighbourhood office. In this respect, the decrees were attached in community work plan documents. It implies that the emergence of CBO is the long hand of local government in community level. In the same way, the recruitment of the boundary spanners in community was also based on a normative approach.

4.2. Boundary Spanning Activities of Public Managers

Since the implementation of the *SPBM-USRI* Project stressed on a collaborative management between local government and community, it is also important to understand on how boundary spanning public managers facilitated the communities conducting the project.

Referring to *SPBM-USRI* Project guideline Year 2013, the internal connection inside local government and external connection across local government organization can be identified through activities and responsibilities of each boundary spanning public manager during project implementation. Those activities will be described in the table below:

Table 7. Internal and external connections of boundary spanning public managers during *SPBM-USRI* Project Implementation Year 2011-2014
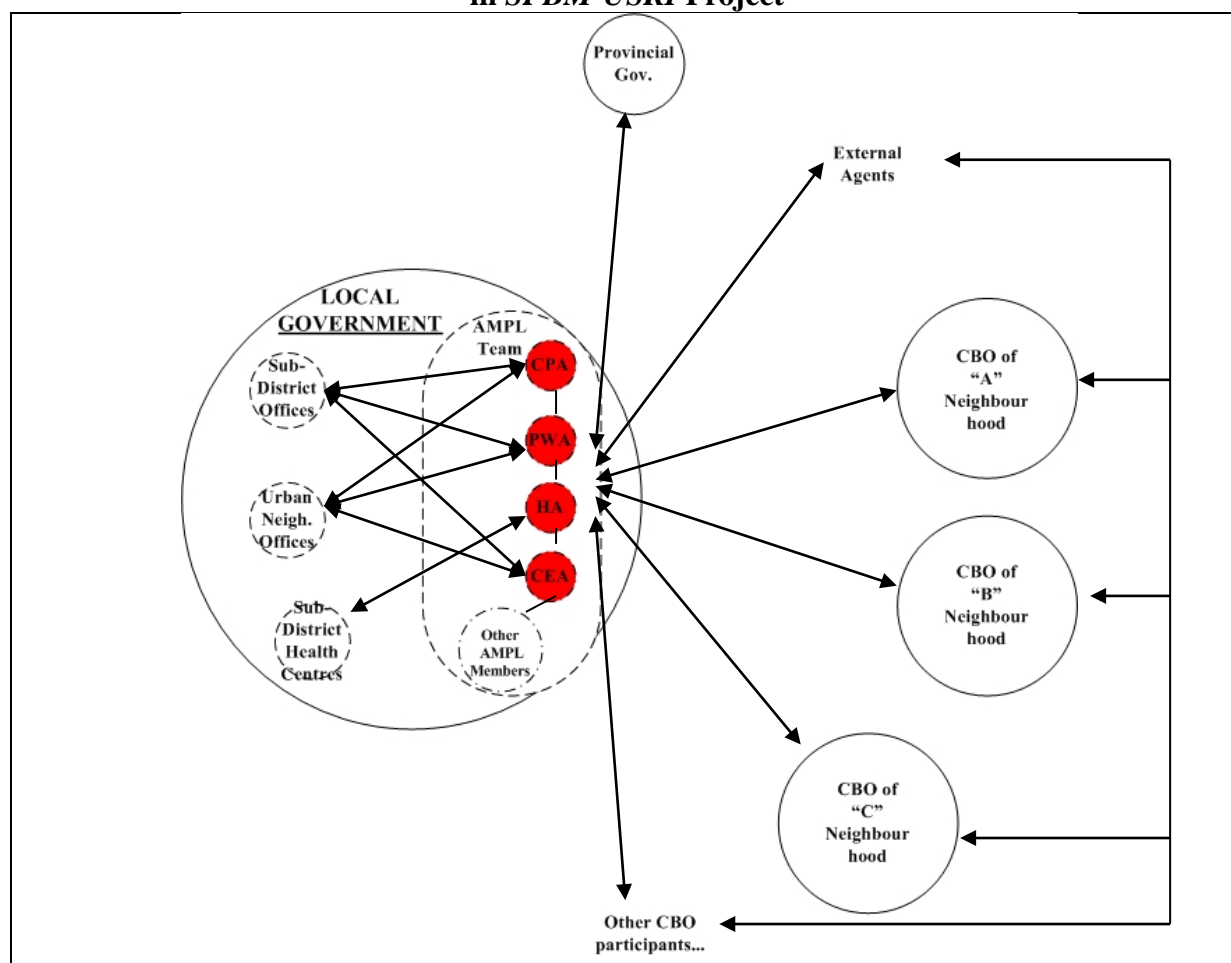
| Phases of Project	Boundary Spanners (*AMPL* Team)	Activities	Connections	
			Internal Government Institution	External Institution
Community preparation	City Planning and Development Agency	Project socialization in city level	• Other AMPL Team members • Head of Sub District • Head of urban neighbourhood office	• CBO representatives • PPIU (Provincial Level)
	Community Empowerment Agency	Project socialization in urban neighbourhood level	• Head of urban neighbourhood office	• CBO committees • Community (40% are women) • External agents (project facilitators)
	Health Agency	Women community meeting	• Head of urban neighbourhood office • Sub district health centre (sanitarians)	• CBO committees • Community (40% are women) • External agents (project facilitators)
Community preparation	• Community Empowerment Agency • Public Works Agency	Urban neighbourhood community meeting	• Head of urban neighbourhood office • Head of district office	• CBO committees • Community (40% are women) • External agents (project facilitators)

Phases of Project	Boundary Spanners (*AMPL* Team)	Activities	Connections	
			Internal Government Institution	External Institution
Planning	Public Works Agency	CSIAP (Community Sanitation Improvement Action Planning) document arrangement	-	• CBO committees • External agents (project facilitators)
Sanitation facility construction	Public Works Agency	Signing project contract by community and local government	• DPIU (city level through Public Works Agency)	• PPIU (provincial level) • CBO committees
		Beneficiary Group Committee establishment	• Head of sub-district office	• CBO committees • External agents (project facilitators)
		Construction	-	• CBO committees • External agents (project facilitators)

Source: SPBM-USRI Project Implementation Guidelines Year 2013, chapter 2-6, page: 7-92

The table describes on how the boundary spanners connected internally and externally. Furthermore, the connectivity of those boundary spanning public managers in *SPBM-USRI* Project also will be illustrated below:

Figure 20. Internal and external connections of boundary spanners of local government in *SPBM-USRI* Project

Source: Researcher's analysis result based on project guideline and minutes of project coordination meetings.

The picture above illustrates the connections of boundary spanning public managers, in which they connected internally with three government institutions in the city level as well as the other *AMPL* Team members and externally with higher government level that is provincial government as well as many CBO project participants. In this respect, the *AMPL* Team was also helped by external agents to connect CBO participants.

Through the connections, the boundary spanning public managers across vertical and horizontal between community and administrative boundaries by connecting integrated local government institutions with communities. They also had to across stakeholder from different integrated sectors, which can be demonstrated when they were connected within *AMPL* Team members. Besides, the horizontal boundaries also were crossed when the boundary spanning public managers connected individuals from lower government institutions, such as sub-district offices, urban neighbourhood offices and sub-district health centres, as well as higher government institution: provincial government. The connections also indicate the processes of exchanged information across their boundaries.

The presence of socializations and community meetings implies that there were mobilizations of people across boundaries. It can be proven through the long attendance list of socializations in the city level which was annually held by City Planning and Development Agency on 4 October 2011, 21 March 2012, 4 April 2013 and 12 February 2014. That is to say that those boundary spanner public managers had mobilized people, either from government institution or communities, in very intensive way.

Through the meetings, those boundary spanners weaved the differences among integrated sectors in the field of sanitation as well as different realm between CBOs and local government. Those had been demonstrated through internal meetings of *AMPL* Team during the project implementation on 16 January 2012, 4 July 2013, 23 October 2013 and 11 September 2014. For instance, an internal meeting discussed technical problems on water pipe connection in a certain urban neighbourhood project participant which was held by City Planning and Development Agency on 23 October 2013. At that time, the boundary spanner from Public Works Agency asked a representative from Municipal Water Agency, also an *AMPL* team member, helping and solving problem of the urban neighbourhood. In this respect, they used those internal team meetings as activities to integrate sanitation sector with water sector.

In all, the boundary spanning public managers had demonstrated boundary spanning activities: connecting, mobilizing and weaving during the project implementation. However, the presence of boundary spanning public managers in this project was more facilitating the community participants to conduct the project. It is also supported by the project implementation guideline Year 2013 chapter 6 (page 1-13) which is clearly mentioned that community is a main actor in the project implementation, while the local government is a facilitator of national project implementation to the selected urban neighbourhoods. As a result, my research is more focusing on the boundary spanning activities in three selected

cases and seeing boundary spanning public managers as partners of communities to conduct the *SPBM-USRI* Project.

4.3. Three Case Analysis and Findings

The three cases below serve, to analyse the quality of boundary spanning activities, essential condition on individual of boundary spanners, trust level and project performance of three selected urban neighbourhood. Subsequently, I conclude this section with a scoring table per analysis and also other visual aids, as my methods, to give a stronger overview on analysis results.

4.3.1. Analysis of Boundary Spanning Activities and Their Qualities

Since in the beginning when the project was started, there was indication of different quality of their boundary spanning activities. This will be measured by assessing to what extent their boundary spanning activities perform and achieve boundary spanning outcomes.

4.3.1.1. "A" urban neighbourhood

Boundary Spanning Activities

Boundary spanning activities of "A" urban neighbourhood can be identified through the presence of project beneficiary meetings which were attached in "A" Urban Neighbourhood Work Plan Documents of Project 1, 2 and 3. In this respect, the enthusiasm of beneficiaries of the project can be identified from the full of attendance list in almost every project beneficiary meetings. This implies on the high mobilization of people, especially the mobilization of project beneficiaries (++).

Furthermore, several documentations below are also considered as other evidences of people mobilization.

Figure 21. Several documentations of CBO committee meetings for *SPBM-USRI* Project Discussion

Source: These pictures were not attached in community work plan document. I obtained the documentations from mobile phone of MJ and MJDK. Thesis fieldwork: 16 June – 8 July 2015

The picture shows on how several times CBO committees gathered and discussed on project progress. Through the committee meetings above, it can be seen the intensive committee mobilization during the project implementation (++).

The mobilization of committees and beneficiaries was also proven when the boundary spanners went door to door to socialize the project to project beneficiaries, as can be seen in the following pictures:

Figure 22. Several documentations on how the boundary spanners came door to door to socialize the project as well as to build internal relationship with community

Source: These pictures were not attached in community work plan document. I obtained the documentations from mobile phone of MJ and MJDK. Thesis fieldwork: 16 June – 8 July 2015

In the same way, the people mobilization was also proven through community meetings as can be seen in the pictures below:

Figure 23. Several documentations of CBO committee and community meetings for *SPBM-USRI* Project Discussion

Source: These pictures were not attached in community work plan document. I obtained the documentations from mobile phone of MJ and MJDK. Thesis fieldwork: 16 June – 8 July 2015

The pictures illustrates on how the boundary spanner and CBO committees conducted community meetings. In this respect, they had two ways to engage with all community (project beneficiaries and non project beneficiaries). First, they integrated another event with community meeting. It was proven through the first picture, in which that they held a community meeting after citing *Qoran*[10]. Second, they invited people to community meetings which were held in community's houses, CBO secretariat office and mosque. Through the pictures, it has been proven the indication of intensive people mobilization through community meetings (++)

In addition, people mobilization also can be proven through collective actions by all community during sanitation facility construction as can be seen below:

Figure 24. The Community gathered and *gotong-royong*[11] in order to finish sanitation facility construction

*Source: These pictures were not attached in community work plan document. I obtained the documentations from mobile phone of MJ and MJDK. Thesis fieldwork: 16 June – 8 July 2015*

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[10] Citing *Qoran* is a weekly event of Indonesian Muslims which is usually held by community every Thursday in Mosque. Since community of "A" urban neighbourhood are very religious, this event is usually attended by all community, mostly men.

The pictures above illustrates on how all community (beneficiaries, non beneficiaries and committees) engaged and worked together finishing sanitation facility construction. They were many people involved, no matters their genders and their ages. The enthusiasm of the community also can be seen from the number of them worked in the sanitation facility cite (++).

Furthermore, the people mobilization in the urban neighbourhood also can be indicated through the presence of flyer of the project. In this respect, internal and external boundary spanner promoted the investment opportunity through giving approach to non beneficiaries as well as regular donors from outside community organization. In this respect, people mobilization had been demonstrated to the mobilization of donors to invest in this urban neighbourhood (++). This supported by the picture below:

Figure 25. Flyer of investment opportunity through giving approach in "A" urban neighbourhood
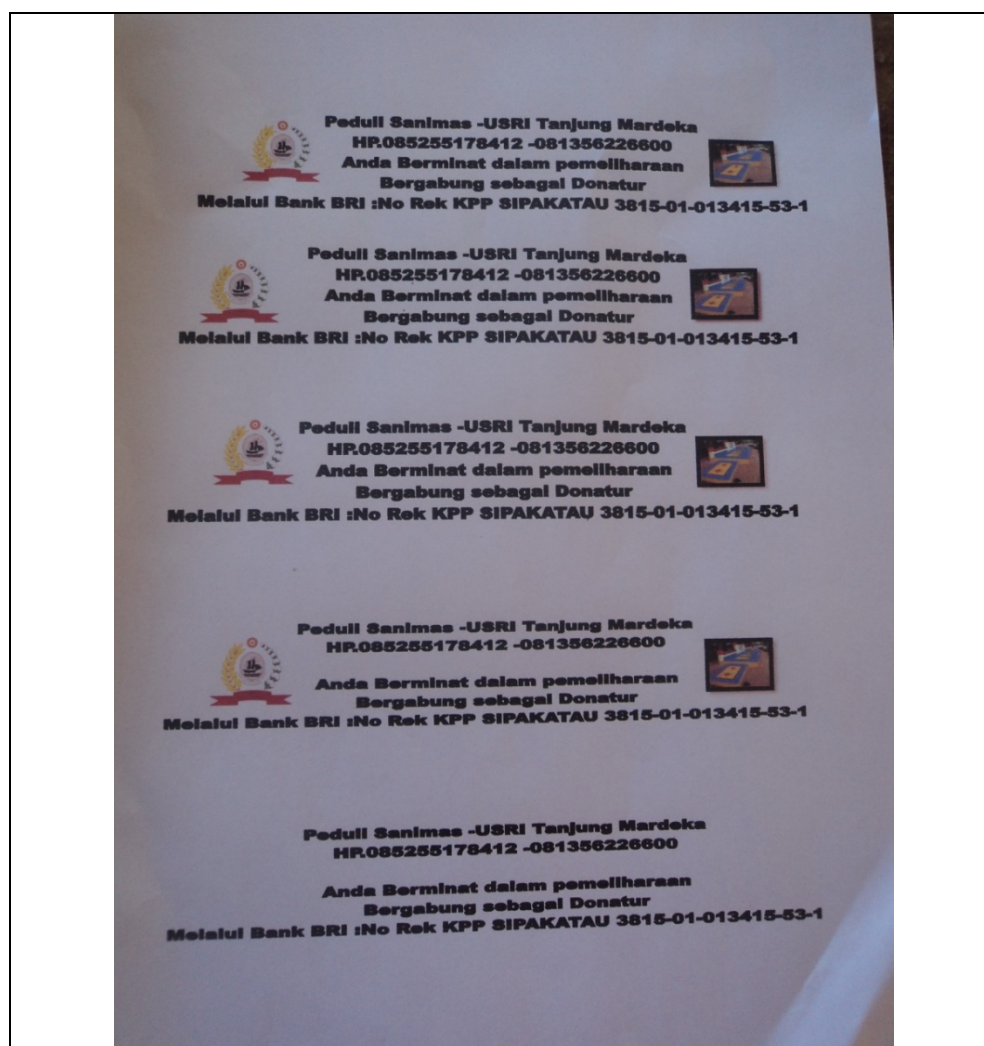
Source: Thesis fieldwork: 16 June – 8 July 2015

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[11] *Gotong-royong* is a common Indonesian terminology to say mutual cooperation by community. Referring *Kamus Besar Bahasa Indonesia* (Indonesian language dictionary), it is usually used for activities in which community work together for free to help people in their neighbourhood, such as building house, and also other community activities which have association with their neighbourhood development.

Through the meetings and collective actions that have been mentioned above, it can be identified on the internal and external connected people as another boundary activity. Furthermore, it will be describe below:

Table 8. Internal connection during *SPBM-USRI* Project Iiplementation in "A" urban neighbourhood

Boundary Spanner of "A" urban neighbourhood	Activities	Connected People
Internal and external boundary spanner	Committee meetings	Between committee members
	Sanitation facility construction	Organization committees – beneficiaries – non project beneficiaries
• Internal and external boundary spanner • Internal boundary spanners	Project socializations	• Between project beneficiaries • Between committees – project beneficiaries
	Community meetings	Organization committees – beneficiaries – non project beneficiaries

Source: Researcher Analysis Result based on "A" urban neighbourhood work plan documents for project 1, 2 and 3; August 2015

The table above shows how the internal and external boundary spanner, a CBO leader, was very active connecting all people inside his organization (++). He also helped by internal boundary spanners, health cadres, to contact with the community. On the other hand, the external boundary activity connections will be described below:

Table 9. External connection during *SPBM-USRI* Project implementation in "A" urban neighbourhood

Boundary Spanner of "A" urban neighbourhood	Activities	Connected People
• Internal and external boundary spanner • Internal boundary spanners	Project socializations in urban neighbourhood level	Community Empowerment Agency as well as urban neighbourhood office and sub district office (local government) – CBO committees – external agents - beneficiaries
	Women community meeting	Health Agency and Sub-District Health Centre (local government) – health cadres – external agents - beneficiaries
	Urban neighbourhood community meeting	Public Works Agency and Community Empowerment Agency (local government) – CBO committees – external agents - beneficiaries
Internal and external boundary spanner	Sanitation facility construction	Public Works Agency (local government) – CBO committees – external agents – beneficiaries – non beneficiaries
	Investment opportunity through giving activity	Regular donors - beneficiaries

Source: Researcher Analysis Result based on "A" urban neighbourhood work plan documents and SPBM-USRI Project Implementation Guidelines Year 2013, chapter 2-6, page: 7-92, August 2015

The table above describes on how the internal and external boundary spanner, a CBO leader, connected people from inside his organization to people from local government. He also connected his organization to external agents. Furthermore, the internal and external connecting people activities will be illustrated below:

Figure 26. Internal and external connecting people activities by boundary spanners of CBO "A"
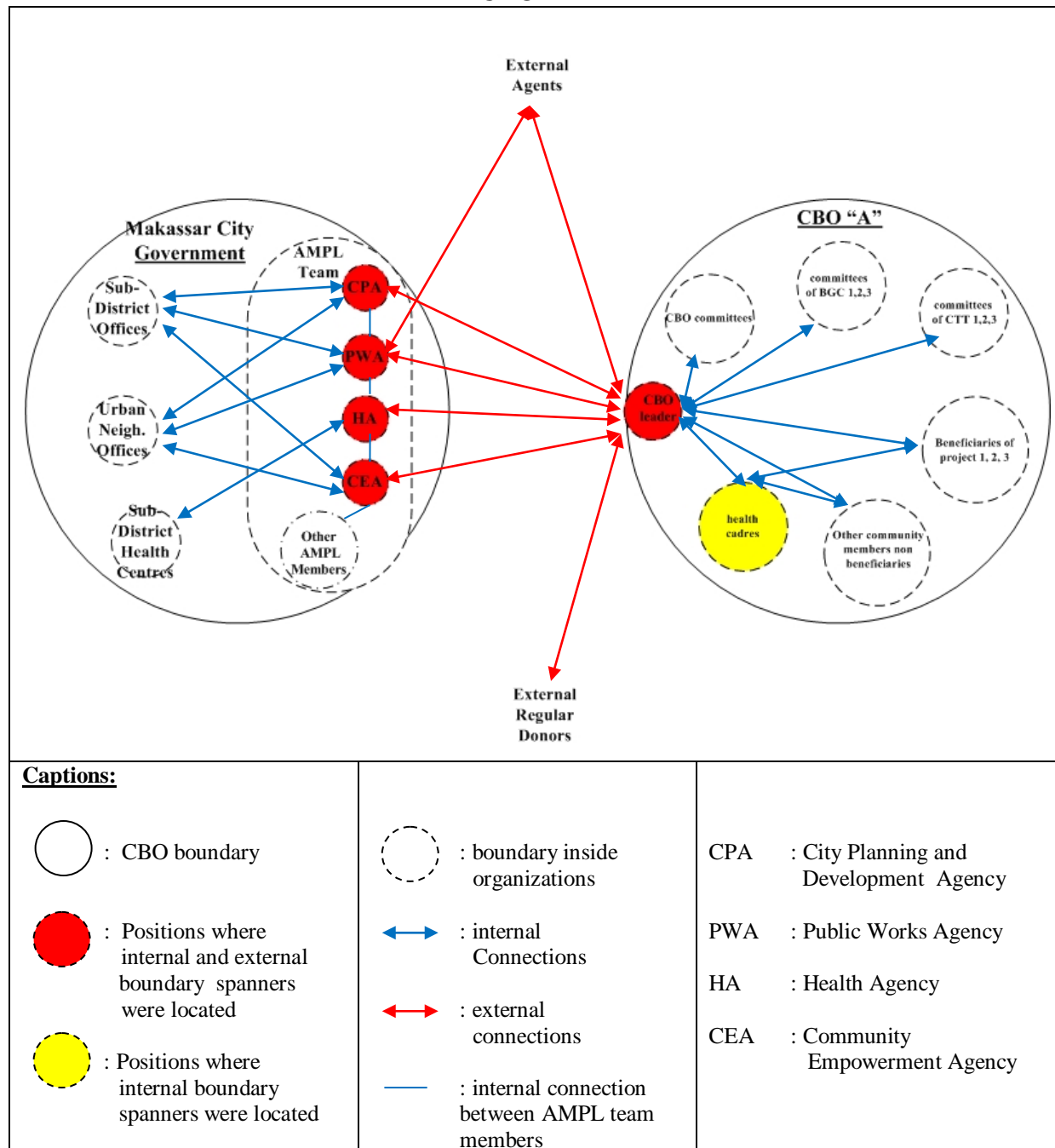
Source: Researcher's analysis result based on project guideline and minutes of project coordination meetings as well as interview results, August 2015.

The picture above illustrates the internal and external connections of both organizations (CBO "A" and Makassar City Government). In this respect, the role of a CBO leader as an internal and external boundary spanner was very important since he connected all people inside his organization (++). Besides, he was also well connected with local government and

non-organizations outside his organization: external regular donors and project external agents (++).

Furthermore, there were also many opportunities of exchanged information across boundaries. Based on the Community Work Plan Documents for project 1, 2 and 3, I identified the process as can be seen in the table below:

Table 10. Exchanged information in "A" urban neighbourhood

Activities	Involved Actors in Exchanging Information Process	Sort of Information Identification
Project socializations in urban neighbourhood level	• Community Empowerment Agency • Internal and external boundary spanner of CBO • Internal boundary spanners of CBO • CBO committees • External agents • Beneficiaries	• Project overview • Administrative process during project implementation • The needs of community team establishment
Women community meeting	• Health Agency (local government) • Internal and external boundary spanner of CBO • Internal boundary spanners of CBO • CBO committees • External agents • Beneficiaries	• The important role of women for creating clean and healthy behaviour in their house and environment
Urban neighbourhood community meeting	• Public Works Agency and Community Empowerment Agency (local government) • Internal and external boundary spanner of CBO • Internal boundary spanners of CBO • CBO committees • External agents • Beneficiaries	• The opportunity of community based project implementation • Project overview • Procedure to implement the project
Project socializations in community level	• Internal and external boundary spanner of CBO • Internal boundary spanners of CBO • Project beneficiaries • Community committees • Beneficiaries	• Project overview
Community meetings	• Internal and external boundary spanner of CBO • Internal boundary spanners of CBO • Organization committees • Beneficiaries • Non project beneficiaries	• Encountered problems • Problem solutions • Ideas
Sanitation facility construction	• Public Works Agency (local government) • Internal and external boundary spanner of CBO • CBO committees • External agents • Beneficiaries • Non beneficiaries	• Construction process • Type of technology for sanitation facility • Procurement procedures • Encountered technical problems
Investment opportunity through giving activity	• Internal and external boundary spanner of CBO • Regular donors and potential donors • Beneficiaries	• Project overview • Financial flow • Financial resource
CBO committee meetings	• Internal and external boundary spanner of CBO • Community committee members	• Encountered problems • Problem solutions • Ideas

Source: Researcher Analysis Result based on "A" urban neighbourhood work plan documents for project 1, 2 and 3; August 2015

The table above describes the exchanging information between involved actors of *SPBM-USRI* Project implementation in "A' urban neighbourhood. Some information seems overlap, but it seems like process to translating the information by using same basic information.

Furthermore, other evidences of exchanging information in "A" urban neighbourhood:

Figure 27. The situation of CBO secretariat office of "A" urban neighbourhood

| Outside of CBO secretariat office | Information board of SPBM-USRI 2014 | ⭕ : the location of information board that treasurer usually displayed financial report. When I conducted fieldwork, the board was used to socialize another community based project, called *PPLBK* project, that is a project of community based-urban neighbourhood arrangement. |

Source: Thesis fieldwork: 16 June – 8 July 2015

The pictures above show on how the *CBO* committees tried informing the project through board information. The information also can be obtained from displayed posters inside the secretariat office. By doing so, they were more intensive in exchanging information (++).

Supporting to this, the financial information was also exchanged through information board.

"I was a treasurer in Project 2 construction. At that time, a CBO leader asked me reporting our financial report not only for CBO committees, but also to community. It was displayed in the information board in front of CBO secretariat office. Everyone who passed the office could see money flowed and purchased" (MJDK, a stakeholder, "A" Urban Neighbourhood, 4 July 2015)

Figure 28. List of regular donors of *SPBM-USRI* Project in "A" urban neighbourhood

| Project Donor List in Year 2014 | Project Donor List in Year 2015 |

⭕ : location in which project donor list is usually displayed in CBO secretariat office that is in office's terrace

Note: the blank row in the list means that donors transferred money through CBO's bank account, not giving in cash (MJDK, stakeholder, "A" Urban Neighbourhood, 4 July 2015)
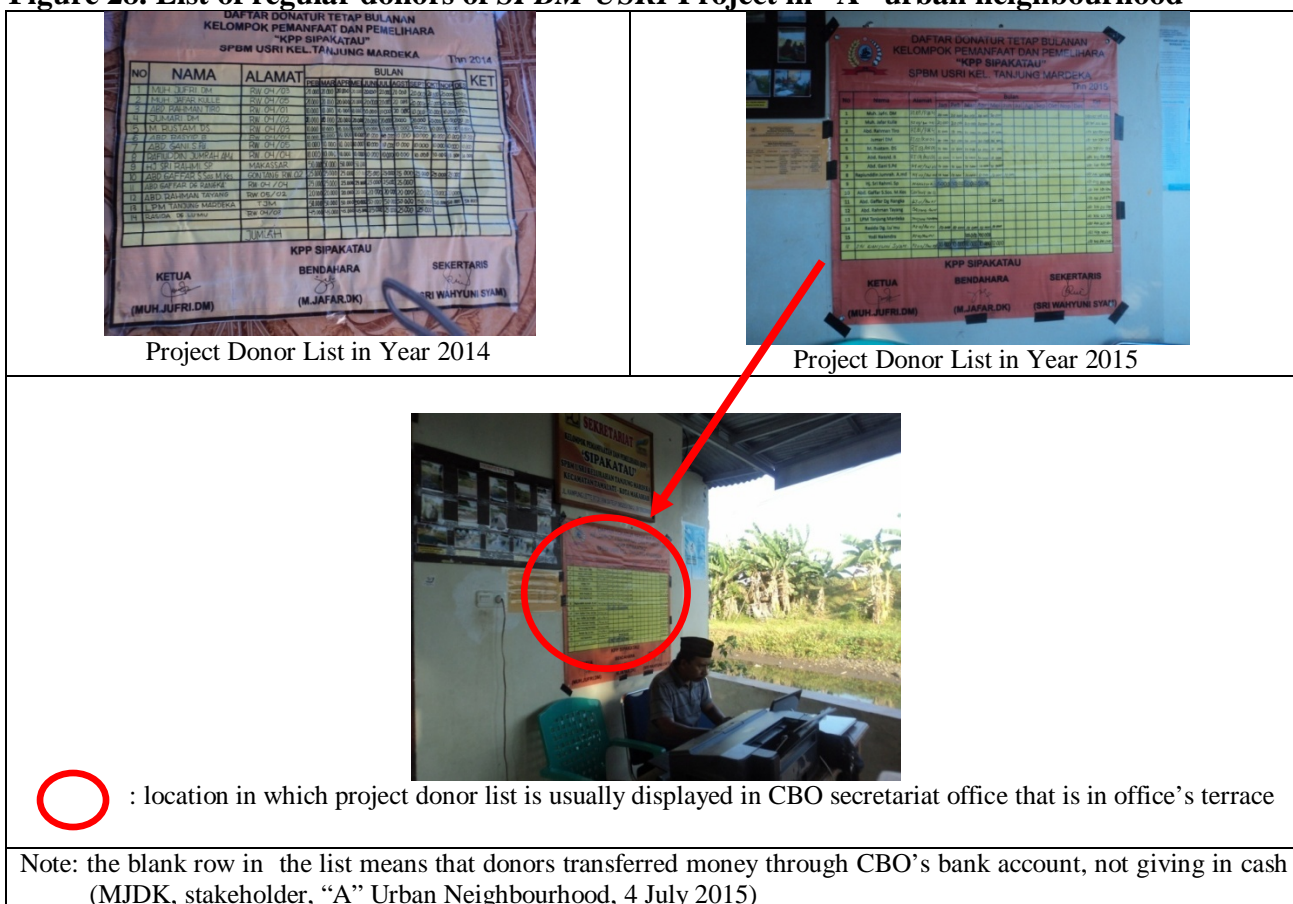
Source: Thesis fieldwork: 16 June – 8 July 2015

Through the evidences above, it also can be interpreted that the exchanging information process was conducted in the formal ways by using: committee meetings, community meetings, flyers, posters and information boards. Nevertheless, the exchanging, information was also conducted informally, such as when the boundary spanners went door to door or communicated informally through social media or direct interaction between them (++).

"Information came every time. That was why, my house was always open for everyone who asked and needed information about the project [...] All communities saved my phone number. They usually contacted me by phone." (MJ, an internal and external boundary spanner, "A" Urban Neighbourhood, 27 June 2015)

In addition, there was also the indication another boundary spanning activity that is weaving. In this respect, the internal and external boundary spanner integrated all community teams and all community, either beneficiaries or non beneficiaries, to create interdependence among them (++). He stressed on the importance of integration and believed that everyone could participate to project implementation.

"Personally, I saw SPBM-USRI project as an integrated work to build public facility. Though we had solid committees and we divided to different sections of committee, but we would not able to implement the project without the involvement of all community. The more hands would make our work easier. That was why it is important integrating all elements of community to be involved in the project implementation." (MJ, an internal and external boundary spanner, "A" Urban Neighbourhood, 27 June 2015)

"MJ always said that everyone had same opportunity to be involved in the project [...] All of us worked together [...] If there was no participation from all community, we would not be able finishing the project on schedule. We needed each others." (JDM, a stakeholder, "A" Urban Neighbourhood, 4 July 2015)

The integration process in this urban neighbourhood through the involvement all elements of community in community meetings, construction process and opening investment to the project through giving approach.

Boundary Spanning Results

In general, I argue that boundary spanning activities in "A" urban neighbourhood occurred in many ways. They built their internal relationship inside CBO committees and also other teams as their first step before they built relationship with communities. Through internal relationship building, they were able accessing information from community, mobilizing people, conducting meetings and integrating all community in project implementation.

As a result, "A" urban neighbourhood succeeded to keep the sustainability of CBO and local government relationship through the integration and collaboration between them conducting several activities during project implementation and after the project finished (++). This sustainable relationship also guaranteed the process connection of every project phase. They also obtained political support from all community for the project implementation through committee meetings, community meetings and collective actions by mutual cooperation (*kerja bakti*) between community during project construction (++). Besides, resource and investment from outside of community could also be obtained by opening investment opportunity to the project (++). To put it simply, see the illustration below:

Figure 29. Results of boundary spanning activities in "A" urban neighbourhood
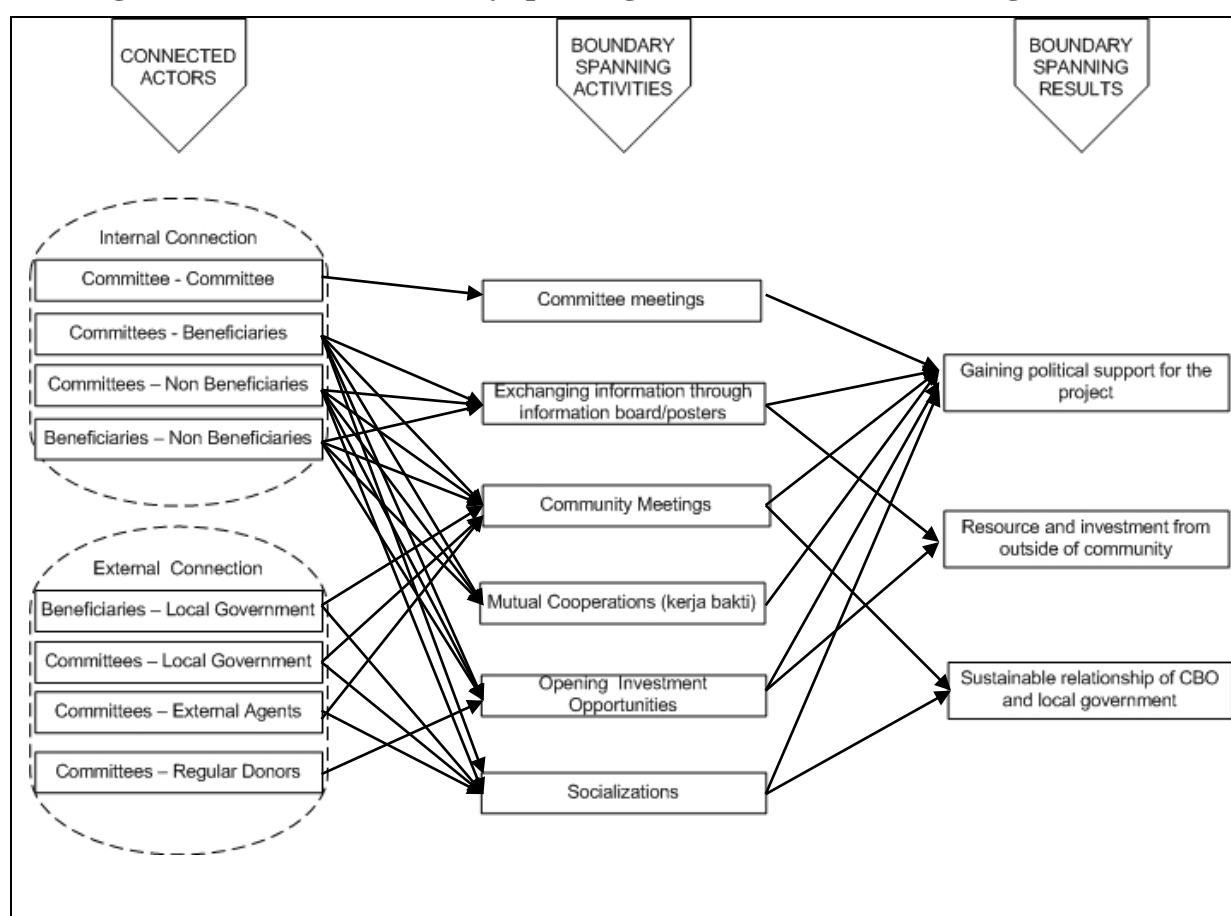
Source: Researcher Analysis Result, August 2015

The picture above illustrates on how "A" urban neighbourhood achieved boundary spanning results during *SPBM-USRI* project implementation. In general, it can be seen that the boundary spanners built the internal connection in many ways: exchanging information through information board/posters, community meetings, opening investment opportunities and socializations. In this respect, community meetings and socializations were activities that seem more effective to build connection internally and externally. Besides, all of the boundary-spanning activities had contribution to gain political support of the project.

4.3.1.2. "B" urban neighbourhood

Boundary Spanning Activities

Referring to "B" Urban Neighbourhood Work Plan Documents of all projects in 2011, 2013 and 2014, though they also conducted many community meetings but the meetings were only attended by 50% of the total number of beneficiaries. I understand that technically, their number meets the requirement of project guideline. However, I interpret that the enthusiasm of beneficiaries in this urban neighbourhood is not as high as the beneficiary enthusiasm in "A" neighbourhood (+/-). Besides, the community meetings were only involved the project beneficiaries (+/-). Furthermore, the situation on how the community meetings were conducted in "B" urban neighbourhood can be seen in the following pictures:

Figure 30. Community meeting in "B" Urban Neighbourhood

Source: These pictures were not attached in community work plan document. I obtained the documentations from mobile phone of MDJ, the meeting was held in August, 2014. Thesis fieldwork: 16 June – 8 July 2015

In this respect, this is very difficult to find evidences on people mobilization through collective action in the construction process. Referring to project documentation, it was only hired-community in the location when the facility was constructed. As mentioned previously, this project was conducted by hiring a professional sanitation worker and labours form community. Apparently, this is the reason why there was lack of people mobilized during facility construction (-).

The low people mobilization in this urban neighbourhood is also supported by pictures below:

Figure 31. People mobilization differences between *SPBM-USRI* Project and *PNPM-Mandiri* Project implementations

Documentation of *SPBM-USRI* Project 3 construction in 2014

Documentations of *PNPM Mandiri* Project construction (paving project) in 2014. There was indication of collective actions in this project implementation.

Source: I obtained the documentations by scanning those pictures from CBO documentation album. Thesis fieldwork: 16 June – 8 July 2015

The pictures above illustrate different people mobilization between *SPBM-USRI* Project and another similar community-based project that is *PNPM Mandiri* Project. In the first picture, it can obviously seen that there were community labours in the project location, while there were more people in the location of *PNPM-Mandiri* Project.

Furthermore, through community meetings, I identified the internal and external connected people as another boundary activity. Furthermore, it will be describe below:

Table 11. Internal connection during *SPBM-USRI* Project implementation in "B" urban neighbourhood

Boundary Spanner of "A" urban neighbourhood	Activities	Connected People
Internal and external boundary spanner	Committee meetings	Between committee members
	Sanitation facility construction	Organization committees – beneficiaries
• Internal and external boundary spanner • Internal boundary spanners	Project socializations	• Between project beneficiaries • Between committees – project beneficiaries
	Community meetings	Organization committees – beneficiaries

Source: Researcher Analysis Result based on "B" urban neighbourhood work plan documents for project 1, 2 and 3; August 2015

The table above shows on how the internal and external boundary spanner was also very active connecting all people inside his organization. At glance, it seems that there is no difference with previous urban neighbourhood. He also helped by internal boundary spanners, health cadres, to contact with the community. However, he only connected beneficiaries without considering community non beneficiaries (+/-). Subsequently, the external boundary activity connections will be described below:

Table 12. External connection during *SPBM-USRI* Project Implementation in "A" urban neighbourhood

Boundary Spanner of "A" urban neighbourhood	Activities	Connected People
• Internal and external boundary spanner • Internal boundary spanners	Project socializations in urban neighbourhood level	Community Empowerment Agency as well as urban neighbourhood office and sub district office (local government) – CBO committees – external agents – beneficiaries
	Women community meeting	Health Agency and Sub-District Health Centre (local government) – health cadres – external agents – beneficiaries
	Urban neighbourhood community meeting	Public Works Agency and Community Empowerment Agency (local government) – CBO committees – external agents – beneficiaries
Internal and external boundary spanner	Sanitation facility construction	Public Works Agency (local government) – CBO committees – external agents – beneficiaries – non beneficiaries

Source: Researcher Analysis Result based on "A" urban neighbourhood work plan documents and SPBM-USRI Project Implementation Guidelines Year 2013, chapter 2-6, page: 7-92, August 2015

Similarly, the external connection of this urban neighbourhood also did not involve the non beneficiary community (+/-). Besides, there was also did not connectivity to donors outside community members (- -).

Furthermore, the internal and external connecting people activities will be illustrated below:

Figure 32. Internal and external connecting people activities by boundary spanners of CBO "B"
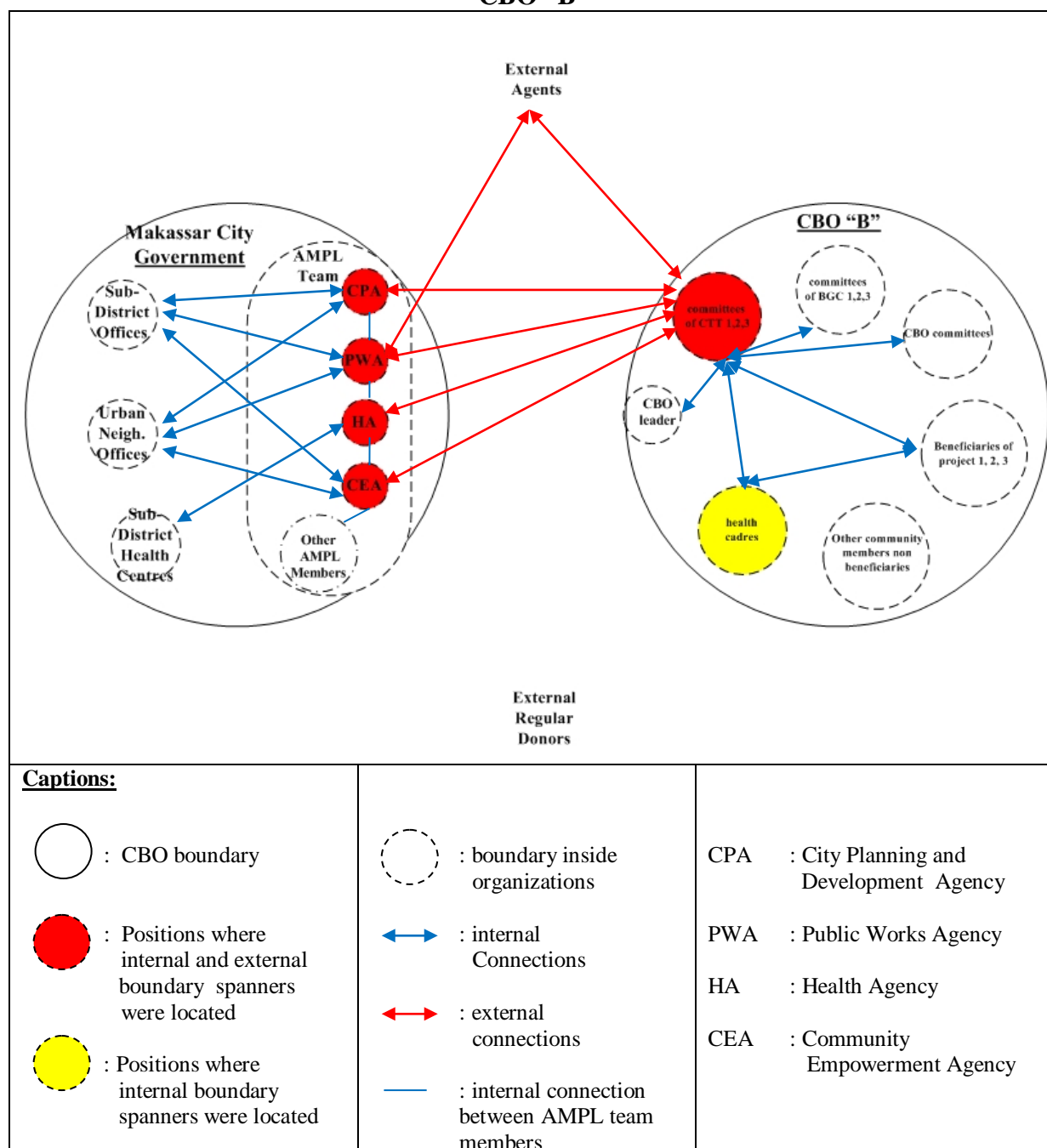
Source: Researcher's analysis result based on project guideline and minutes of project coordination meetings as well as interview results, August 2015.

The picture above illustrates the internal and external connections of both organizations (CBO "B" and Makassar City Government). It can be seen that the internal connection in local government still remained though a CBO leader of "B" urban neighbourhood did not act as an internal and external boundary spanner. It implies that the formal position of boundary

spanner of CBO does not influence the internal boundary spanning activity (connecting) of local government. However, internal connection inside CBO "B" is different with the previous neighbourhood. First, it is obviously seen that an internal and external boundary spanner was located in community technical team. Besides, there was no connection between the internal and external boundary spanner and non beneficiary community as well as with external regular donor.

The exchanging information process also occurred in this urban neighbourhood. Based on the Community Work Plan Documents for project 1, 2 and 3, I identified the process as can be seen in the table below:

Table 13. Exchanged information in "B" urban neighbourhood

Activities	Involved Actors in Exchanging Information Process	Sort of Information Identification
Project socializations in urban neighbourhood level	• Community Empowerment Agency • Internal and external boundary spanner of CBO • Internal boundary spanners of CBO • CBO committees • External agents • Beneficiaries	• Project overview • Administrative process during project implementation • The needs of community team establishment
Women community meeting	• Health Agency (local government) • Internal and external boundary spanner of CBO • Internal boundary spanners of CBO • CBO committees • External agents • Beneficiaries	• The important role of women for creating clean and healthy behaviour in their house and environment
Urban neighbourhood community meeting	• Public Works Agency and Community Empowerment Agency (local government) • Internal and external boundary spanner of CBO • Internal boundary spanners of CBO • CBO committees • External agents • Beneficiaries	• The opportunity of community based project implementation • Project overview • Procedure to implement the project
Project socializations in community level	• Internal and external boundary spanner of CBO • Internal boundary spanners of CBO • Project beneficiaries • Community committees • Beneficiaries	• Project overview
Community meetings	• Internal and external boundary spanner of CBO • Internal boundary spanners of CBO • Organization committees • Beneficiaries	• Encountered problems • Problem solutions • Ideas
Sanitation facility construction	• Public Works Agency (local government) • Internal and external boundary spanner of CBO • CBO committees • External agents	• Construction process • Type of technology for sanitation facility • Procurement procedures • Encountered technical problems • Financial flow
CBO committee meetings	• Internal and external boundary spanner of CBO • Community committee members	• Encountered problems • Problem solutions • Ideas

Source: Researcher Analysis Result based on "A" urban neighbourhood work plan documents for project 1, 2 and 3; August 2015

The table above describes the exchanging information process between involved actors of *SPBM-USRI* Project implementation in "B' urban neighbourhood. In general, the exchanged information was as same as the exchanged information in "A" urban neighbourhood. This occurred since the implementation of this project was based on the same project guideline. The differences are located in the excluding of non beneficiary and no involvement of donors from outside community (+/-). Therefore, there was no exchanged information with them.

Furthermore, another evidence of exchanged information in "B" urban neighbourhood was proven from the displayed pictures of *SPBM-USRI* Project in their secretariat office as can be seen in the pictures below:

Figure 33. The situation of CBO secretariat office of "B" urban neighbourhood

Source: Thesis fieldwork: 16 June – 8 July 2015

The information on financial resource of the project also remained be informed to beneficiaries.

"When the projects were implemented, we usually displayed the financial report in front of CBO office. However, after the project finished, it was reported monthly by AN, as our treasurer" (MDJ, boundary spanner, "B" Urban Neighbourhood, 23 June 2015)

This also supported by a quotation below:

"I always announced the financial report, usually on date 25 every month when we held Posyandu (mother and baby health care) meeting." (AN, boundary spanner/stakeholder, "B" Urban Neighbourhood, 21 June 2015)

This implies that the beneficiaries were still updated on the project management, including financial management (++).

The integration process was arranged by setting role of each committee to contribute to project implementation. The internal and external boundary spanner gave same opportunity to all committees to join project trainings alternately. They also integrated the project with other community event. However, there was no evidence on the effort of the committee to integrate all group of community; they only focused on integrating committees (+/-).

"I involved health cadres to campaign the project [...] I sent all committees to join training alternately, so they had specialization that can support project implementation. For instance, I joined construction training, AN joined administration and report training and so forth." (MDJ, an internal and external boundary spanner, "B" Urban Neighbourhood, 23 June 2015)

"Each committee had different role to contribute to project implementation. Besides, I also integrated the project socialization with other events, such as posyandu and PKK (woman gathering in community level)." (AN, an internal boundary spanner/stakeholder, "B" Urban Neighbourhood, 21 June 2015)

Boundary Spanning Results

In all, it has proven that generally, there was similar boundary spanning activities between "B" urban neighbourhood and "A" urban neighbourhood. They built their internal relationship inside CBO committees and also other teams as their first step before they built relationship with communities. They were also able accessing information from community, mobilizing people, conducting meetings and integrating all elements in project implementation, but excluding non beneficiaries and hiring a professional worker made the boundary spanning activities in this urban neighbourhood did not perform maximally (+/-).

Nevertheless, "B" urban neighbourhood still succeeded to keep the sustainability of CBO and local government relationship through the integration and collaboration between them conducting several activities during project implementation (++). However, their political support for the project implementation was not as high as "A" urban neighbourhood's political support (+). In addition, they were not able to obtain resource and investment from outside of community (--). To put it simply, see the illustration below:

Figure 34. Results of boundary spanning activities in "B" urban neighbourhood
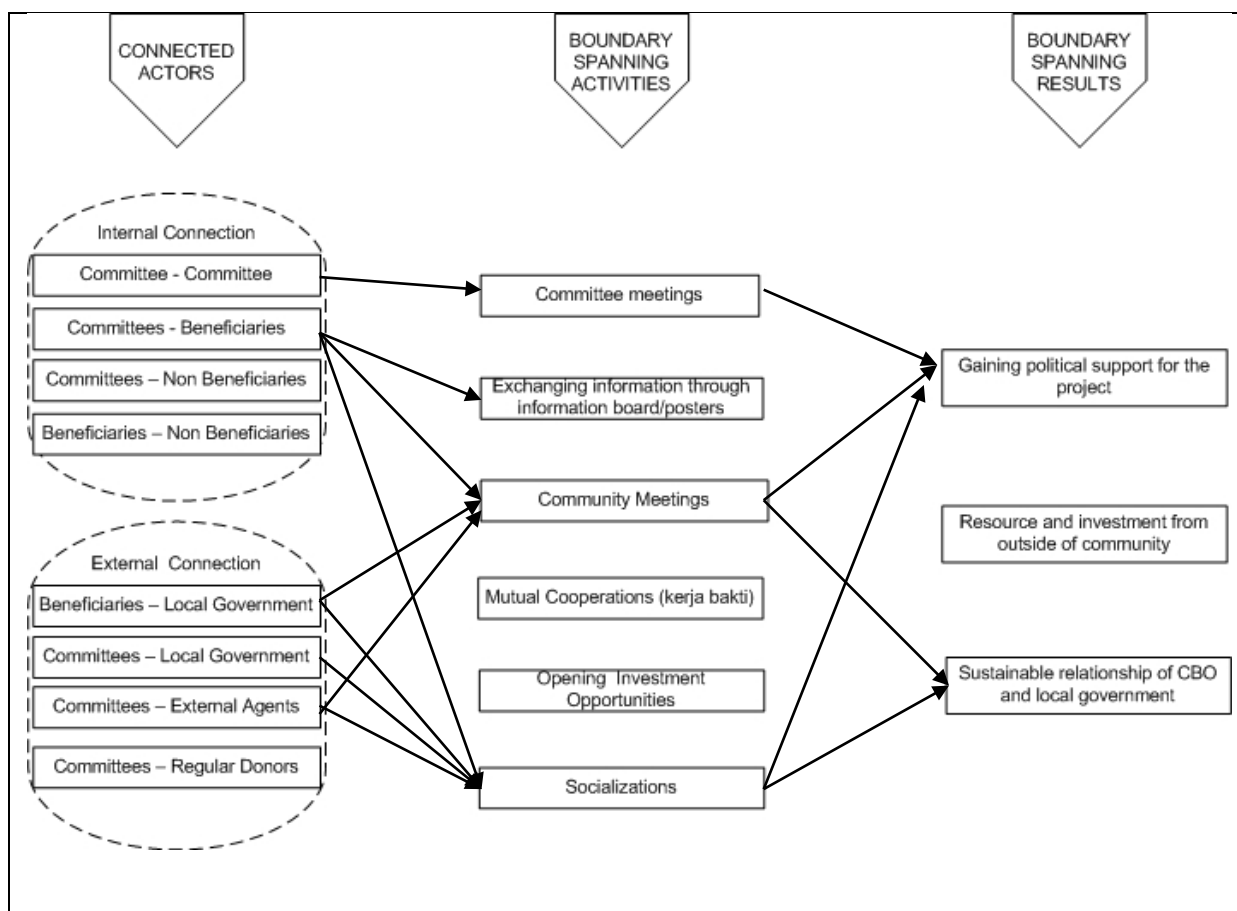
Source: Researcher Analysis Result, August 2015

The picture above illustrates how boundary spanning results were achieved by "B" urban neighbourhood. It can be seen that they only focused on building internal connection between committees and committees and beneficiaries (+/-). As a result, several boundary spanning activities did not occur, such as mutual cooperation and opening investment opportunity (- -). Besides, though they succeeded to keep their relationship with local government, but their political support was not really strong (+/-).

4.3.1.3.   "C" urban neighbourhood

Boundary Spanning Activities

Referring to "C" urban neighbourhood work plan document, it can be proven that they conducted 4 times community meeting. Through the attendance list, the number of people came was only 10-22 people (less than 50% of total beneficiaries), mostly attended by committee self. Furthermore, see the pictures below:

Figure 35. Documentations of community meetings in "C" urban neighbourhood during project implementation in 2012
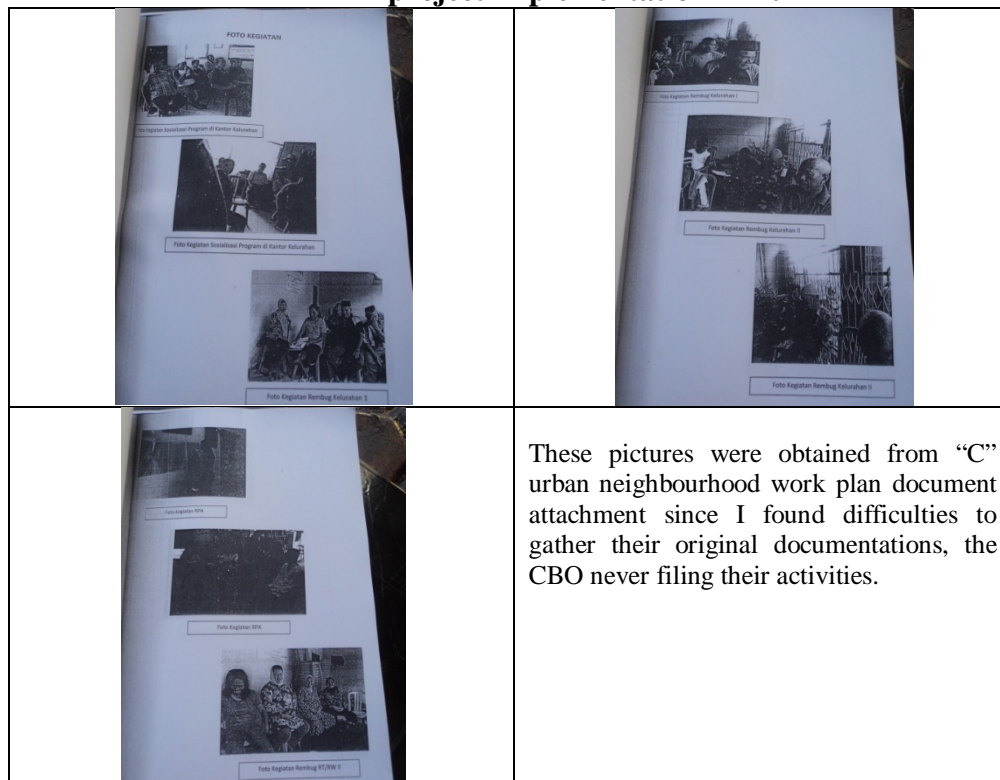
Source: Thesis fieldwork: 16 June – 8 July 2015

Based on the pictures, it is proven that during community meeting there were not many people attended in the community meeting (-).

Besides, the collective actions also cannot be proven from the construction phase. Furthermore, see the pictures below:

Figure 36. Documentations of sanitation facility construction in "C" urban neighbourhood during project implementation in 2012
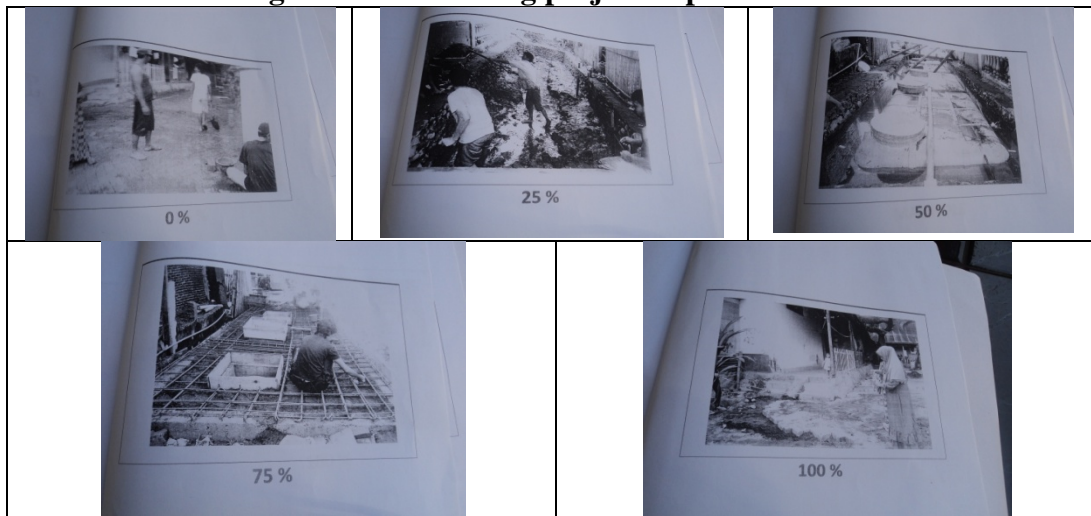
Source: These pictures were obtained from "C" urban neighbourhood final project document attachment.
Thesis fieldwork: 16 June – 8 July 2015

The pictures above documented project progress in "C" urban neighbourhood, from 0% to 100%. It is obviously that from the pictures, we can see that there were no many people involved in the project construction. In this sense, there was no collective actions, no people mobilized in the project (--).

Based on this basic information, I tried investigating boundary spanners of this neighbourhood. *"The community here are very difficult. We faced complex problems, many beneficiaries cut their channels." (MA, boundary spanner, "C" Urban Neighbourhood, 28 June 2015).*Similar arguments also stated by other boundary spanner: HS2 and H1.

Through HS2, I obtained the information that many beneficiaries cut their channel since they experienced mal design in their waste water treatment plant installation. It was occurred since their technical facilitator did not come during facility construction. However, based on a minute of evaluation meeting by City Planning and Development Agency on 25 August 2014, which states that project consultant warned "C" urban neighbourhood that the main problem of the urban neighbourhood was internal problem in the organization. The consultant tried facilitating community meeting for problem solving discussion in March and June 2014, but the consultant always failed since no community came to the meeting. In this respect, the consultant was only able to help their technical problem but not internal organization problem.

Referring to the minutes, I traced information through one of stakeholders of this neighbourhood. *We did not know exactly about the project. CBO consist of 9 people. In fact, only 4 people understand the project process. There was no communication during project implementation. (MDS, a stakeholder, "C" Urban Neighbourhood, 29 June 2015).* Similar statements also supported by the other two stakeholders (CBO committees). It implies that there was a problem in internal relationship within CBO committees.

Other problems were also revealed by several ex-beneficiaries that are beneficiaries who cut their house channels and one potential beneficiary that is respondent who interested in joining the project but she had no opportunity. It seems that the boundary spanners controlled who beneficiaries for the project. She only selected people (--).

"My house connected to the project since HS2 said that the project was obligation from government for poor people. I do not know exactly what the benefit of the project." (JDB, ex-beneficiary,"C" Urban Neighbourhood, 29 June 2015).

"Actually, I wanted to channel my toilet to the waste water treatment plant but HS2 did not give me opportunity for no reason." (H4, potential beneficiary,"C" Urban Neighbourhood, 29 June 2015).

"I channelled my house to the toilet since the treatment was constructed in front of my house. However, I cut my house channel since the waste out from the toilet and flooded my house." (B, ex-beneficiary, "C" Urban Neighbourhood, 30 June 2015).

"I was afraid rejecting the project since HS2 came to my house and pushed me channelling my house to the waste water treatment plant. However, I cut the pipe since it was flooded of the black water in my house from the toilet. At least, I have reasons now to HS2 if she asked why I cut my pipe." (DJ, ex-beneficiary,"C" Urban Neighbourhood, 30 June 2015).

People mobilization in *SPBM-USRI* project implementation never occurred intensively (--), besides the evidence on the presence on elite control was revealed by people below:

"I never came during socialization of the project since they came spontaneously. There was no announcement in advance and also no other information on the project [...] the project was constructed by people who close to HS2. That was the reason why we did not want to join actively during project implementation. (HDT, ex-beneficiary,"C" Urban Neighbourhood, 29 June 2015).

"I cut my house pipe in the first day when the waste water treatment plant was operated [...] in the first week construction, I saw that there was a professional sanitation worker but He did not come anymore. The project was continued by 3-4 pedicab-drivers." (NDDR, ex-beneficiary,"C" Urban Neighbourhood, 30 June 2015).

This seems that the indication of elite control in this neighbourhood caused the internal problem in relationship building (--). There was no evidence on exchanged information among the CBO members (--) and no people integration (--).

Nevertheless, internal connection of boundary spanning activities inside local government was not influence by problems in "C" urban neighbourhood.

"We implemented our responsibility based on guidelines [...] we treated all CBOs in equal way [...] if there was problem in project implementation, it caused by their internal problem. It was not influenced our internal connectivity."(IM, an internal and external boundary spanner, Makassar Government City, 3 July 2015)

"Our responsibilities were mentioned very clear in the project guidelines. So, we had to finish our job as best as we can, no matter what happen in the field practice."(ZD, an internal and external boundary spanner, Makassar Government City, 6 July 2015)

Besides, the number of internal and external boundary spanner also did not guarantee the emergence of boundary spanning activities. Furthermore, the internal and external connection of "C" urban neighbourhood will be illustrated below:

Figure 37. Internal and external connecting people activities by boundary spanners of CBO "C"

External
Agents

Makassar City
Government

AMPL
Team

Sub-
District
Offices

CPA

PWA

Urban
Neigh.
Offices

HA

CEA

Sub-
District
Health
Centres

Other
AMPL
Members

CBO "C"

committees
of BGC

committees
of CTT

CBO committees

CBO
leader

Beneficiaries of
project

health
cadres

Other community
members non
beneficiaries

External
Regular
Donors

Captions:		
⚪ : CBO boundary	⭕ : boundary inside organizations	CPA : City Planning and Development Agency
🔴 : Positions where internal and external boundary spanners were located	⟷ : internal Connections	PWA : Public Works Agency
	⟷ : external connections	HA : Health Agency
🟡 : Positions where internal boundary spanners were located	— : internal connection between AMPL team members	CEA : Community Empowerment Agency

Source: Researcher's analysis result based on project guideline and minutes of project coordination meetings as well as interview results, August 2015.

The picture above illustrates the internal and external connections of both organizations (CBO "C" and Makassar City Government). It can be seen that the internal connection in local government still remained, while internal connection inside CBO "B" was very weak, since they did not intensively connect to other committees and beneficiaries. Besides, they also excluded non beneficiaries. Externally, the connection between local government and CBO "C" run weak. This based on the minutes as mentioned earlier in sub section 4.1.2.3 and sub section on boundary spanning activities that local government identified problems in this urban neighbourhood and tried facilitating them, but there was no significant change from the

community side. This occurred since the government could not access the real problems which were encountered by the community.

Boundary Spanning Results

Finally, it has proven that boundary spanning activities in this urban neighbourhood did not run very well. Though they organized committee meetings, community meetings and socializations, but it did not run well. There were many evidences through pictures, attendance lists and community work plan document; on an indication of excluding community in the project. As a result, they did not succeed to achieve boundary spanning results, except the weak relationship between them and local government and weak political support. This will be illustrated below:

Figure 38. Results of boundary spanning activities in "C" urban neighbourhood
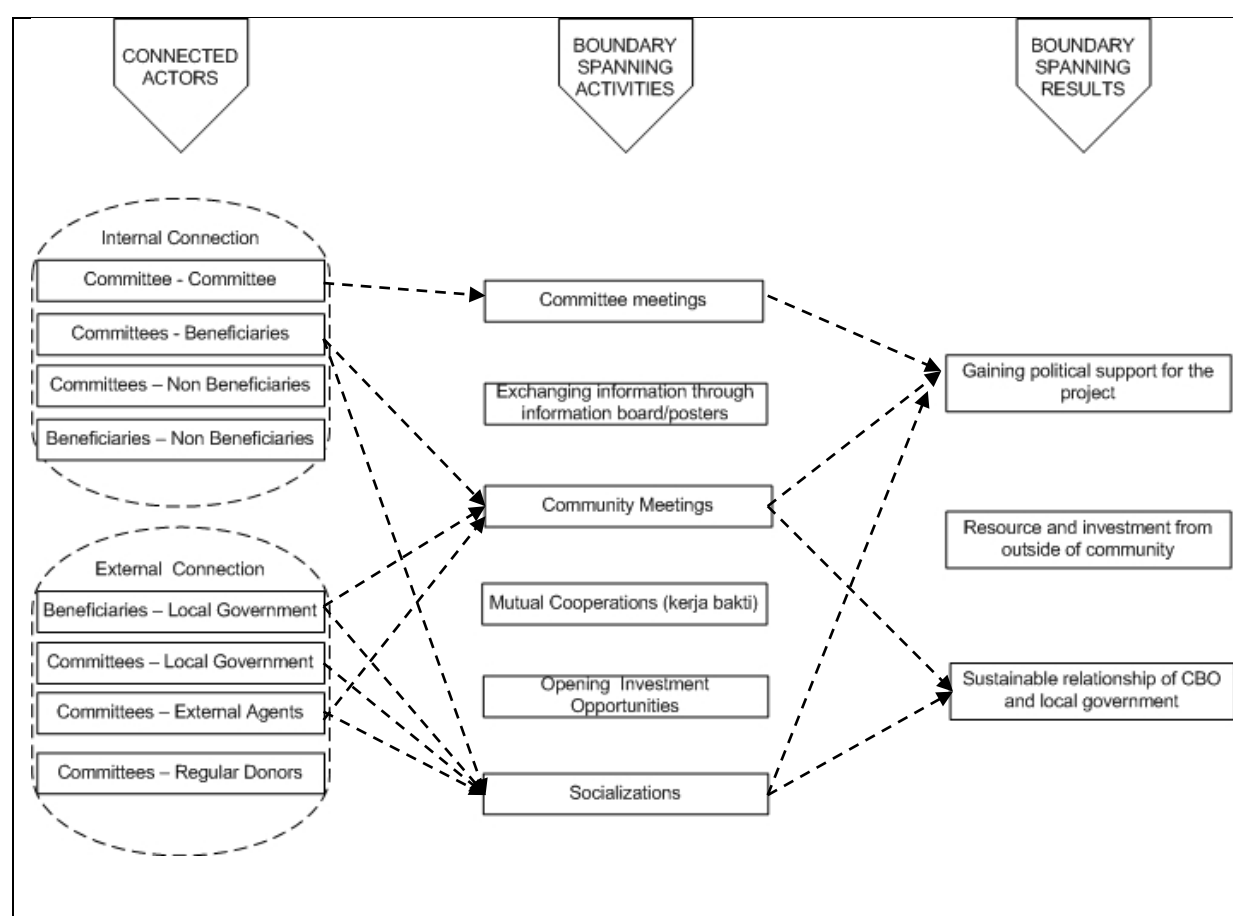
Source: Researcher Analysis Result, August 2015

4.3.1.4. Quality of Boundary Spanning Activities in the three selected urban neighbourhoods

Based on the description analysis above, it has been proven that those urban neighbourhoods performed their boundary spanning in the different quality way. In this respect, their quality will be measured from not only the presence or not presence of boundary spanning indicators, but it is more measuring to what extent their boundary spanning activity indicators performed. This will be measured in the table below:

Table 14. Quality of boundary spanning in "A", "B" and "C" Urban Neighbourhood analysis

Boundary Spanning Activities	Analysis		
	Score of CBO "A"	Score of CBO "B"	Score of CBO "C"
People connected across boundaries	• All elements inside CBO (committees, beneficiaries, non beneficiaries) were well connected; • The CBO was well connected externally with local government and non-organizations outside his organization: external regular donors and project external agents; **Assessment: ++**	• The connection inside CBO was built only between committees and beneficiaries, without considering community non beneficiaries. **Assessment: +/-**	• The internal connection was built for selected people; • People mobilization in SPBM-USRI project implementation never occurred. **Assessment: - -**
Exchanged information across boundaries	• Exchanged information process was conducted intensively through committee meetings, community meetings, flyers, posters and information boards; • Exchanged information was also conducted informally: went door to door, through social media or direct interaction between them. **Assessment: ++**	• Exchanged information occurred intensively between committees and beneficiaries; • There was no exchanged information with community non beneficiaries and donors from outside community. **Assessment: +/-**	• There was no evidence on exchanged information among the CBO members. **Assessment: - -**
People mobilization	• Many evidences have proven on high mobilization of people during project implementation; • The mobilizations occurred through committee meetings, community meetings, collective actions and socializations; • People mobilization had been demonstrated to the mobilization of donors to invest in this urban neighbourhood. **Assessment: ++**	• This is very difficult to find evidences on people mobilization through collective action in the construction process; • The mobilizations occurred through committee meetings, community meetings, and socializations. However, it was only mobilized committees and beneficiaries. **Assessment: +/-**	• Many evidences have proven that there were not many people attended in the community meetings; • The mobilizations occurred through committee meetings, community meetings, and socialization; but it was attended by selected people; • There was no evidence on collective actions when the sanitation facility was constructed. **Assessment: -**

Boundary Spanning Activities	Analysis		
	Score of CBO "A"	Score of CBO "B"	Score of CBO "C"
Integrated different role of people to the project	• All CBO members were involved and integrated during project implementation. **Assessment: ++**	• The integration process was arranged between committees; • There was no evidence on the effort of the committee to integrate all group of community. **Assessment: +/-**	• There was no evidence on people integration **Assessment: - -**
Captions: (--) : performed in very low quality way (-) : performed in low quality way (+/-) : performed in moderate quality way (+) : performed in high quality way (++) : performed in very high quality way			

Source: Researcher Analysis Result, August 2015

The table above shows on how those three selected urban neighbourhood had demonstrated different quality of boundary spanning activities during *SPBM-USRI* Project implementation. "A" urban neighbourhood performed their boundary spanning activities in very high quality way through connecting, mobilizing and weaving. In contrast, "C" urban neighbourhood performed in very low quality way since there was no evidence that boundary spanning activities run well in there. In addition, "B" urban neighbourhood performed in moderate quality way, since they did not involve all community elements in the project implementation. As a result, they had various level of boundary spanning outcomes as can be seen in the table below:

Table 15. Level of boundary spanning result achievement in "A", "B" and "C" urban neighbourhood analysis

Boundary Spanning Results	Analysis		
	Score of CBO "A"	Score of CBO "B"	Score of CBO "C"
Gaining political support for the project	• They obtained political support from all community for the project implementation through committee meetings, community meetings and collective actions by mutual cooperation (*kerja bakti*) between community during project construction; • They also obtained political support from local government, external agents and donors **Assessment: ++**	• Internally, they obtained political support only from other committees and beneficiaries through committee meetings, community meetings and socializations; • They also obtained political support from local government, external agents and donors. **Assessment: +**	• There were many evidences on an indication of excluding community in the project; • They have weak political support. **Assessment: -**
Resource and investment from outside community	• They succeeded inviting donors outside community by opening investment opportunity to the project through giving approach. **Assessment: ++**	• They were not able to obtain resource and investment from outside of community. **Assessment: - -**	• They were not able to obtain resource and investment from outside of community. • **Assessment: - -**

Boundary Spanning Results	Analysis		
	Score of CBO "A"	Score of CBO "B"	Score of CBO "C"
Sustainable relationship across boundaries between local government and CBO	• The CBO remained contact with local government relationship through the integration and collaboration between them conducting several activities during project implementation and after the project finished. **Assessment: ++**	• The CBO remained contact with local government relationship through the integration and collaboration between them conducting several activities during project implementation. **Assessment: +**	• They have a weak relationship with local government **Assessment: -**

Captions:
(--)   : achieved in very low level
(-)   : achieved in low level
(+/-)   : achieved in moderate level
(+)   : achieved in high level
(++)   : achieved in very high level

Source: Researcher Analysis Result, August 2015

4.4. Analysis of Individual Competencies and Characteristics of Boundary Spanners

As mentioned earlier in section 4.1.3 on boundary spanner of *SPBM-USRI* Project, I identified 2 boundary spanners: boundary spanning public managers and boundary spanners of CBOs. In this section, it will be measured by assessing to what extent those individuals performed their functions as boundary spanners.

4.4.1. Boundary Spanning Public Managers

Internal and external boundary spanner from City Planning and Development Agency (HS1)

HS1 was selected as an *AMPL* Team member since his position as a head of infrastructure and settlement sub division of City Planning and Development Agency. In this respect, his position required him to be active in coordination process with all stakeholders in city government.

Based on the interview result with him, he regularly set *AMPL* Team meeting monthly. Through the meeting, he built communication with other team members intensively as well as communicated with all team members and exchanged information. Since the meeting was set in a specific time, it seems that he had big willing to get more information from others about the project (++).

"We, AMPL Team, regularly met in internal team meeting every month. We used the meetings to evaluate the project, such as technical problems with sanitation construction in a certain urban neighbourhoods. We tried to find solution for the urban neighbourhoods [...] following project progress from project reports was not enough."(HS1, an internal and external boundary spanner, Makassar Government City, 7 July 2015)

Besides, he also tried to make a good communication with external area: provincial government, national government and CBO participants in order to update information about the project (++). He was very active joined trainings which were held by national government. For instance when he joined specific training in 2009, he obtained information on the opportunities getting *SPBM-USRI* Project.

"In 2009, I joined a training on sanitation in Jakarta with IM. At that time, I saw opportunity to get grants from national government on the field of sanitation sector [...] We were required to arrange authentic data on sanitation, such as buku putih and SSK documents [...]."(HS1, an internal and external boundary spanner, Makassar Government City, 7 July 2015)

By sending authentic data on city sanitation in 2011, He had more knowledge on the opportunity to develop the *SPBM-USRI* Project. Besides, he was also connected to other *SPBM-USRI* Project participants (also local governments) from other cities in Indonesia. This gave benefits to him by learning best practice from other cities (++).

The information on additional budget was also obtained by him through a good connection with provincial government. He was very active in provincial events and meetings (++).

"It was also very important to have a good connection with provincial government [...] they gave us solutions on our limited budget, especially for urban neighbourhoods with problems. This will be realized next year."(HS1, an internal and external boundary spanner, Makassar Government City, 7 July 2015)

Since *SPBM-USRI* Project involved the community in project implementation, He was also very active to contact communities in order to get more information on the project progress. He usually used field monitoring and evaluation to communicate and to get information directly from communities. He also sometimes together with another AMPL Team member monitored the project on the weekend. It implies that he had a big willing to get more information from community directly (++).

"I regularly visited urban neighbourhoods [...] monitoring and evaluation survey every three months. That survey was very effective to get better information in the field, especially information that I could not find in the report, such as information on internal conflict in CBO."(HS1, an internal and external boundary spanner, Makassar Government City, 7 July 2015)

"[...] HS1 several times accompanied me monitored the project participants in the weekend."(IM, an internal and external boundary spanner, Makassar Government City, 3 July 2015)

He also considered on how to build political support from their internal integrated sector team and also from other external elements. He built political support through internal meeting and socializations (++). He also used visual aids during socialization with communities as his way to influence the communities (++).

"[...] after having meetings with national or provincial government, I held an internal meeting with AMPL Team [...] I used a short movie when I conducted socialization with communities. The movie was about the importance of adequate sanitation [...] It worked out, since sanitation project is also about changing behaviour of communities."(HS1, an internal and external boundary spanner, Makassar Government City, 7 July 2015)

However, there was no evidence on his innovative characteristics. He only focused on the frequency to contact with all integrated sectors and all actors during project implementation (--).

Internal and external boundary spanner from Public Works Agency (IM)

IM was one of *AMPL* Team members during project implementation in 2011-2014. His position at that time was a head of sanitation sub division of Public Works Agency. In this respect, there were several evidences on his skill to obtain information from external area, to

communicate with internal members and skill to disseminate information to internal members.

During my fieldwork, at least, I obtained four comments from four different boundary spanners of CBOs who mentioned his name and his performance.

"I was happy with IM. He was reachable." (MJ, an internal and external boundary spanner, "A" Urban Neighbourhood, 27 June 2015)

"IM came to our urban neighbourhood intensively, especially when we encountered internal conflict in project 2." (MJDK, a stakeholder, "A" Urban Neighbourhood, 4 July 2015)

"I heard that IM was promoted to another agency. I do not know whether an officer who is in his previous position also as good as IM." (MDJ, boundary spanner, "B" Urban Neighbourhood, 23 June 2015)

"We had a good contact with IM. He often came spontaneously and monitored our project." (AN, an internal boundary spanner/stakeholder, "B" Urban Neighbourhood, 21 June 2015)

It implies that IM also had big willing to contact with communities and to get information directly from them (++). It also had been confirmed by him. He also obtained information from the reports that were arranged by external agents (++).

"Having good connection with communities was very important to support SPBM-USRI Project [...] I sacrificed my weekend to go for monitoring spontaneously, usually on Saturday from 10.00 to 17.00 [...] HS1 several times accompanied me monitored the project participants in the weekend [...] I monitored the community everyday through external agents [...] from daily reports and weekly reports."(IM, an internal and external boundary spanner, Makassar Government City, 3 July 2015)

There was an indication on his way to build political support internally and externally through the meetings with external agents, meetings with *AMPL* Team, socialization and weekly monitoring as well as good connection with provincial and national governments (++).

"I joined a national sanitation group in whatsapp group. The group was established by Public Works Ministry and the members are all DPIU of city and regency participants [...] The presence of the national group by using a social media had inspired me to also create sanitation group in BBM and the members are all facilitators."(IM, an internal and external boundary spanner, Makassar Government City, 3 July 2015)

This means that he had an innovation to use informal way (through social media) to get more information, to build better connection and to get political support. However, since the group used a specific social media, it made not all of facilitators include in the group. It was only 80% of facilitators were members of the group (+/-).

Internal and external boundary spanner from Health Agency (ZD)

ZD was selected as an *AMPL* Team member since she was a representative from Makassar City Government joined health environment training which was held by Health Ministry in Jakarta. She worked as a staff of health agency and through one of my key informants that she is a potential civil servant.

ZD was very active in every meeting and socialization during project implementation. It was proven on the presence of her name in every attendance list. She also had a good skill to obtain information from external area by using formal and informal way. Formally, she was active in all meetings on *SPBM-USRI* Project, sanitation trainings by national government

and socializations with communities. Meanwhile, informally, she used her good connection with all sanitarians from sub-district health centres to create monthly gathering which usually held in Health Agency (++)

"[...] Formally through meetings, socializations and other events which were held by City Planning and Development Agency and Public Works Agency [...] Informally, through monthly gathering with sanitarians [...] I went to community and went door to door for specific case together with sanitarians [...] the community were more open when we came directly [...] It took time, but it was more effective." (ZD, an internal and external boundary spanner, Makassar Government City, 6 July 2015)

She also was active to get information and to build political support by visiting community directly (++).

"ZD was very active visiting our urban neighbourhood. She was very communicative and very nice influencing women here on the importance of health and clean behaviour.'(AN, an internal boundary spanner/stakeholder, "B" Urban Neighbourhood, 21 June 2015)

In addition, she used visual aids that were pictures and other illustration as her ideas to disseminate information on health. She also used refreshing methods during socialization (+).

"I prefer using visual aids than long texts during socialization [...] For instance when I explained one example of diseases which caused by inadequate sanitation, that is elephantiasis. It would be easier for the community to understand the disease through pictures than using long texts [...] I always started my presentation by mind refreshing to the participants on the previous material that I had explained [...]." (ZD, an internal and external boundary spanner, Makassar Government City, 6 July 2015)

Internal and external boundary spanner from Community Empowerment Agency (MH)

MH was selected as an *AMPL* Team member since his position as head of human resources development sub division of Community Empowerment Agency. He also was very active contacting with communities, especially after the project was constructed (++)

"MH had an active role on community organization development especially when the facility was finish constructed."(YM, a key informant/stakeholder, Makassar Government City, 23 June 2015)

His attendance in every meeting and socialization can be an indication of his high participation and also his way to develop his skill getting information from others and also his willing to disseminate information with other committees (++). In this respect, he used his emotional relationship with the community leaders to get political support (++). The more he could influence the affected actors, the more he could access information from community as well as got political support from them.

"This was very important to have an emotional relationship with community leaders as affected actors to the communities [...] They usually came monthly to my office receiving monthly honorarium from our agency. I used that moment to get more information from them." (MH, an internal and external boundary spanner, Makassar Government City, 6 July 2015).

However, there was no evidence on his ability to produce innovation or idea (--).

"We worked based on guideline [...] we worked based on available budget." (MH, an internal and external boundary spanner, Makassar Government City, 6 July 2015).

Individual quality level of boundary spanning public managers

Through the description above, it will be measured how they performed as an individual of boundary spanner as can be seen below:

Table 16. Quality level of all boundary spanning public managers

Boundary Spanner Competencies& Characteristics	Boundary spanner public managers analysis			
	Internal and External Boundary Spanner (HS1)	Internal and External Boundary Spanner (IM)	Internal and External Boundary Spanner (ZD)	Internal and External Boundary Spanner (MH)
Skill to obtain information from external area	• He was very active attending meetings, socializations and trainings by national and provincial government; • He got information from project reports and also through field monitoring to the communities **Assessment: ++**	• He had big willing to contact with communities and to get information directly from them; • He also obtained information from the reports that were arranged by external agents. **Assessment: ++**	• She was very active attending all meetings • She went door to door to community with special conditions; • She was active joining trainings by national government. **Assessment: ++**	• He was very active contacting with communities, especially after the project was constructed; **Assessment: ++**
Skill to communicate with internal members	• He succeeded intensively holding internal meetings in his office. It seems that he has good skill to communicate with internal members **Assessment: ++**	• He developed his communication skill through meetings and socializations **Assessment: ++**	• She developed her communication skill by creating sanitarian gathering monthly to get more information on community. through the meeting she listened all problems from sanitarians **Assessment: ++**	• He developed his communication skill through meetings and socializations **Assessment: ++**
Skill to disseminate information to internal members	• He disseminated information by conducting a meetings with members after He attended meetings/ socializations/ trainings in provincial and national level **Assessment: ++**	• He disseminated information through internal meetings and socialization **Assessment: ++**	• She developed her skill to disseminate information by attending meetings and conducting socializations actively **Assessment: ++**	• He disseminated information in every meeting and socialization **Assessment: ++**

Boundary Spanner Competencies& Characteristics	Boundary spanner public managers analysis			
	Internal and External Boundary Spanner (HS1)	Internal and External Boundary Spanner (IM)	Internal and External Boundary Spanner (ZD)	Internal and External Boundary Spanner (MH)
Political skill	• He built political support trough meetings, socializations and field monitoring **Assessment: ++**	• He developed political skill through social media group. • There was an indication on his way to build political support internally and externally through the meetings with external agents, meetings with *AMPL* Team, socialization and weekly monitoring as well as good connection with provincial and national governments; **Assessment: ++**	• She built political support trough meetings, socializations and went door to door **Assessment: ++**	• He used his emotional relationship with the community leaders to get political support **Assessment: ++**
The ability to produce idea/innovation	• There was no evidence on his innovative characteristics. He only focused on the frequency to contact with all integrated sectors and all actors during project implementation. **Assessment: --**	• He had an innovation to use informal way (through social media) to get more information, to build better connection and to get political support; • It was only 80% of facilitators were members of the group. **Assessment: +/-**	• She used visual aids and refreshing-methods during socialization **Assessment: +**	• There was no evidence on his ability to produce innovation or idea **Assessment: --**
Captions: (--) : performed in very low quality way (-) : performed in low quality way (+/-) : performed in moderate quality way (+) : performed in high quality way (++) : performed in very high quality way				

Source: Researcher Analysis Result, August 2015

The table shows how boundary spanning public managers performed during *SPBM-USRI* Project implementation. Though most of them performed in low quality way to produce idea, but all of them performed in very high quality way as boundary spanners, especially in developing their skill to obtain information from external area, to communicate with internal members, to disseminate information to internal members and to develop their political skill.

4.4.2. Boundary Spanners of "A" urban neighbourhood

Internal and external boundary spanner (MJ)

As mentioned earlier, MJ was a CBO leader of "A" urban neighbourhood who acted as an internal and external boundary spanner. As an external boundary spanner, he had more willing to get information from external area: local government external agents and other CBO participants on the information regarding *SPBM-USRI* Project. One of good evidence is his attendance in every meeting which was held by City Planning and Development Agency (++). Besides, He was also very active in *AKSANSI*, in which all CBOs gathered and he had opportunity to exchange experience with others (++). He also tried to build a good relationship with external agents by communication directly intensively (++), while he also saved number of several boundary spanner publics managers. It implies that he also wanted to contact people from local government through informal way, which is much more flexible than writing a letter. Through the way, he had more opportunities to get information from external area.

"I was very active communicate with our facilitators. We contacted every day directly in CBO secretariat office or in project site [...] I saved telephone number of IM and HS1 [...]." (MJ, an internal and external boundary spanner, "A" Urban Neighbourhood, 27 June 2015)

He was also very active to communicate with internal members by involving all community elements by integrating *SPBM-USRI* meetings with other community events. It has been proven on several pictures in section 4.3.1.1. In other words, He maximized all community events to communicate with all elements of community (committees, beneficiaries and non beneficiaries), through community meetings, committee meetings and socializations (++). He also connected people in mosque as the place to announce any activities.

"I used a mosque as a central place of community meetings and also as a place to announce if I wanted to invite my community members." (MJ, boundary spanner, "A" Urban Neighbourhood, 27 June 2015)

He was motivated using a mosque since in that place He feels that there is no difference between the poor and the rich, they are equal. It implies that the mosque was used by boundary spanner as a neutral place to bridge demographic boundary within the community. Besides, he also considered the size and the capacity of the mosque. He thought that it was easier to invite and mobilize people through mosque.

"I always used sound system during community meetings in mosque. I expected that all communities kept updated though they were at their houses. The sound system was also very useful to announce and to mobilize people." (MJ, boundary spanner, "A" Urban Neighbourhood, 27 June 2015)

In this respect, He disseminated the information to community by communicating orally, that had been proven through picture 4.3.1.1, and also to writing by using porters and making accessible authentic data for all community members (++).

"I created authentic data since last year by involving all community members. Everyone can access the data easily. By doing so, I hope that all community will have better knowledge on their urban neighbourhood development. "(MJ, an internal and external boundary spanner, "A" Urban Neighbourhood, 27 June 2015)

The posters and other displayed pictures in the CBO secretariat office were used as media to develop his political skill. Through those pictures, he influenced all community. Besides, in condition when he went door to door for socialization is also another evidence of his way to influence people being participated to *SPBM-USRI* project.

MJ is very creative. Through section 4.3.1.1, it has proven that he made flyers to get more investors to the project by using religious approach that is giving. He also combined the socialization with "*panggung dangdut*" as can be seen in the picture below:

Figure 39. "Panggung Dangdut" as a media to attract people to come and gather before project socialization was conducted

Source: These pictures were not attached in community work plan document. I obtained the documentations from mobile phone of MJ and MJDK. Thesis fieldwork: 16 June – 8 July 2015

He also documented all moments when community participated in *SPBM-USRI* Project, this is his trick to make people were more motivated to participate.

"I once played a projector in CBO office and showed all documentations. It got very good response from community [...] They were more active after that. They were very happy that they were useful and they had role for their neighbourhood development."(MJ, an internal and external boundary spanner, "A" Urban Neighbourhood, 27 June 2015)

His innovation was he sent a potential member in his urban neighbourhood to join graphical course. He expected that by having authentic data, his urban neighbourhood would be more attractive for donors to come and to invest in his urban neighbourhood. The evidence of making authentic data also can be seen in the pictures below.

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[12] *Panggung dangdut* is a dangdut music concert, in which *dangdut* is a genre of Indonesian folk and traditional popular music and it is a very popular genre in Indonesia.

Figure 40. The mapping comparison of project 1-3 in "A" urban neighbourhood

| Project 1 | Project 2 | Project 3 |

Source: These pictures were taken from "A" Urban Neighbourhood Work Plan.
Thesis fieldwork: 16 June – 8 July 2015

The picture above illustrates how there was different way they mapped their project. In the first project, the map was drawn manually, while in project 2 and project 3 they used drawing application mapping their project.

Internal boundary spanner (SWS)

SWS was an internal boundary spanner of "A" urban neighbourhood, especially in project 1 and project 3. She was selected since she was one of health cadres of this urban neighbourhood and she had a good connection with women there especially through monthly *Posyandu* meeting. Since *SPBM-USRI* project required a woman involvement, it caused the presence of SWS in this project was important.

In order to strengthen her knowledge about the project, she always came to committee meetings and community meetings (++). It has been proven through the attendance lists of the meetings. Through the meetings, she also tried to develop her communication skill (++).

As mentioned in section 4.1.3.3, she also went door to door to community. It indicates that she also tried to develop her political skill (++). In addition, she always tried to disseminate the information to internal members by communicating orally in every occasion, such as through *Citing Qoran or Posyandu*. She developed her idea to use flour to attract women come to socialization for women only.

"I initiated to use flour when I invited women here to socialization. Flour is something familiar for them [...] they thought I would do baking demonstration, but then they knew that it was used to make illustration [...]." (SWS, an internal boundary spanner/stakeholder, "A" Urban Neighbourhood, 4 July 2015)

The documentation on women meeting which was led by SWS can be seen below:

Figure 41. Woman meeting of Project 1 in "A" urban neighbourhood

Source: These pictures were not attached in community work plan document. I obtained the documentations from mobile phone of MJ and MJDK. Thesis fieldwork: 16 June – 8 July 2015
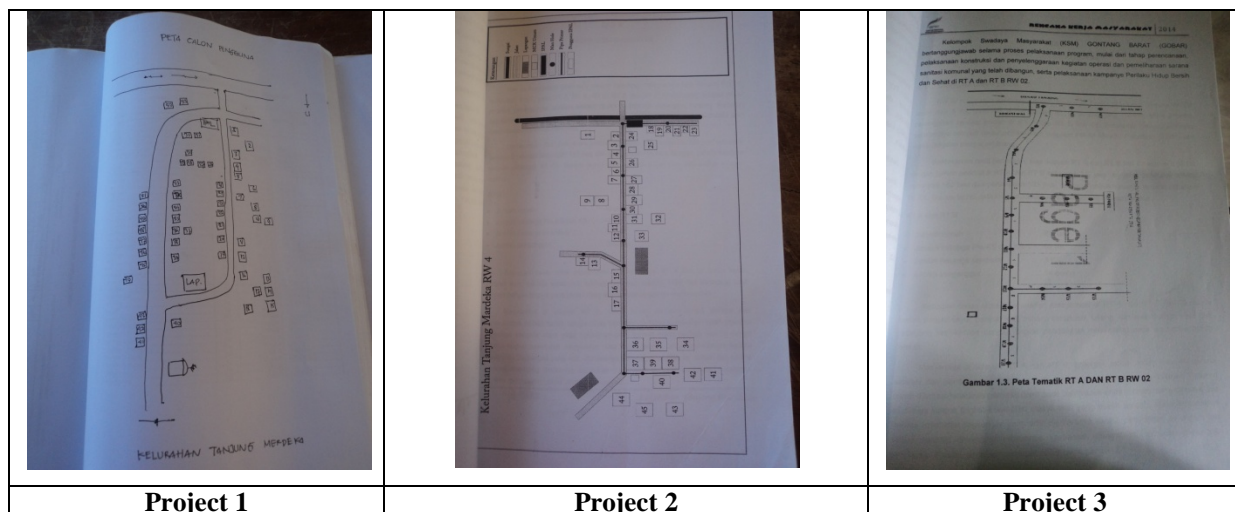
Internal boundary spanner (H2)

As same as SWS, H2 was selected as an internal boundary spanner since she was one of health cadres of this urban neighbourhood and she had a good connection with women there especially through monthly *Posyandu* meeting. Based on interview result, she performed similar to SWS, such as she was always active to come in committee meetings and community meetings (++). It is also proven through the attendance lists of the meetings. Besides, she also tried to develop her communication skill in the meetings (++) and she also had experiences to o went door to door to community. It indicates that she also tried to develop her political skill (++). In this respect, *Posyandu* also can be media for her to disseminate information on the importance of healthy life to community (++). However, she conducted it only when MJ asked her. There was no initiative from her (+/-).

"I helped MJ when he asked me contacting people here." (H2, an internal boundary spanner/stakeholder, "A" Urban Neighbourhood, 7 July 2015)

She also used an idea to use flour as a media to attract women come to meetings. However, it was not her original idea (+/-). The documentation on women meeting which was led by H2 can be seen below:

Figure 42. Woman meeting of Project 2 in "A" urban neighbourhood

Source: These pictures were not attached in community work plan document. I obtained the documentations from mobile phone of MJ and MJDK. Thesis fieldwork: 16 June – 8 July 2015

Quality of "A" Urban Neighbourhood Boundary Spanners

Through the description above, it will be measured how they performed as an individual of boundary spanner as can be seen below:

Table 17. Quality of boundary spanners of "A" urban neighbourhood

Boundary Spanner Competencies& Characteristics	"A" urban neighbourhood boundary spanner analysis		
	Internal and External Boundary Spanner (MJ)	**Internal Boundary Spanner (SWS)**	**Internal Boundary Spanner (H2)**
Skill to obtain information from external area	• He was active attending every meeting which was held by City Planning and Development Agency; • He was also very active in *AKSANSI* to contact with other CBO participants; • He built a good relationship with external agents; • They tried contacting local government by phone. **Assessment: ++**	• She was very active to come in committee meetings and community meetings. **Assessment: +**	• She was very active to come in committee meetings and community meetings. **Assessment: +**
Skill to communicate with internal members	• He maximized all community events to communicate with all elements of community, through community meetings, committee meetings and socializations. **Assessment: ++**	• She developed her communication skill through committee meetings, community meetings and socializations. **Assessment: ++**	• She developed her communication skill through committee meetings, community meetings and socializations. **Assessment: ++**
Skill to disseminate information to internal members	• He disseminated the information to internal members by communicating orally in every occasion; • He also developed writing skill by making posters • He together with committees made authentic data and all internal members can access it **Assessment: ++**	• She disseminated the information to internal members by communicating orally in every occasion. **Assessment: ++**	• She disseminated the information to internal members by communicating orally in every occasion when MJ asked her **Assessment: +/-**

Boundary Spanner Competencies& Characteristics	"A" urban neighbourhood boundary spanner analysis		
	Internal and External Boundary Spanner (MJ)	Internal Boundary Spanner (SWS)	Internal Boundary Spanner (H2)
Political skill	• He went door to door to community for socializing the project; • He used informational board to socialize the project; • He used mosque as a neutral place to invite people come and gathered. **Assessment: ++**	• She went door to door to community for socializing the project. **Assessment: ++**	• She went door to door to community for socializing the project. **Assessment: ++**
The ability to produce idea/innovation	• He combined socialization with entertainment to create people mobilization; • He made an idea to get more investment through giving approach; • He documented all moments and played the documentation in big screen (using projector) weekly to stimulate people involvement; • He sent a potential member to join graphical course to make authentic data on their urban neighbourhood. **Assessment: ++**	• She used flour as media to attract women come to socialization. **Assessment: +**	• She replicated an idea to use flour when conducted women meeting (socialization) **Assessment: +/-**
Captions: (--) : performed in very low quality way (-) : performed in low quality way (+/-) : performed in moderate quality way (+) : performed in high quality way (++) : performed in very high quality way			

Source: Researcher Analysis Result, August 2015

Table above shows on how each boundary spanner of "A" urban neighbourhood performed. In all, it has proven that an internal and external of boundary spanner performed in high quality way. Though the internal boundary spanner performed in lower quality way than internal and external boundary spanner, but I argue that in general, their competencies performed in very high quality way.

4.4.3. Boundary Spanners of "B" urban neighbourhood

Internal and external boundary spanner (MDJ)

As same as with previous urban neighbourhood, I recognized MDJ as an internal and external boundary spanner from his active attendance in every meeting which was held by City Planning and Development Agency. This indicates that he was active to update his knowledge on information from local government (++). He also had good connection with local government representative (++).

"I was intensive contacting IM by phone, mostly when I heard something new regarding the project from other colleagues." (MDJ, boundary spanner, "B" Urban Neighbourhood, 23 June 2015)

Through *AKSANSI* meeting, he connected with other CBO participants. He could exchange knowledge and experience from the association (++).

Similar to boundary spanner of previous urban neighbourhood, He also maximized all community events to communicate with all elements of community, through community meetings, committee meetings and socializations. However, he only considered beneficiaries (+/-). Hence, he also only disseminated the information to beneficiaries without considering non beneficiaries or potential beneficiaries (+/-). As a result, he developed his political skill also only to beneficiaries (+/-)

"The first project was crazy! 1000 heads with 1000 different interests. But, project 2 implementation was the most difficult! At least that was what I felt. There are about eight households did not want to connect their sanitation channel to our waste water treatment plant [...] Unfortunately, they are well-educated people. They are better than us." (MDJ, boundary spanner, "B" Urban Neighbourhood, 23 June 2015)

This also supported by the quotations below:

"There is one block in my sub-ward which was not linked to SPBM-USRI facility. They rejected the project." (H3, boundary spanner/stakeholder, "B" Urban Neighbourhood, 5 July 2015)

Based on the quotations above, I tried investigating whether this problem was known by local government or not. Through monthly daily report by technical facilitators on July 2013, I identified that the urban neighbourhood technical committees and the boundary spanners of CBO "B" negotiated the people who did not want to connect their channel, but they always failed. The people remained in their decision although the head of the urban neighbourhood office also came and negotiated them. As a result, the committees agreed that they built the facilities without channelling the block since the dwellers rejected.

This led me to investigate further through the representative of the people who live in the block.

"We rejected the project since we already have septic tanks and we are fine with ours. The project is only for poor people, we are not poor like them [...] We cannot believe them since the sanitation facilities was constructed by people who have no experience in constructing sanitation facilities [...] We do not want to have experience like people in other urban neighbourhoods. We heard that they experienced many problems after channelling their sanitation facilities (W, community, "B" Urban Neighbourhood, 1 July 2015)

This is very important to be noted that the respondent never came in the community meetings. Though he was invited, but he could not come since they were held in workdays. Therefore, it is not surprise that He did not know that the construction was helped by a professional sanitation worker.

Besides, based on cite mapping of sanitation risk by community in Project 2 work plan document, the block is categorized as moderate sanitation risk since their septic tank locations are too close to their water resource (3-4 meters). The sanitation risk of the block is also mapped in *Buku Putih Sanitasi* (Sanitation Overview) Document Year 2011 by City Planning and Development Agency Chapter 5 page 13. The project committees should be in the right position, but they were not able coding and informing the importance of this project to potential beneficiaries.

Furthermore, this also implies that the boundary spanner encountered demographic boundary: a gap between the poor and the rich. He also failed bridging this boundary since he let the rich group remained with their decision. In this respect, the CBO only got support from

certain beneficiaries, not 100% support from all community. This can be evidence that his political skill performed in moderate way (+/-).

He disseminated the information also only to beneficiaries through went door to door and information board (+/-). Subsequently, there was no evidence on his ability to produce innovation or idea (--)

Internal boundary spanner (AN)

As same as internal boundary spanners in the previous urban neighbourhood, AN was selected as an internal boundary spanner since her position as a health cadre and her closeness with women in "B" urban neighbourhood. She was very active contacting MDJ on the project (++).

"I had intensive contact with MDJ during project implementation, since he was a representative to come to coordination meeting with local government [...] I had to upgrade my knowledge about the project, it helped me a lot." (AN, an internal boundary spanner/stakeholder, "B" Urban Neighbourhood, 21 June 2015)

Besides, she always came to committee meetings and community meetings. Through the meetings, she also tried to develop her communication skill. Unfortunately, she also only focused on beneficiaries (+/-).

She built and developed her political skill trough went door to door. That was also her strategy to disseminate the importance of healthy life and other information regarding the project implementation. Some pictures as her evidence went door to door, as follows:

Figure 43. Socialization to Project Beneficiaries through went door to door

Source: I obtained these pictures from the mobile phone of H3. Thesis fieldwork: 16 June – 8 July 2015

In this respect, there was no evidence on her ability to create idea during project implementation.

Internal boundary spanner (H3)

H3 was also an internal boundary spanner and a health cadre of "B" urban neighbourhood. Through the attendance list of community meetings, her name was always written in there. It implies that she tried developing her skill to obtain information by attending the meetings (++). Through the meeting, she also developed her communication skill, but it was limited to only beneficiaries (+/-). In this respect, she only disseminated the information if she was asked by MDJ. It did not come from her initiative (+/-).

"I worked based on MDJ's command. If he asked me to announce on the specific information, I would do." (H3, an internal boundary spanner/stakeholder, "B" Urban Neighbourhood, 5 July 2015)

As same as AN, she built and developed her political skill trough went door to door to beneficiaries (+/-). There was also no evidence on her ability to create idea during project implementation (--).

"I was called by MDJ when project 2 was implemented in my sub-wards. He usually asked me contacting community. Besides, I am a POSYANDU cadre and I close to women here" (H3, an internal boundary spanner/stakeholder, "B" Urban Neighbourhood, 5 July 2015)

Quality of "B" Urban Neighbourhood Boundary Spanners

Through the description above, it will be measured how they performed as an individual of boundary spanner as can be seen below:

Table 18. Quality level of boundary spanners of "B" Urban Neighbourhood

Boundary Spanner Competencies& Characteristics	"B" urban neighbourhood boundary spanner analysis		
	Internal and External Boundary Spanner (MDJ)	**Internal Boundary Spanner (AN)**	**Internal Boundary Spanner (H3)**
Skill to obtain information from external area	• He was active attending every meeting which was held by City Planning and Development Agency; • He was also very active in *AKSANSI* to contact with other CBO participants; • He built a good relationship with external agents; • They tried contacting local government by phone. **Assessment: ++**	• She always contacted MDJ to upgrade her knowledge; • She was very active to come in committee meetings and community meetings. **Assessment: ++**	• She was very active to come in committee meetings and community meetings. **Assessment: +**
Skill to communicate with internal members	• He maximized all community events to communicate with all elements of community, through community meetings, committee meetings and socializations; • The meetings were only attended by beneficiaries **Assessment: +/-**	• She developed her communication skill through committee meetings, community meetings and socializations; • The meetings were only attended by beneficiaries **Assessment: +/-**	• She developed her communication skill through committee meetings, community meetings and socializations; • The meetings were only attended by beneficiaries **Assessment: +/-**
Skill to disseminate information to internal members	• He disseminated the information to internal members by communicating orally in community meetings and committee meetings • The meetings were only attended by beneficiaries **Assessment: +/-**	• She disseminated the information to internal members by communicating orally in every occasion; • She only disseminated information to beneficiaries. **Assessment: +/-**	• She disseminated the information to internal members by communicating orally in every occasion when MDJ asked her; • She only disseminated information to beneficiaries **Assessment: +/-**

Boundary Spanner Competencies& Characteristics	"B" urban neighbourhood boundary spanner analysis		
	Internal and External Boundary Spanner (MDJ)	Internal Boundary Spanner (AN)	Internal Boundary Spanner (H3)
Political skill	• He went door to door to community for socializing the project, but it was occurred several times; • He used informational board to socialize the project; • He developed his political skill only to beneficiaries. **Assessment: +/-**	• She went door to door to community for socializing the project; • She only campaigned to beneficiaries. **Assessment: +/-**	• She went door to door to community for socializing the project; • She only campaigned to beneficiaries. **Assessment: +/-**
The ability to produce idea/innovation	• There was no evidence on his ability to produce innovation or idea **Assessment: --**	• There was no evidence on her ability to produce innovation or idea **Assessment: --**	• There was no evidence on her ability to produce innovation or idea **Assessment: --**
Captions: (--) : performed in very low quality way (-) : performed in low quality way (+/-) : performed in moderate quality way (+) : performed in high quality way (++) : performed in very high quality way			

Source: Researcher Analysis Result, August 2015

In general, it can be seen through the table above that all of boundary spanners in "B" urban neighbourhood performed in moderate quality way.

4.4.4. Boundary Spanners of "C" urban neighbourhood

Internal and external boundary spanner (MA)

MA is a CBO leader who acted as an internal and external boundary spanner of *SPBM-USRI* Project. Similar to external boundary spanners in previous urban neighbourhoods, his name was also written in attendance list of coordination meetings which were held by City Planning and Development Agency. However, he only attended for coordination meetings during 2012 (+/-).

"I work as a lecturer. If I could not come to the meetings, I asked HS2 and H1 to attend." (MA, an internal and external boundary spanner, "C" Urban Neighbourhood, 28 June 2015)

In this respect, it was very difficult to obtain evidence that he communicated with internal members as can be seen in the pictures in section 4.3.1.3. In fact, there were only certain people from internal members who were involved during project implementation.

"We did not know exactly about the project. CBO consist of 9 people. In fact, only 4 people understand the project process. There was no communication during project implementation. (MDS, stakeholder,"C" Urban Neighbourhood, 29 June 2015). Similar statement also supported by the other two stakeholders (CBO committees).

Besides, it was also difficult to obtain evidence that he disseminated information to internal members (--), he had political skill (--) and moreover, his ability to produce innovation or idea (--).

Internal and external boundary spanner (HS2)

HS2 also acted as an internal and external boundary spanner of "C" urban neighbourhood. Different to MA, as an internal and external boundary spanner, she was very active to get information from external area. It can be proven through her attendance in every coordination meeting which was held by City Planning and Development Agency. She was also very active to engage with other CBO participants through *AKSANSI*. Besides, she contacted H1 intensively to upgrade her knowledge, especially when H1 finished joining trainings.

"I always came to AKSANSI gathering [...] I always contacted H1 when she finished her project training." (HS2, an internal and external boundary spanner, "C" Urban Neighbourhood, 25 June 2015)

However, it was very difficult to obtain evidence that she communicated with internal members. In fact, there were only certain people from internal members who were involved during project implementation. Besides, it was also difficult to obtain evidence that she disseminated information to internal members (--). She had no political skill (--).

In this respect, there were many evidences, either from consultant reports or minutes, that this urban neighbourhood encountered problems. This led me to trace the information through several ex-beneficiaries who had been revealed in section 4.3.1.3. Besides, there was also no evidence that she produced idea during project implementation   (--).

Internal boundary spanner (H1)

The attendance lists of coordination meetings, which were held by City Planning and Development Agency, had proven that H1 came for several times. However, her role was only accompanying HS2.

"[..] I came to several coordination meetings since HS2 asked me." (H1, an internal boundary spanner, "C" Urban Neighbourhood, 28 June 2015)

She was active to ask HS2 on new knowledge after HS2 went to project trainings (+). This also revealed by ex beneficiary that she came door to door to communicate with the certain members.

"H1 once came to my house, she promoted on health socialization. However, she only came to only certain people." (JDB, ex-beneficiary,"C" Urban Neighbourhood, 29 June 2015).

"I witnessed H1 came to my neighbourhood promoting the project. However, she did not come to my house. She only came to the people who are close to HS2." (H4, potential beneficiary,"C" Urban Neighbourhood, 29 June 2015).

To put it simply, she had efforts to communicate with members, to disseminate information with members and developed her political skill. However, she limited herself to certain people (+/-). Furthermore, there was also no evidence that she produced idea during project implementation (--).

Quality of "C" Urban Neighbourhood Boundary Spanners

Through the description above, it will be measured how they performed as an individual of boundary spanner as can be seen below:

Table 19. Quality level of boundary spanners of "C" Urban Neighbourhood

Boundary Spanner Competencies& Characteristics	"C" urban neighbourhood boundary spanner analysis		
	Internal and External Boundary Spanner (MA)	Internal and External Boundary Spanner (HS2)	Internal Boundary Spanner (H1)
Skill to obtain information from external area	• He attended coordination meeting which was held by City Planning and Development Agency for several times; • He asked HS2 on project progress if he could not come to meeting with government **Assessment: +/-**	• She was active attending every meeting which was held by City Planning and Development Agency; • She asked H1 on new knowledge after H1 went to project trainings; • She was active following *AKSANSI* gatherings. **Assessment: ++**	• She attended coordination meeting which was held by City Planning and Development Agency for several times; • She asked HS2 on new knowledge after HS2 went to project trainings. **Assessment: +**
Skill to communicate with internal members	• It was very difficult to obtain evidence that he communicated with internal members; • In fact, there were only certain people from internal members who were involved during project implementation **Assessment: --**	• It was very difficult to obtain evidence that she communicated with internal members; • There were only certain people from internal members who were involved during project implementation **Assessment: --**	• There was a witness who revealed that she was active communicate with internal members through *Posyandu* meeting or went door to door; • Only communicated with certain people. **Assessment: +/-**
Skill to disseminate information to internal members	• It was very difficult to obtain evidence that he disseminate to internal members. **Assessment: --**	• It was very difficult to obtain evidence that she disseminated to internal members. **Assessment: --**	• There was a witness who revealed that she obtain information on the project through H1 when H1 came to her house and invited several people who lived near her house; • Only several people involved. **Assessment: +/-**
Political skill	• It was very difficult to obtain evidence that he had political skill. **Assessment: --**	• There were several witnessed who revealed that she only used her political when she contacted with local government. **Assessment: -**	• She went door to door to community for socializing the project; • There was a witness who revealed that she only went door to door to certain people. **Assessment: +/-**

Boundary Spanner Competencies& Characteristics	"C" urban neighbourhood boundary spanner analysis		
	Internal and External Boundary Spanner (MA)	Internal and External Boundary Spanner (HS2)	Internal Boundary Spanner (H1)
The ability to produce idea/innovation	• There was no evidence on his ability to produce innovation or idea **Assessment: --**	• There was no evidence on her ability to produce innovation or idea **Assessment: --**	• There was no evidence on her ability to produce innovation or idea **Assessment: --**
Captions: (--) : performed in very low quality way (-) : performed in low quality way (+/-) : performed in moderate quality way (+) : performed in high quality way (++) : performed in very high quality way			

Source: Researcher Analysis Result, August 2015

In general, it can be seen through the table above that all of boundary spanners in "C" urban neighbourhood performed in very low quality way.

4.4.5. Quality of Boundary Spanners of *SPBM-USRI* Project

To sum up, I think it is important to integrate all the performance of boundary spanners in this project based on available evidences that had been described in the previous sub sections. This will be summarized in the table below:

Table 20. Quality level of boundary spanners of *SPBM-USRI* Project

Boundary Spanner Competencies/ Characteristics	Boundary Spanners of *SPBM-USRI* Project Analysis			
	Boundary Spanning Public Managers	Boundary Spanners of "A" urban neighbourhood	Boundary Spanners of "B" urban neighbourhood	Boundary Spanners of "C" urban neighbourhood
Skill to obtain information from external area	• They were very active in meetings with provincial and national governments; • They were active to catch opportunity to get donors from outside; • They remained contacting with other city/regency participants; • They contacted external agents intensively; • They engaged with community through regular monitoring. **Assessment: ++**	• They were very active in meetings with local government; • They were active contacting other CBO participants through *AKSANSI* • They were active to catch opportunity to get donors from outside; • They contacted external agents intensively. **Assessment: ++**	• They were very active in meetings with local government; • They were active contacting other CBO participants through *AKSANSI* • They contacted external agents intensively. **Assessment: +**	• They were very active in meetings with local government; • They were active contacting other CBO participants through *AKSANSI* **Assessment: +/-**

Boundary Spanner Competencies/ Characteristics	Boundary Spanners of *SPBM-USRI* Project Analysis			
	Boundary Spanning Public Managers	Boundary Spanners of "A" urban neighbourhood	Boundary Spanners of "B" urban neighbourhood	Boundary Spanners of "C" urban neighbourhood
Skill to communicate with internal members	• They communicated with all community (beneficiaries, committees, non beneficiaries) intensively **Assessment: ++**	• They communicated with all community (beneficiaries, committees, non beneficiaries) intensively **Assessment: ++**	• They communicated only with beneficiaries **Assessment: +/-**	• It was very difficult to obtain evidence that they communicated with internal members **Assessment: --**
Skill to disseminate information to internal members	• They disseminated information through orally or trough writings or pictures **Assessment: ++**	• They disseminated information orally or trough writings or pictures **Assessment: ++**	• They disseminated information orally or trough writings or pictures • However, they only focused on beneficiaries **Assessment: +/-**	• It was very difficult to obtain evidence that they disseminated information to internal members **Assessment: --**
Political skill	• They came to the community directly in specific occasion; • They use socializations as media to influence people **Assessment: ++**	• They used posters to influence people; • They came door to door to socialize the project **Assessment: ++**	• They used posters to influence people; • They came door to door to socialize the project; • However, they only focused on beneficiaries **Assessment: +/-**	• It was very difficult to obtain evidence that they developed their political skills **Assessment: --**
The ability to produce idea/innovation	• There was an idea to make gathering with other government institution; • There was an idea to create intensive communication with facilitators through social media group. However, not all of facilitators joined. **Assessment: +**	• They were very innovative. This had been proven through the presence of flyers for investment opportunity, using flour as a media to attract women came, using documentation to encourage people involved to the project, sending potential member to graphical course and involved all community to make authentic data on their neighbourhood **Assessment: ++**	• It was very difficult to obtain evidence that they produced idea/innovation **Assessment: --**	• It was very difficult to obtain evidence that they produced idea/innovation **Assessment: --**
GENERAL ASSESSMENT	**++**	**++**	**+/-**	**--**
	Captions: (--) : performed in very low quality way (-) : performed in low quality way (+/-) : performed in moderate quality way (+) : performed in high quality way (++) : performed in very high quality way			

Source: Researcher Analysis Result, August 2015

The Influences of Essential Condition of Boundary Spanning on Individual Level to Trust and Project 90
Performance: Findings from Community Based-Urban Sanitation Project (*SPBM-USRI*) in Case of Makassar
City, Indonesia

The table shows on how all individual boundary spanners of *SPBM-USRI* Project performed in various quality way. Boundary spanning public managers and boundary spanners of CBO of "A" urban neighbourhood performed their individual competencies in very high quality way. In contrast, very quality way was performed by boundary spanners of CBO of "C" urban neighbourhood. Meanwhile, CBO of "A" urban neighbourhood performed in moderate quality way.

4.5. The explanation on How Individual Level of Boundary Spanners Influences Quality of Boundary Spanning Activities

My research reveals that there is different quality of individual boundary spanner in three selected urban neighbourhoods and it results in their different boundary spanning quality.

Boundary spanners of A" urban neighbourhood have demonstrated their high quality performance through their competencies and characteristics. In this respect, they succeeded demonstrating their communication skill by developing their skill to obtain information from external area, skill to communicate with internal members, and skill to disseminate information to internal members. They also developed their political skill to connect people. Besides, they demonstrated their innovative characteristic to strengthen their skills. As a result, they were able conducting boundary spanning activities by connecting all people in their internal organization, as follows: between committees, between committees and project beneficiaries, between committees and community non beneficiaries as well as between project beneficiaries and community non beneficiaries; and connecting their organization to external area: local government, other CBO participants, external agents and donors. They were also able to mobilize people and to integrate different role of people to the project. As a result, they succeeded achieving their boundary spanning result in very high level: to maintain their relationship with local government, to gain their political support for the project and to get resource and investment from outside of community.

In contrast, "C" urban neighbourhood achieved boundary spanning activities in very low quality. They failed to gain their political support for the project as well as to get resource and investment from outside of community. Besides, their relationship with local government was weak. This occurred since they performed boundary spanning activities in very low quality way. Their weak internal relationship contributed to the absence of people mobilization and integration of different role of people in the project. They also failed to exchange information across boundaries. Subsequently, the presence of the boundary spanning activities was caused by the competencies and characteristics of the boundary spanners. It has been proven that the boundary spanner in this urban neighbourhood performed in very low quality way. Though they performed their skill to obtain information from external area, local government and other CBO participants, in moderate way; they did not develop their other competencies to communicate with internal members, to disseminate information to internal members, and to influence people connect people. They also were not innovative.

Meanwhile, the boundary spanners of "B" urban neighbourhood performed in moderate way. In this respect, they have moderate quality skill to communicate with internal members, to disseminate information to internal members and to develop their political skill. Though they had high quality in their skill to connect with external area, but they failed to connect potential beneficiaries and they also did not consider the presence of community non beneficiaries. Besides, they were not innovative. As a result, people connection, information exchange, people mobilization and people integration were only occurred among committees, beneficiaries, local government and external agents. These activities contributed to the moderate quality of boundary spanning results. They succeeded achieving sustainable relationship with local government and gain their political support for the project. However,

the sustainable relationship between CBO and local government was only occurred between local government, committees and project beneficiaries. The political support was also obtained only from them. Since they did not consider all potential actors and since they were not innovative, they had no resource and investment from outside of community.

Furthermore, I also consider the role of boundary spanning public manager facilitating the boundary spanning activities in each CBO participant. In general, they were competent as boundary spanners since they developed their skill to connect all integrated actors of the project (people from their internal local government institutions, CBOs, provincial government, national government and external agents). They also developed their skills to communicate with integrated sectors inside their organization as well as to communicate with external area. In this respect, I understand that they could not develop their innovation in very high quality way, since they worked based on the guidelines and procedures. They only developed their innovation limited to create gathering meetings and create group in social media.

In all, the relationship between the quality of boundary spanner competencies and characteristic and quality of their boundary spanning activities will be illustrated below:

Figure 44. How quality of boundary spanners influences quality of boundary spanning activities
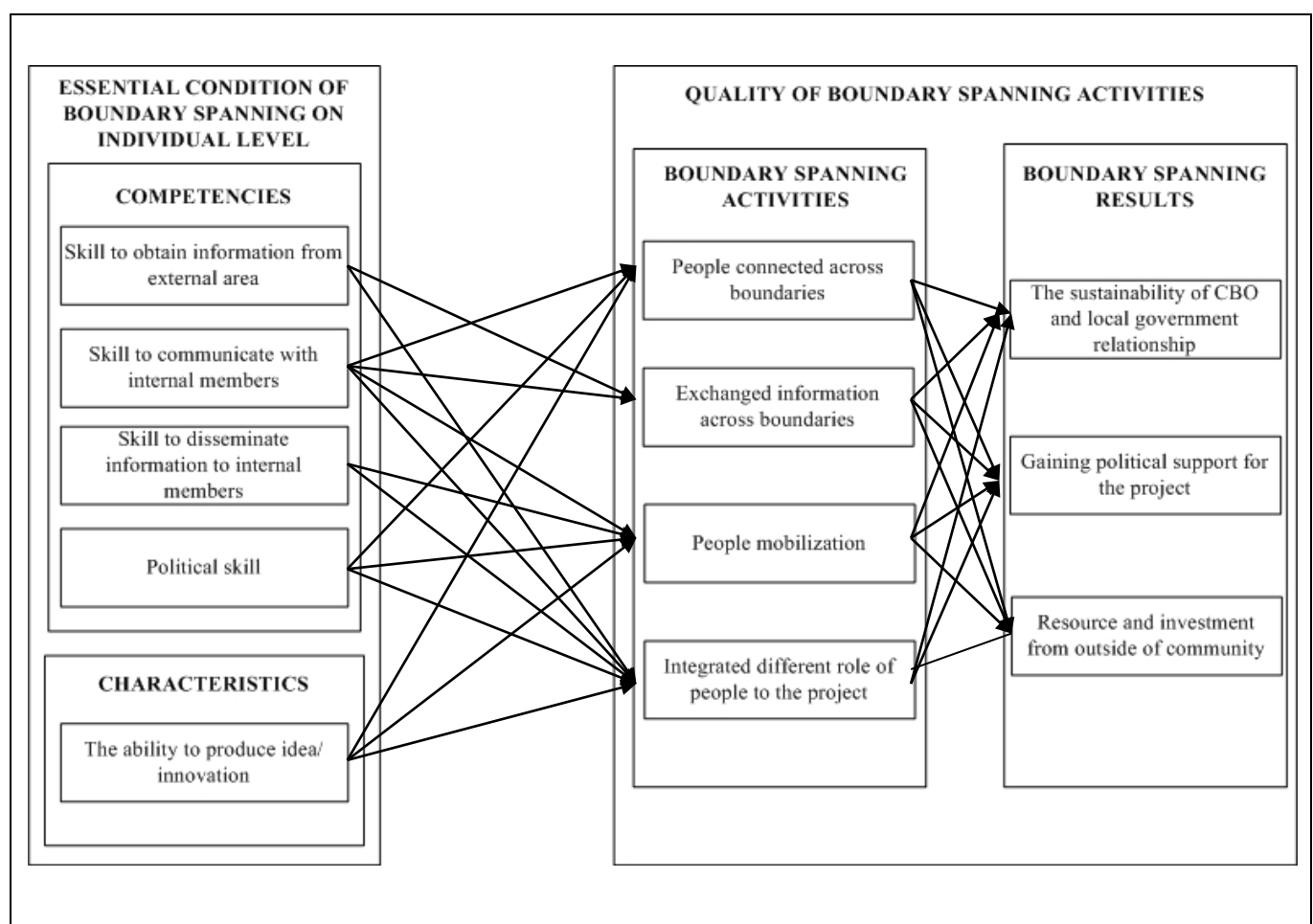
Source: Researcher Analysis Result, August 2015

The picture illustrates how individual condition of boundary spanners influences quality of their boundary spanning activities. In general, it can be seen that the integration of their boundary spanning skills and competencies contribute to what extent the boundary spanning activities occur. Their competencies and characteristics can be enabling and constraining factors to the presence of boundary spanning activities. Moreover, the integration boundary spanning activities also contribute to what extent the quality of boundary spanning activities can be achieved.

4.6. Analysis of Trust Level in Three Selected Cases

The three selected urban neighbourhood also had various result in trust level. It will be described below based on indicators: feeling a good personal connection between actors and willing to give one another the benefit without doubt. In this respect, I stress on trust inside CBO (between committees, between committees and project beneficiaries, between committees and community non beneficiaries as well as between project beneficiaries and community non beneficiaries) and trust between CBO and external area (local government and donors). Furthermore, I elaborated the evidences that had been mentioned in sub section 4.3.1 to assess the level of trust in each urban neighbourhood as can be seen in the table below:

Table 21. Level of trust in the three selected urban neighbourhoods

Trust level	Analysis		
	Score of CBO "A"	**Score of CBO "B"**	**Score of CBO "C"**
Feeling a good personal connection between actors	• The internal actors inside this CBO were very well connected. • There were many evidences which have proven on the high mobilization of people, the high connection of people, and the high information has been exchanged across boundaries. • The CBO was also very well connected with all external actors from local government, donors and external agents. **Assessment: ++**	• The internal actors inside this CBO were very well connected. However, the internal connection was built by excluding potential beneficiaries and non beneficiaries; • The external connection between CBO and external area was good connected. However, they did not consider building connection with donors outside community. **Assessment: +/-**	• The internal actors inside this CBO were not very well connected. there were many witnesses and evidences that the connection between committees as well as between committees and all committees did not work; • Though they tried to build connection with local government, but many evidences in minutes of coordination meeting that this urban neighbourhood had not good record in managing the project. **Assessment: --**
Willing to give one another the benefit without doubt	• Inside the CBO, there were many evidences on how people involved in the project implementation, such as in collective actions (*kerja bakti*) to construct sanitation facility;	• There was evidence on how beneficiaries contribute financial resource to maintain their sanitation facilities; • However, there was no evidence on how beneficiaries involved in sanitation facility construction;	• There was no evidence that can support the presence of willingness of actors to give benefit without doubt. **Assessment: --**

Trust level	Analysis		
	Score of CBO "A"	Score of CBO "B"	Score of CBO "C"
	• There were evidence on how financial resource flew from local government to construct sanitation facility as well as from beneficiaries and non beneficiaries for sanitation facility maintenance. **Assessment:** ++	• There was also no financial resource from outside community, except from local government to construct sanitation facility. **Assessment:** +/-	
Caption: (--) : very low level of trust (-) : low level of trust (+/-) : moderate level of trust (+) : high level of trust (++) : very high level of trust			

Source: Researcher Analysis Result, August 2015

The table above shows the different level of trust in the three selected urban neighbourhood. "A" urban neighbourhood had a very high level of trust. In contrast, the trust in "C" urban neighbourhood occurred in very low level. Besides, "B" urban neighbourhood had moderate level of trust.

4.6. Analysis of Project Performance in Three Selected Cases
4.6.1. "A" urban neighbourhood

As mentioned earlier in sub section 4.1.2 this A" urban neighbourhood implemented *SPBM-USRI* Project three times, once in 2013 and the other two projects in 2014. Besides, through their documentations album, I identified other similar projects that were also conducted in this urban neighbourhood as can be seen in the following picture:

Figure 45. Other community based projects in "A" urban neighbourhood in 2014-2015

Socialization of *PPLBK* Project in 2014	Poster of *PPLBK* Project inside CBO secretariat office in 2015

PPLBK Project in 2014 and 2015
PPLBK Project is a community based project in the field of urban neighbourhood spatial arrangement and upgrading

All CBO committees involved in Greening Project	Greening Project implementation

Greening Project in 2014

Driving Course (human resources development field)	**The construction of *Posyandu* (Mother and Baby Care in community level) secretariat office** (physics field)

***PNPM-Mandiri* Project in 2014 and 2015**
PNPM-Mandiri Project is a community based poverty alleviation project in the field of human resource development, physics development and economic development

Source: Thesis fieldwork: 16 June – 8 July 2015

The picture above shows that in the last two years, this urban neighbourhood was not only implemented *SPBM-USRI* Project, but also implemented other similar community based projects, as follows: *PPLBK* Project, Greening Project and *PNPM Mandiri* Project. Besides, I also found an evidence that this urban neighbourhood will implement another similar project in 2016 as can be seen in the picture below:

Figure 46. Evidence that "A" urban neighbourhood had opportunities to get similar community based construction project

It was scanned from CBO documentation album, in which also written that on 16 January 2015 this urban neighbourhood was visited by AUSAID, as a new donor of Makassar City Government for next year community based project.

Source: Thesis fieldwork: 16 June – 8 July 2015

Besides, I also obtained the information that in 2016 this urban neighbourhood will implement Community Based House Rehabilitation Project.

""A" urban neighbourhood had good records in project implementation [...] Next year, they will implement Community Based House Rehabilitation Project." (HS1, an internal and external boundary spanner, Makassar Government City, 7 July 2015)

4.6.2. "B" urban neighbourhood

Similar to previous urban neighbourhood, sub section 4.1.2 has revealed that this urban neighbourhood also three times, once in 2011 and the other two projects in 2013 and 2014. Referring their documentation album, I identified other similar projects that were also conducted in this urban neighbourhood as can be seen in the following picture:

Figure 47. Other community based projects in "B" Urban Neighbourhood in 2014

Community Based House Rehabilitation Project 2014

***PNPM Mandiri* Project in 2014**
Paving Block
(physics field)

Source: Thesis fieldwork: 16 June – 8 July 2015

The picture above shows that this urban neighbourhood also implemented other similar community based projects, as follows: *PNPM Mandiri* Project and Community Based House Rehabilitation Project. However, there was no information or evidence whether this urban neighbourhood will implement other similar project in the next years.

4.6.3. "C" urban neighbourhood

As mentioned in sub section 4.1.2 that this urban neighbourhood conducted *SPBM-USRI* Project only once in 2012. Furthermore, there was no evidence that they implemented other similar community based projects after 2012.

4.6.4. Project performance in the three selected urban neighbourhood

The three selected urban neighbourhood had various in their project performance. It will be described below based on an indicator of the entrenched project implementation across institutional boundaries in each urban neighbourhood.

Table 22. Project performance in the three selected urban neighbourhoods

Project performance	Analysis		
	Score of CBO "A"	Score of CBO "B"	Score of CBO "C"
Entrenched project implementation across institutional boundaries	• It has been proven that this urban neighbourhood conducted *SPBM-USRI* Project three times; • There were some evidences that this urban neighbourhood implemented other similar project in 2014 and 2015; • There were some evidences that this urban neighbourhood will implemented other similar project next year. **Assessment:** ++	• It has been proven that this urban neighbourhood conducted *SPBM-USRI* Project three times; • There were some evidences that this urban neighbourhood implemented other similar project in 2014; • There was no evidence whether this urban neighbourhood will implement other similar project in the next years. **Assessment:** +/-	• It has been proven how this urban neighbourhood conducted *SPBM-USRI* Project three times; • There was no evidence that they implemented other similar community based projects after 2012. **Assessment:** --
Captions: (--) : achieved in very low level (-) : achieved in low level (+/-) : achieved in moderate level (+) : achieved in high level (++) : achieved in very high quality			

Source: Researcher Analysis Result, August 2015

The table above shows the different level of trust in the three selected urban neighbourhood. "A" urban neighbourhood had a very high level of trust. In contrast, the trust in "C" urban neighbourhood occurred in very low level. Besides, "B" urban neighbourhood had moderate level of trust.

4.7. The explanation on How Quality of Boundary Spanning Activities Impacts to Trust and Project Performance

My research reveals that there is also different quality of trust and project performance in the three selected urban neighbourhoods.

"A" urban neighbourhood had proven on their very high quality project performance. This urban neighbourhood was able implementing three times of *SPBM-USRI* Project, while they also conducted another similar project in 2014. Though this urban neighbourhood finished their *SPBM-USRI* Projects in 2014, but this urban neighbourhood was able to implement others similar project in 2015 and also has opportunity for other similar projects in the next years. This occurred since this urban neighbourhood has high level of trust from multi actors that has been measured through feeling a good personal connection with one another and willing to give one another the benefit without doubt. This trust level was determined by their high quality level of boundary spanning activities. Besides, the result of boundary spanning activities also has direct contribution to their very high project performance.

In contrast, "C" urban neighbourhood achieved their very low project performance since it has been proven that they had very low level of trust and very low quality in their boundary spanning activities.

Meanwhile, project performance in "B" urban neighbourhood achieved in moderate quality. This has been proven that though they also conducted other similar project until 2014, but there was no evidence whether this urban neighbourhood will implement other similar project in the next years. This occurred since they experienced moderate level of trust and moderate quality of their boundary spanning activities.

Furthermore, the description on how the quality of boundary spanning activities impact to trust and project performance will be illustrated below:

Figure 48. How the quality of boundary spanning activities impact to trust and project performance
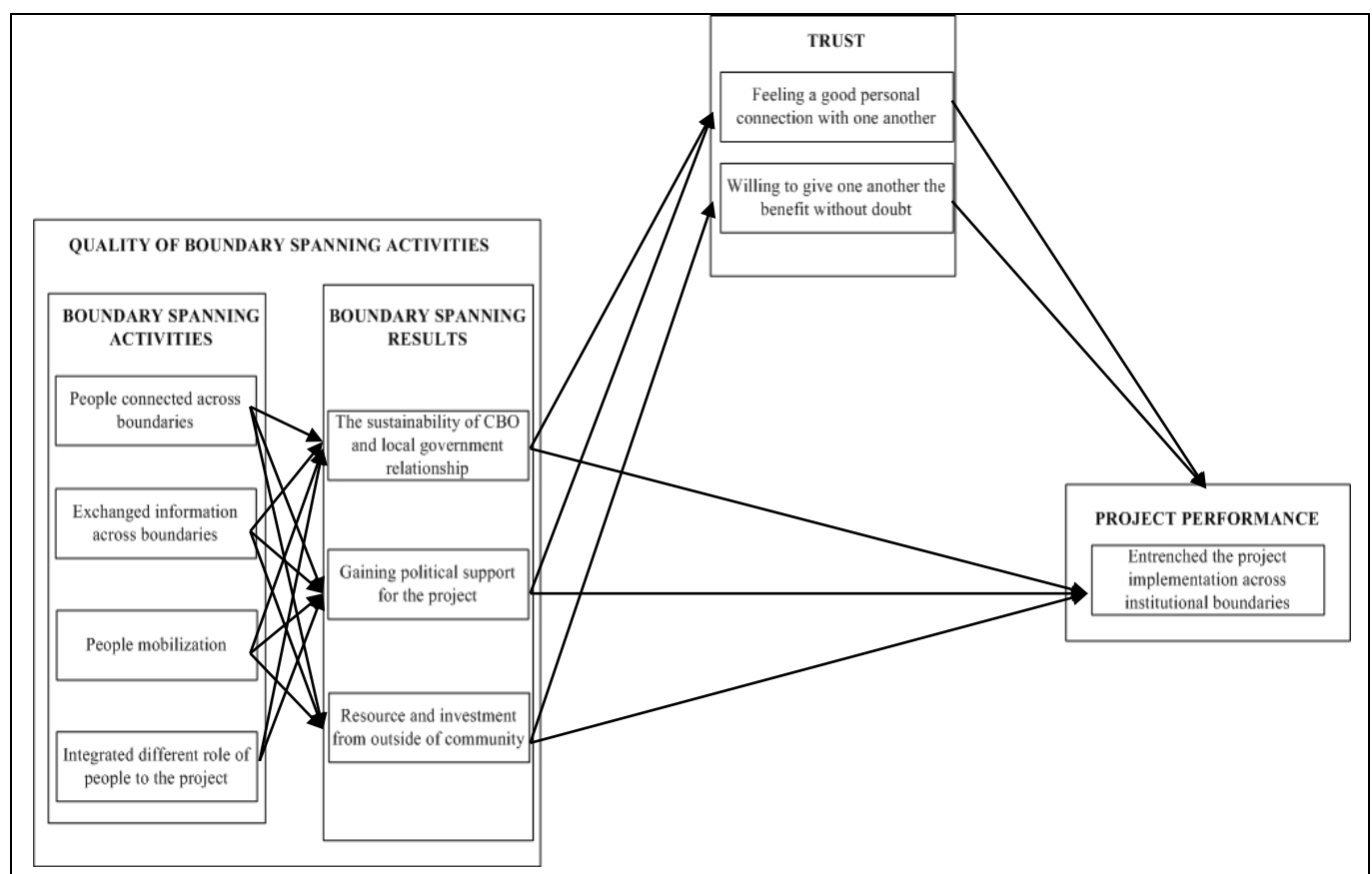
Source: Researcher Analysis Result, August 2015

The picture illustrates how quality of boundary spanning activities impacts to trust and project performance. In general, it can be seen that level of trust is determined by the boundary spanning results, the stronger and the more achievement of boundary spanning results the higher level of their trust. In this respect, the quality of boundary spanning activities also influence directly to project performance. Besides, the level of trust also contributes to the quality of project performance. To put it simply, the stronger and the more achievement of boundary spanning results as well as the higher level of trust results in the higher quality of project performance.

Chapter 5: Conclusions and Recommendations

5.1 Conclusions

In this research, I examined how different level of trust and project performance of community based urban sanitation project can be explained from the perspective of boundary spanning concept. This point of view contributes to better knowledge on why community based urban sanitation project more works in one area than others. In this respect, essential condition of boundary spanning on individual level influences their boundary spanning activities. Subsequently, the quality of the boundary spanning activities impacts to trust and project performance.

I acknowledge that I cannot generalize my research findings, since trust and project performance of community based sanitation project can also be explained from other perspective such as considering the examination on whether the governmental network of the project works or does not work from the community level, network level and organizational level (Provan and Milward, 2001). Besides, this research was conducted in three selected cases in one of the biggest cities in Indonesia and the selected project only focused on singular sector that is sanitation. Hence, the results may be different in other cities and countries with different characteristics of people and different type of project. Nevertheless, I believe that, within the limitations of this study, I can conclude some significant findings.

A first conclusion is that the different quality of boundary spanning occurs due to the differences of boundary spanning result achievement. In this respect, the quality is not only determined by the presence or not presence of boundary spanning activities, but it is more determined by the performance of boundary spanning activities in connecting people across boundaries, exchanging information across boundaries, mobilizing people and integrating different role of people in the project. This finding supports previous studies that boundary spanning activities in governance networks can be considered as strategies to achieve following results: the sustainability of CBO and local government relationship, gaining political support for the project as well as resource and investment from outside of community (Williams, 2002; van Meerkerk, 2014).

A second conclusion is the presence as well as the integration of boundary spanning skills and competencies contribute to what extent the boundary spanning activities occur. Moreover, the integration boundary spanning activities also contribute to what extent the quality of boundary spanning activities can be achieved. To put is simply, individual level of boundary spanner, their competencies and characteristics, can be enabling and constraining factor to achieve boundary spanning condition. In the same way, my research finding also supports previous studies on the importance of effective communication skill (Tushman and Scanlan, 1981) as well as the requirement of specific competencies and characteristics by boundary spanners, as follows: skill to obtain information from external area, skill to communicate with internal members, skill to disseminate information to internal members and the needs of innovative characteristic.

A third conclusion is a caused effect correlation of individual boundary spanner level condition to trust and project performance is determined by quality of boundary spanning activities as can be seen in the scheme below:

Figure 49. The Influences of the Individual Boundary Spanner Level Condition on Trust and Project Performance
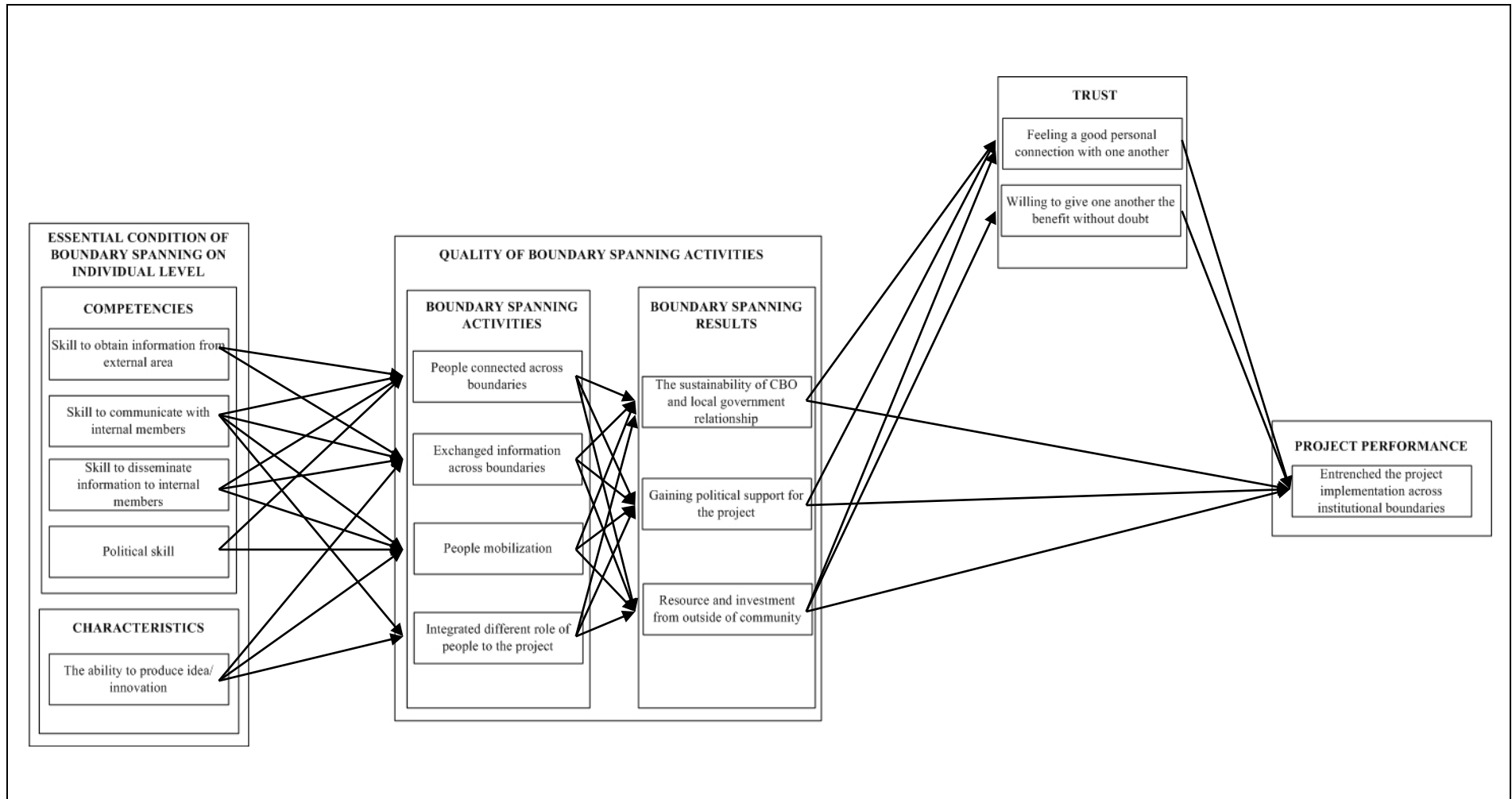
Source: Researcher Analysis Result, August 2015

The correlation model in my research above supports a conceptual model of van Meerkerk&Edelenbos (2014) on the relationship between the presence of boundary spanners to trust and project performance. In this respect, I elaborated the presence of boundary spanner to be how the boundary spanners perform their quality boundary spanning activities based on their individual condition: competencies and characteristics. Level of trust is determined by the boundary spanning results. Besides, the quality of boundary spanning activities also influence directly to project performance and to the quality of project performance indirectly through level of trust. In other words, the stronger and the more achievement of boundary spanning results as well as the higher level of trust results in the higher quality of project performance.

A fourth conclusion is boundary spanners are recruited based on their functions to connecting people and connecting process across boundaries. In this respect, my study has proven that though boundary spanners from both local government and CBO in community based-sanitation project are established by using a normative approach, but their presence is not determined by their position level. It is more determined by their functions to across boundaries. Boundary spanner public managers who have roles directly to sanitation sectors requires to across boundary in order to engage with communities. In the same way, boundary spanners of CBOs are required to connect with their external area. This finding strengthens previous study boundary spanners are defined based on their function instead of the formal position or title in the project committee (Tushman and Scanlan, 1981).

A fifth conclusion is that the implementation of community based project requires community leaders to act as an external boundary spanners. In this respect, a community leader is selected based on a community meeting. However, the presence of external boundary spanners is not always based on the highest position in the community organizations. In condition when the community leader cannot act as an external boundary spanner, the recruitment will be held through an additional community meeting by considering the experiences and the intensiveness of those individuals connect and contact to government public managers. This research finding answers a question of previous study on how affected actors in community based project are recruited as boundary spanners (Edelenbos and van Meerkerk, 2015).

5.2   Recommendation for future studies

I acknowledge the limitation of my study, that is only focus on the boundary spanning in community based sanitation project in the field of sanitation. Hence, it is important for future studies to conduct similar study for other project sector. Besides, this study only uses three boundary spanning activities/tactics: connecting, mobilizing and weaving. Hence, this also important for future studies to conduct similar study by using different boundary spanning activities/tactics: buffering, reflecting and transforming as distinguished by Ernst and Chrobot-Mason (2010). In addition, it is also important to conduct a similar study in the unit analysis where boundary spanners were located in same position, such as all external boundary spanners are community leaders.

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"THE INFLUENCES OF ESSENTIAL CONDITIONS ON INDIVIDUAL AND ORGANIZATIONAL LEVELS TO BOUNDARY SPANNING QUALITY: FINDINGS FROM COMMUNITY BASED-URBAN SANITATION PROJECT IN THE CASE OF MAKASSAR CITY, INDONESIA"

INTERVIEW GUIDE
TARGET: BOUNDARY SPANNERS OF COMMUNITY BASED-ORGANIZATIONS

Date of interview   :   …… / …… / 2015

Time   :   ……………. WITA

Name of interviewee   :   ………………………...

**Position   of :   ………………………...
interviewee**

INTRODUCTION:

My name is Nurul Sri Hardiyanti. I am a master student of Institute of Housing and Urban Studies of Erasmus University Rotterdam. I am conducting a research study for my thesis on boundary spanning of *SPBM-USRI* Project in Makassar City Year 2011-2014.

Theoretically, boundary spanning is defined as activities of connecting diverse people and process, obtaining and selecting relevant information, translating and disseminating information either to external or internal organization (Williams, 2002, Burt, 2009, Tushman and Scanlan, 1981, Steadman, 1992). This activity works on complex situation between two organizations. So, this research focuses on the interface management of two different organizations that are Makassar City Government and your Community Based Organization.

I have chosen you as one of my interviewees, since your name has been recommended by my key informants. You are a community leader of your urban neighborhood. Besides, you also have specific knowledge on *SPBM-USRI* Project as well as a role as a boundary spanner in the project. In Indonesia, boundary spanners are also known as connective agents that are people who connect their organizations with others.

This interview will be conducted for 1 until 1.5 hours and the interview result is merely used for my thesis research interest and not for other interests.

If you have questions during the interview process, do not hesitate to ask. Your information is important for this research.

Finally, let me to say thank you in advance for your cooperation.

QUESTION LIST: BOUNDARY SPANNERS OF CBOs

1. How did you become involved in SPBM-USRI Project?
2. What is your role in the project?
3. Can you explain, what is your job as a connective agent?
4. How do you see yourself as a connective agent? To what extent are you trained or experienced in this matter?
5. What was your main problem in doing your job as a connective agent?
6. What was your strength in doing your job as a connective agent?
7. How did you build a connection with Makassar City Government? How often did you interact with them? What kind of interaction? And how good is your connection with them? Can you give me an example?
8. How did you build a connection with your members? How did you bridge their different interest? How often did you interact with them? What kind of interaction? And how good is your connection with them? Can you give me an example?
9. Can you explain when you have to translate the information between local government and your members? How often did you do that? What kind of information that you have to translate? Do you think the translation process works out? Can you give me an example?
10. Can you explain what kind of informal contact did you have with local government outside of the coordination meeting? How often did you do and why? Does it work out? Can you give me an example?
11. Can you explain what kind of informal contact did you have with your members outside of the coordination meeting? How often did you do and why? Does it work out? Can you give me an example?
12. To what extent did you get political support from other committees of your organization?
13. Did the project in your neighbourhood receive investment from outside community and grant from the local government? If yes, how did you get it?
14. What situation or culture in your organization which support your job as a connective agent?
15. How did the project performance of your neighbourhood run?
16. How does the situation of your organization influence the different quality level of communication between your organization and local government?
17. How does your capacity as a connective agent influence the different quality level of communication between your organization and local government?
18. Do you think the different result of project performance influenced by different quality of connection/communication level between your organization and local government? If yes, can you explain? (*include what do you mean with quality level of connection/communication?)

"THE INFLUENCES OF ESSENTIAL CONDITIONS ON INDIVIDUAL AND ORGANIZATIONAL LEVELS TO BOUNDARY SPANNING QUALITY: FINDINGS FROM COMMUNITY BASED-URBAN SANITATION PROJECT IN THE CASE OF MAKASSAR CITY, INDONESIA"

INTERVIEW GUIDE
TARGET: STAKEHOLDERS OF COMMUNITY BASED-ORGANIZATIONS

Date of interview   :   …… / …… / 2015

Time   :   ……………. WITA

Name of interviewee   :   ……………………………...

Position   of :   ……………………………...
interviewee

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I have chosen you as one of my interviewees, since you are a committee member of your CBO. I do expect that you will give me information on how the connective management in your organization run.

This interview will be conducted for 1 hour and the interview result is merely used for my thesis research interest and not for other interests.

If you have questions during the interview process, do not hesitate to ask. Your information is important for this research.

Finally, let me to say thank you in advance for your cooperation.

QUESTION LIST: STAKEHOLDERS OF CBOs

1. How did the SPBM-USRI project performance of your neighbourhood run?
2. How did you become involved in SPBM-USRI Project?
3. What is your role in the project?
4. What was the main problem in collaborative process in the project?
5. What was the strength in collaborative process in the project?
6. How was the community involved in the project implementation?
7. Can you explain on how was different interest of community connected?
8. Can you explain on how did the information from local government flow to the community?
9. Can you explain on how the policy of local government is translated to the community? Can you give me an example?
10. Can you explain what kind of informal contact did your organization have with local government outside of the coordination meeting? Does it work out? Can you give me an example?
11. Can you explain what kind of informal contact did your organization have with your members outside of the coordination meeting? Does it work out? Can you give me an example?
12. How good was the connection of your organization with local government? Can you give me an example?
13. Did your organization also connect with other organizations which are related to SPBM-USRI Project implementation?
14. Did the project in your neighbourhood receive investment from outside community and grant from the local government? If yes, how did your neighbourhood get it?
15. Can you explain on how the connectivity of your organization influences the project result?

"THE INFLUENCES OF ESSENTIAL CONDITIONS ON INDIVIDUAL AND ORGANIZATIONAL LEVELS TO BOUNDARY SPANNING QUALITY: FINDINGS FROM COMMUNITY BASED-URBAN SANITATION PROJECT IN THE CASE OF MAKASSAR CITY, INDONESIA"

INTERVIEW GUIDE
TARGET: BOUNDARY SPANNERS OF MAKASSAR CITY GOVERNMENT

Date of interview : ┌──────┐ / ┌──────┐ / ┌──────────┐
                         │ …… │   │ …… │   │ 2015 │
                         └──────┘   └──────┘   └──────────┘

Time : ……………. WITA

Name of interviewee : ………………………...

Position of interviewee : ………………………...

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QUESTION LIST: BOUNDARY SPANNERS OF MAKASSAR CITY GOVERNMENT

1. How did you become involved in SPBM-USRI Project?
2. What is your role in the project?
3. Can you explain, what is your job as a connective agent?
4. How do you see yourself as a connective agent? To what extent are you trained or experienced in this matter?
5. What was your main problem in doing your job as a connective agent?
6. What was your strength in doing your job as a connective agent?
7. How did you build a connection with communities? How often did you interact with them? What kind of interaction? And how good is your connection with them? Can you give me an example?
8. How did you build a connection with your community? How did you bridge their different interest? How often did you interact with them? What kind of interaction? And how good is your connection with them? Can you give me an example?
9. Can you explain when you have to translate the information between your institutions and the communities? How often did you do that? What kind of information that you have to translate? Do you think the translation process works out? Can you give me an example?
10. Can you explain what kind of informal contact did you have with communities outside of the coordination meeting? How often did you do and why? Does it work out? Can you give me an example?
11. Can you explain what kind of informal contact did you have with your internal institution (*AMPL* team) outside of the coordination meeting? How often did you do and why? Does it work out? Can you give me an example?
12. To what extent did you get political support from other committees of your organization?
13. What situation or culture in your organization which support your job as a connective agent?
14. How was the project performance in Makassar city examined? Why their performance is different from the perspective of connective management?
15. How does the situation of your organization influence the different quality level of communication between local government and CBO?
16. How does your capacity as a connective agent influence the different quality level of communication between local government and CBO?
17. Do you think the different result of project performance influenced by different quality of connection/communication level between local government and CBO? If yes, can you explain? (*include what do you mean with quality level of connection/communication?)

"THE INFLUENCES OF ESSENTIAL CONDITIONS ON INDIVIDUAL AND ORGANIZATIONAL LEVELS TO BOUNDARY SPANNING QUALITY: FINDINGS FROM COMMUNITY BASED-URBAN SANITATION PROJECT IN THE CASE OF MAKASSAR CITY, INDONESIA"

INTERVIEW GUIDE
TARGET: STAKEHOLDERS OF MAKASSAR CITY GOVERNMENT

Date of interview : ……| / |…… / | 2015 |

Time : ……………. WITA

Name of interviewee : ………………………...

Position of interviewee : ………………………...

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I have chosen you as one of my interviewees, since you are a committee member of *AMPL* Team. I do expect that you will give me information on how the connective management in your organization run.

This interview will be conducted for 1 hour and the interview result is merely used for my thesis research interest and not for other interests.

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Finally, let me to say thank you in advance for your cooperation.

QUESTION LIST: STAKEHOLDERS OF MAKASSAR CITY GOVERNMENT

1. How did you become involved in SPBM-USRI Project?
2. What is your role in the project?
3. What was the main problem in collaborative process in the project?
4. What was the strength in collaborative process in the project?
5. How was the community involved in the project implementation?
6. Can you explain on how was different interest of community connected?
7. Can you explain on how did the information from local government flow to the community?
8. Can you explain on how the policy of local government is translated to the community? Can you give me an example?
9. Can you explain what kind of informal contact did your institution have with community outside of the coordination meeting? Does it work out? Can you give me an example?
10. Can you explain what kind of informal contact did your internal team outside of the coordination meeting? Does it work out? Can you give me an example?
11. How good was the connection of your team with communities? Can you give me an example?
12. How was the project performance in Makassar city examined? Why their performance is different from the perspective of connective management?
13. Can you explain on how the connectivity of your organization influences the project result?
14. What factors are contributing to the different level of connectivity? Individual or organizational factor?
15. Do you think the different result of project performance influenced by different quality of connection/communication level between local government and CBO? If yes, can you explain? (*include what do you mean with quality level of connection/communication?)