

Terminal Evaluation

Asia

1. Outline of the Project

Country:

Indonesia

Project title:

The Project for Improvement of Agricultural Extension and Training System

Issue/Sector:

Agriculture/General

Cooperation scheme:

Project-type Technical Cooperation

Division in charge:

Agricultural Technical Cooperation Division, Agricultural Development Cooperation Department

Total cost:

174 Million Yen

Period of Cooperation 1 September, 1999 - 31 March 2002

Partner Country's Implementing Organization:

Agency for Agricultural Humans Resource Development (AAHRD)

Supporting Organization in Japan:

Ministry of Agriculture, Forestry and Fisheries of Japan

Related Cooperation:

Project-type Technical Cooperation; "the Middle Level Agricultural Technical Training"

Dispatch of Experts

Grant Aid

Third-country Training Program "International Course on Agricultural Extension and Training Methodology"

1-1 Background of the Project

In 1997, Indonesia experienced food shortages including a rice shortage due to the severe draught and economic crisis. In response, the Department of Agriculture of Indonesia draw up "Plan for Increase the Production of Staple Foods (GEMA PALAGUNG 2001)" as an emergency plan till 2001, which aimed at expanded production of their staple foods, rice, beans and corn and designated food security a high priority issue. However, the agricultural extension system did not function effectively enough to achieve the goal. It is necessary to improve the agricultural extension system to achieve a level of performance that would allow the development of training and extension activities that would meet the needs of farmers.

Under these circumstances, the Government of Indonesia requested that the Government of Japan provide Project-type Technical Cooperation to increase food production as a countermeasure to prevent future food crises. The project aimed at reorganization of the organizations concerned with agricultural extension, training of the personnel engaged in agricultural extension and improvement of the extension system.

1-2 Project Overview

The Project is designed to strengthen the training program to extension officers, enabling them to address the needs of farmers and implement the following activities at the Kayuambon Agricultural In-service Training Center (BDP) in Bandung District, Java Province as a model site: (1) conduct a survey on current agricultural extension, training programs and cooperation among the related organizations, (2) plan, implement, monitor and evaluate activities for trial training, and (3) develop a training manual applicable to the results of these activities.

(1) Overall Goal

The newly developed training approach (the training approach for extension officers; is basically bottom-up training and on-the-job training) for the Project is expanded to organizations related to agricultural extension and training.

(2) Project Purpose

The system for planning, implementing, monitoring and evaluating activities for training and extension is strengthened.

(3) Outputs

1) The points that are to be improved in the current training and extension programs are clarified in the model area (Bandung District).

2) A new agricultural extension and training program for extension officers which meets the needs of extension officers and farmers is developed.

(4) Inputs

Japanese side:

Long-term Experts	3	Equipment	22 Million Yen
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Short-term Experts	5	Local Cost	18 Million Yen
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Trainees received	8		
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Indonesian Side:

Counterparts	18		
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Local Cost	67 Million rupiah (0.9 Million Yen)		
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2. Evaluation Team

Members of Evaluation Team

Leader: Shinki SUZUKI, Vice President, JICA

Agricultural Extension and Training System: Subject Matter Specialist, Agricultural Extension Promotion Division, Department of Agriculture, Forestry and Fisheries, Niigata Prefectural Government

Cooperation Evaluation: Ryoza HANYA, Director, Agricultural Technical Cooperation Division, Agricultural Development Cooperation Department, JICA

Evaluation Analysis: Yuki TODOROKI, Global Link Management

Planning Evaluation: Yukiko KIKUCHI, Agricultural Technical Cooperation Division, Agricultural Development Cooperation Department, JICA

Period of Evaluation	4 November 2001 - 16 November 2001
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Type of Evaluation:	Terminal Evaluation
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3. Results of Evaluation

3-1 Summary of Evaluation Results

(1) Relevance

The Project training concept is based on the bottom-up methodology that collects good examples from among the farmers and disseminates their cases to others. The methodology differs from traditional agricultural extension activities, top-down approaches that provide instruction in crop timing or watering methods. The training concept is in line with the idea of agribusiness (agricultural and livestock production, food processing, and related commercial activities through to distribution) promotion (*), which is in the core of the "Agricultural Development Plan (2001 - 2004)".

(*) It is affirmed that the "Dissemination of farming techniques contributes to the development of agribusiness and that the capacity building of extension officers who directly instruct farmers is important".

(2) Effectiveness

Experts and counterparts (the Central Government and model areas) cooperated in implementing all of the activities including development of the curriculum, training manuals and management methods for the training program, a series of components

comprising a planning, implementation, monitoring and evaluation package. According to polled participants (46 out of 60 ex-participants answered a questionnaire sent six months after the termination of the trial course), 96 percent of the respondents are utilizing the extension materials and 74 percent had already identified the new-case information based on the methodology they had learned. These answers showed that the training methodology was well utilized and that the Project Purpose is considered to be fully achieved. This is mainly because the survey made clear the issues to be improved on the extension and training program and that the Project developed a training program which met the needs of the extension officers and farmers.

(3) Efficiency

The efficiency of the Project is considered to be high, judging from the relatively small Input and fully achieved Output. The Long-term Experts were dispatched as planned, and the expertise of the experts met the needs of the Project. The Long-term Experts learned the Indonesian language at an early stage, which enabled smooth communication between the experts and the counterparts. The counterparts on-site in charge of the Training consisted of lecturers of BDP Kayuambon and specialized extension officers of Bandung Agriculture Extension Information Center (BIPP) who were responsible for extension. As a result, the linkage of related organizations was strengthened and the training was in harmony with the actual extension activities.

(4) Impact

The Project was planned to develop a training program through trial trainings for a short term, two years and seven months, so the impacts in terms of systematic and economic aspects were limited. However, through the interviews with the organizations related to agricultural extension and training, it was clear that they were planning to extend the training program and expand the training approach to the related organization, so that the overall goal would be achieved. Furthermore, there were positive impacts, one being that communication between the extension officers was improved and mutual trust was enhanced.

(5) Sustainability

The implementing organization and related organizations have integrated the Training Approach of the Project into their existing training programs and actively planed to expand the effects of the Project. However, the possibility that the Agricultural In-service Training center may be transferred from AAHRD to the State Government, and that the Indonesian decentralization policy may change, such as a change in the budget arrangement system, have made the organizational, systematic and financial aspect of the Project uncertain.

3-2 Factors that promoted realization of effects

(1) Factors concerning Planning

It was very effective to have a project that developed a training program through solving problems revealed by the survey on the current extension and training program. The most important point was that the Project developed not only a top-down approach but a training program which encouraged extension officers and farmers to enhance their capability on-site and solve problems on their own. The contents of the Project met the needs of the extension officers and farmers, which resulted in accomplishment of the Project Purpose.

(2) Factors concerning the Implementation Process

- 1) Three out of five counterparts in charge of the Training on-site were lecturers of BDP Kayuambon and two, responsible for extension, were specialized extension officers of Bungdung Agriculture Extension Information Center (BIPP), their participation in the Training and the contents of the Training were in line with the actual extension activities.
- 2) It was difficult to communicate in English with the on-site counterparts. Therefore, the Long-term Experts learned Indonesian at an earlier stage, which made for smooth communication, and the agricultural extension of on-site cooperation was efficiently implemented.

3-3 Factors that impeded realization of effects

(1) Factors concerning Planning

It became clear after the dispatch of the experts that the Indonesian side considered the experts to be a preparation team for the Project, not realizing that the Project-type Technical Cooperation had already started. Adjustment was made afterwards, and there was no adverse effect to the implementation of the Project in hindsight. However, it is necessary to have thorough discussions before the commencement of the Project so that both sides are able to share a common understanding of the Project.

(2) Factors concerning the Implementation Process

N/A

3-4 Conclusion

In spite of the relatively short project period and small input, the Project fully achieved the Outputs, and the original purposes of the Project were fully accomplished.

3-5 Recommendations

In order for AAHRD and the Indonesian Government to take initiatives in implementing and expanding the training program developed in the Project continuously, a working group should be set up by the Japanese experts and personnel of AAHRD and the Indonesian Government to address with the following issues:

- 1) To establish a plan of expansion and dissemination of the Training Program to other regions under the policy of AAHRD.
- 2) To establish a plan to develop Training Program responsive to the issues of the national policy of agribusiness promotion as model-training program.

3-6 Lessons Learned

(1) Though the contents of the Project required a review owing to the economic crisis in Indonesia, the Project had been started before having thorough discussions with the Indonesian side. Therefore, it would be better to fully discuss the contents of the cooperation with the Partner country early to ensure a common understanding.

(2) Japanese experts learned the language of Indonesia intensively at an earlier stage of the Project, which made for smooth communication, especially with the counterparts, and positive effects of this were observed in project management. Therefore, in cases where the experts must learn a language which is difficult to learn in Japan, it is necessary to take some measures to help them to study the language at an earlier stage of the project to ensure the Project's success (e.g., to allocate sufficient time to study the language, etc.).

3-7 Follow-up Situation

N/A