

Simplified Ex-Post Evaluation for Technical Cooperation Project

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Project Name	Community Empowerment Program with Civil Society in the Republic of Indonesia	February 2010 – December 2010

I Project Outline

Country Name	Republic of Indonesia			
Project Period	January 2004-December 2006			
Executing Agency	National Development Planning Agency (BAPPENAS), Secretary of State (SETNEG), Local Governments and NGOs in 10 provinces in the eastern part of Indonesia			
Cooperation Agency in Japan	<NPO/NGO> SOMNEED, I-I-Net, Shaplaneer, and others.			
Total Cost	321 million yen			
Related Projects (if any)	<Community Empowerment Program> Strengthening Sulawesi Rural Community Development to Support Poverty Alleviation Project, <Technical Cooperation Project> Project on Strengthening Sulawesi Rural Community Development to Support Poverty Alleviation Programmes Policy Advisor on Regional Development in South Sulawesi Province Human Resources Development for Local Governments in the Republic of Indonesia Sulawesi Capacity Development Project			
Overall Goal	The policy and program for the community development are formulated and implemented with a participatory approach.			
Project Objective(s)	Collaboration among the governments (national and regional), NGOs and communities is improved through the activities for the community empowerment.			
Output[s]	1. A participatory approach for the community development taken by the governments (national and regional), NGOs and communities is improved. 2. Good practice cases of the community development activities in the target areas are accumulated and disseminated. 3. Pilot activities for the locally initiated community empowerment are launched.			
	Inputs (Japanese Side)		Inputs (Indonesian Side)	
Experts	2 for Long term, 23 for Short term		Staff allocated	6
Equipments	4 million yen		Equipments	-
Local Cost	47 million yen		Local Cost	4 million yen
Trainees Received	19		Land etc provided	Project office
Others	-		Others	-

II Result of the Evaluation

Summary of the evaluation
<p>This project has been highly relevant with both Indonesian Development Plan and Japanese ODA's Policy. Furthermore, in Indonesia, the participation of communities in the development processes has been promoted; thus, this project is highly relevant. In this project, workshops and seminars on, among other topics, methods of the participatory approach to community development were held in the provinces involved, and studies on good practice cases of community development were conducted. Pilot activities designed to empower communities were also carried out. As an outcome of the training to help participants acquire better facilitation skills, a training record book which aimed to give guidance on community empowerment was completed.</p> <p>Facilitators who received training in this project are working for a range of initiatives carried out through cooperation among governments, NGOs and communities. "Master facilitators", who are skilled to transfer the facilitation techniques to others, were also trained.</p> <p>With no response from any of the executing agencies, the current status of this project remains unknown; therefore, an evaluation cannot be made in terms of the sustainability of the project.</p> <p>In light of the evaluation result on its effectiveness and impact, this project can be evaluated to produce the sufficient outcomes.</p> <p><Constraints of this evaluation study></p> <p>With no response from any of the executing agencies, the Ex-Post evaluation is implemented based mainly on interviews with the expert who involved in this project and now involves in the project of "Sulawesi Capacity Development Project" in which the trained personnel through the training method established with this project are used.</p>

1 Relevance

(1) Relevance with the Development Plan of Indonesia

With Article 22 of the Local Autonomy Law of 1999 and Article 32 of the amended Law of 2004, the country shifted from a centralized political regime to a more decentralized one. Article 25 of the Law on National Development Planning System, enacted in 2004, also required local governments to prepare long, medium, and short-term development plans in order to guarantee participation by communities in the process of development.

(2) Relevance with the Development Needs of Indonesia

Local governments were required to have people in each stratum express their needs in a bottom-up manner, so that they would be reflected in development plans. To encourage communities to participate, therefore, the emphasis of the project was placed on the need to build the capacity of NGOs that should work as facilitators to bring together local policymakers and communities and on the roles the facilitators should play. It came to be recognized how important it was to restore relations between the people concerned and build a collaborative relationship among them. The 10 provinces in the eastern region covered by this project constitute one of the less developed areas in Indonesia. It was expected that local governments there would be enhanced and communities would be empowered to encourage them to promote development by themselves.

(3) Relevance with Japan's ODA Policy

Japan's Development Assistance Plan for Indonesia (2004) designated "sustainable development led by the private sector," "construction of a democratic and fair society," and "peace and stability" as key areas, with governance, including aid for devolution, mentioned as a key issue for the "construction of a democratic and fair society." In its Assistance Implementation Program for Indonesia (2002), JICA also pointed out support for devolution as a key issue.

This project has been highly relevant with the country's development plan, development needs, as well as Japan's ODA policy; therefore its relevance is high.

2 Effectiveness / Impact

(1) Achievement of Project Outputs and Project Objective(s)

In this project, workshops and seminars were held on the methods of the participatory approach to community development. In the regions covered by this project, research was conducted to study and analyze good practice cases of community development and the findings were summarized in a report.

Pilot activities designed to empower communities were carried out. As an outcome of the training to help participants acquire better facilitation skills, a training record book of "Building Local Initiative" was completed and publicized as a tool to provide guidance for community empowerment. Although information on each indicator to verify the outputs was not available, it can be said that the project has achieved its objectives since the outputs were produced as described above.

The information on cases of collaboration models for community empowerment was not obtained by the executing agencies. Nevertheless, ex-experts say that the facilitators who received the training in this project are working to help governments, NGOs and communities work in cooperation. They also point out that "master facilitators," those who are equipped to transfer the skills, were also trained. Therefore, while targeted value of the objective, it can be said that the project has largely achieved its objectives since there has been an improvement in the collaboration among communities, governments and NGOs as described above.

(2) Achievement of Overall Goal, Intended and Unintended Impacts

Information was not obtained from the executing agencies. However, the ex-expert says that the people involved in this project are working for development programs carried out in Indonesia and projects conducted with JICA's assistance, such as the "Project for Building a Symbiotic and Collaborative Relationship with Local Communities in the Management of the West Bali National Park" and the "Sulawesi Capacity Development Project," helping to make such initiatives more effective. In addition, in the above-mentioned projects participatory approach is applied by those who have been trained in the project, which was the overall goal of the project.

Although the current status could not be confirmed with the information from the executing agencies, this project has largely achieved its objectives; therefore its effectiveness is high.

3 Efficiency

(1) Outputs

As stated in (1) of "Effectiveness / Impact," this project has produced the expected outputs.

At the time of the terminal evaluation, an analysis reached the conclusion that "effective use has been realized," with no specific problem found in the process of producing the outputs.

(2) Project Period of Cooperation

The project, which was designed to be completed in 36 months, actually finished in 36 months. It is as planned. (100% as planned period).

(3) Project Cost of Cooperation

The project cost, which was estimated to be 300 million yen, actually reached 321 million yen. It is slightly higher than planned (107% as planned cost).

Although the input of experts and facilities for the project was appropriately implemented within the planned period, the project costs are higher than planned for producing the outputs and achieving the project objective, therefore efficiency of the project is fair.

4 Sustainability

(1) Related Policy towards the Project

The National Medium-Term Development Plan (2010-2014) includes the issue of "Economic Development and Increased Welfare of the People" in the Agenda of Development for achieving the visions and missions of national development. To address these issues, community empowerment is maintained as a basic policy for increasing the welfare of the people. In the Agenda, the issue of "Development that is Inclusive and Just" is also included. In this, the bottom-up process of development designed to allow

communities to participate is also regarded as an essential element.

(2) Institutional and Operational Aspects of the Executive Agency

With no response from any of the executing agencies, the current institutional and operational aspects of the counterparts were unknown; thus, an evaluation cannot be made.

(3) Technical Aspects of the Executive Agency

With no response from any of the executing agencies, the current technical aspects of the counterparts were unknown; thus, an evaluation cannot be made.

(4) Financial Aspects of the Executive Agency

With no response from any of the executing agencies, their current financial aspects were unknown; thus, an evaluation cannot be made.

(5) Continuity of Effectiveness and Impact

With no response from any of the executing agencies, the current status was unknown; thus, an evaluation cannot be made.

As stated above, with no response from any of the executing agencies, the current status of institutional, operational, technical and financial aspects of the counterparts were unknown; sustainability of the project cannot be evaluated.