

# Terminal Evaluation

## Asia

### 1. Outline of the Project

**Country:**

Indonesia

**Project title:**

Implementation Support for Integrated Area Development Project in Barru District

**Issue/Sector:**

Vocational Training:  
Rural Community Development

**Cooperation scheme:**

Japan Overseas Cooperation Volunteers Team-dispatch Program

**Division in charge:**

Second Overseas Assignment Division, Secretariat of Japan Overseas Cooperation Volunteers

**Total cost:**

2 Million Yen

**Period of Cooperation**

1 January 1995 - 31 December 1999

**Partner Country's Implementing Organization:**

Regional Development Division, Ministry of Home Affairs

Follow-up:

1 January 2000 - 31 December 2001

**Supporting Organization in Japan:****Related Cooperation:****1-1 Background of the Project**

In the 5th and the 6th National Development Policies of Indonesia, balanced growth, fairness and stability were highlighted. Due to the correction of regional disparity, in particular, the development and poverty reduction in East Indonesia became the main issues of the Policy. Under such circumstances, the Regional Development Project with the basic policy of human resources, improvement of the standard of living and compatibility between development and environmental protection was carried out with the initiative of the Ministry of Home Affairs. However, among problems encountered were a shortage of human resources and the experience necessary to implement efficient project that responds to the distinctive regional issues.

Due to above shortcomings, in order to support the "Regional Development Policy" led by the Ministry of Home Affairs of the Indonesian Government and contribute to an increase in the agricultural incomes of six villages in the Barru District in South Sulawesi, the Japan Overseas Cooperation Volunteers (JOCV) team-dispatch program ("Implementation Support for Integrated Area Development Project in Barru District") was carried out for five years between January 1995 and December 1999. Based on the recommendation of the terminal evaluation conducted in November 1999, follow-up cooperation for activities that lagged behind schedule were conducted for two years from January 2000.

This evaluation targeted the outcomes of the follow-up cooperation period.

**1-2 Project Overview**

In order to activate the economic activities by village people and farmers in six villages in the Barru District in South Sulawesi, JOCVs team was dispatched for technical instruction and dissemination activities.

**(1) Overall Goal**

The level of farmers' life is improved in the target region

**(2) Project Purpose**

Village and farmers' economic activities become more active.

### (3) Outputs

- 1) The activities of animal husbandry through dissemination of reproduced cattle and goats is enhanced.
- 2) The dissemination of plants and seedlings of vegetables and food crops introduced by Junior Experts.
- 3) The utilization of the Horticultural Nursery constructed by the Junior Experts team is enhanced, especially for the purpose of vegetable cultivation extension.
- 4) The self-help activities of the village communities are continued and further promoted.

### (4) Inputs

Japanese side:

Senior Volunteers	2	Equipment	Engine for Tractor 1
General Volunteers	4	Local Cost	135,341,945 Rupiah (2 Million Yen)
Trainees received	1		

Indonesian side:

Counterparts	3		
Local Cost			93,750,000 Rupiah (1 Million Yen)

## 2. Evaluation Team

### Members of Evaluation Team

Team Leader/General: Masao TSUJIOKA, Senior Assistant to the Managing Director of Secretariat of Japan Overseas Cooperation Volunteers, JICA  
Dispatch Planning/Coordination: Mieko KAKITA, Secretariat of Japan Overseas Cooperation Volunteers, Second Overseas Assignment Division, JICA  
Evaluation Analysis: Jun KAKINUMA, Earth and Human Cooperation

### Period of Evaluation

1 April 2002 - 10 April 2002

### Type of Evaluation:

Terminal Evaluation

## 3. Results of Evaluation

### 3-1 Summary of Evaluation Results

#### (1) Relevance

The Project purpose is consistent with the National Development Policy enacted in November 2000 and the Decentralization Policy enforced in 2000. The Project purpose is also to support the regional development planning in Barru and is in line with the needs of Indonesia. The priority areas of Japanese Development Policy are "poverty eradication (improving the standard of living of those who are suffering from poverty)" and "development of East Indonesia (reform of rectifying disparities among regions)". The JICA Indonesia Office regards South Sulawesi as a priority region, so the Project is highly relevant. However, there were some cases where the Project purpose did not suit the needs regarding some crops and the goats.

#### (2) Effectiveness

Due to the support during the follow-up period, the production and sale of vegetables and food crops started to be carried out independently by the Indonesian side. As the number of times of rice cropping increased from two to three crops a year due to improvements in the irrigation facilities, the expected effects can be observed, which complemented the Project before the follow-up cooperation.

#### (3) Efficiency

The delayed dispatch of the senior volunteer (team leader) who was to take over for the former leader, early return of volunteers and dilatory budget execution on the Indonesian side lessened Project efficiency. Management of the horticultural nursery was stagnated, because the Project had to concentrate on activities in response to a variety of issues, such as mistake in site selection for horticultural nursery and deteriorating public safety in surrounding areas. However, in terms of provision of

equipment, the quantity of inputs was minimized, and the Project was carried out using the equipment which had been installed before the Project started, which is appropriate as follow-up cooperation.

#### (4) Impact

Through interviews with farmers, many positive impacts became apparent. For example, due to the water supply introduced by the Project, the farmers are now much healthier than before and their water drawing workload was reduced. Also it was found that income from vegetable sales increased.

The governor has evaluated the horticultural nursery as having a huge impact as a symbolic facility. Other impacts reported include farmers and counterparts have learned disciplinary and time management techniques from the volunteers.

#### (5) Sustainability

Through the interviews and surveys, it became clear that most of the farmers could continue activities by themselves. The district government's authority was strengthened through the Regional Decentralization Policy and the idea of utilizing a horticultural nursery as a multi-purpose regional agricultural development center was being considered. As the budget is allocated by the district government, it is expected that decentralization will promote sustainability. As for the dissemination of the Project outcomes, this requires hiring contingent counterparts as full-time officials, secure their positions, and make full use of experienced human resources.

### **3-2 Factors that promoted realization of effects**

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#### (1) Factors concerning Planning

N/A

#### (2) Factors concerning the Implementation Process

The following facts contributed to achievement of the Project Purpose: the cooperation from the incumbent provincial governor, who showed an understanding of the Project, the Regional Decentralization Policy, and the fact that the counterparts continued Project activities and engaged in dissemination and instruction to farmers based on the training in Japan.

### **3-3 Factors that impeded realization of effects**

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#### (1) Factors concerning Planning

The dissemination did not progress since the crops and goats did not match the needs of the farmers.

#### (2) Factors concerning the Implementation Process

- 1) Exchanges of information and technical communication between the farmers and nursery staff did not progress. This stagnated dissemination of the Project.
- 2) The delayed dispatch of replacement of senior volunteers lessened Project efficiency.

### **3-4 Conclusion**

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Basic facilities and information were provided to the villages and farmers through the Project. The farmers organized committees on their own and managed activities in order to maintain production activities and basic facilities. Thus, the economic activities were in place and, as a whole, the Project purpose is mostly achieved.

The Provincial side was cooperative and the Project has a high standard of sustainability. However, periodic monitoring needs to be conducted since there are issues concerning the employment of counterparts and nursery management.

### **3-5 Recommendations**

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(1) In order to increase the effect of the team-dispatch, three more contingent counterparts should be employed as full-time state officials and their positions must be secured.

(2) In order to promote the results of the Project, regular exchanges of information and technical communication between the nurseries and farmers in their surrounding areas must be carried out.

(3) Monitoring should be conducted regularly concerning the employment of counterparts, arrangement of the supplied vehicles, and management of nurseries.

### **3-6 Lessons Learned**

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(1) In order to increase the effect of a team-dispatch, both the team of volunteers and the Indonesian side need to make full use of the Project Design Matrix and carry out activities fully guided by the Project purpose and planning of the Project activities.

(2) In the case of a team-dispatch, a change in the dispatch period of volunteers should be accepted in accordance with conditions, e.g., at least, there should be no change of the team leader during the important period.

(3) In order to continue Project activities effectively, the succession period needs to be taken into consideration, and any request for replacement of senior volunteers needs to be proposed well in advance. Activities at the Project site would be implemented more efficiently if coordination tasks (such as accounting) are included in the training before the dispatch of the senior volunteers.

(4) When activities are consistent with the needs of the local community, community residents become highly motivated, and the Project will have a high level of sustainability.

(5) It will be more effective to formulate a database which summarizes the overall results of the Project, in order to carry out monitoring and evaluation.

(6) The recruitment of JOCVs needs to be divided into a team-dispatch and individual dispatch, and their differences (merits and demerits) should be explained to applicants from the beginning. It would be better to train volunteers of the Team-Dispatch Project using the PCM method (one of the Project Management methods) in pre-dispatch training.

### **3-7 Follow-up Situation**

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N/A