

EVALUATION REPORT

**EVALUATION ON RESEARCH
IMPLEMENTATION SUPPORT FOR
INTEGRATED AREA DEVELOPMENT PROJECT
IN BARRU**

By

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SUMMARY

Based on the evaluation on the Implementation Support for Integrated Area Development Project in Barru for four weeks starting from August 4th to October 12th, 1999 through Interview and Focus Group Discussion methods to those components related to the Project such as Concerned Authorities, Junior Experts, Counterparts and direct beneficiaries, the outline of results are as presented as follows.

1. Project Context

All location of project implementation were selected based on results of survey. It was identified that some certain locations are appropriate for certain activities, and then try-out was conducted. In accordance with the results of try-out, some activities were practiced by making some necessary changes so as to improve Project outputs, for instance in the fields of cattle (goat and cow), breeding. Such process was proceeded in accordance with basic ideas proposed by both concerned authorities and JICA Expert Team. In spite of the fact, those activities emerging as the results of community needs, such as clean water, irrigation, etc. were implemented immediately without any try-out process. Seemingly, it is due to their urgency. The basic ideas of those activities were derived from Government, Junior Expert Team, and Community.

2. Inputs

Principally, all inputs of the activities in all fields are similar, namely there should be distribution of contribution from both Community and the project. At this level, it seems that the aim of distribution of contribution is to generate sense of responsibility of the community both in the process of project implementation and in the results achieved by the project. It seems that this principle of contribution is typical to the project as a "Supporting Project". Yet, in the implementation, portion of community contribution was still based on its capability. Correspondingly, the form and amount of contribution were discussed with the community (as the beneficiary group). As the result, therefore, the form and amount of contribution were different from one activity from another and from one location to another.

3. Process

a. Planning

Planning process of an activity is always done with community through meeting with it as the project beneficiary. Planning through community involvement is very effective to activate the community in project implementation. This is due to the fact that mechanism of implementation is derived from mutual consensus so that there will be control within the group. When a member of the group violet the consensus, for instance in establishment of working time, than he has surely violated the consensus and other members or the group management will be given warning.

b. Implementation

Group approach applied by Junior Expert was sufficiently effected to activate the community in the project implementation. The effective approach is among others seen in the smooth coordination with beneficiaries incorporated in the groups. In addition, when groups were formed, the Junior Expert conducted technical assistance only whereas the implementation of activities was in the responsibility of the groups.

4. Results

After the tenure are project duration for five years, 1994-1999, it can be seen that the results of activities vary considerably, although the activities are similar. The difference seems to be due to some factors, among others level cooperation in groups and motivation of group members, considering that quality of facilitation of the Junior Experts was relatively the same. For instance, in the field of goat breeding, dusun pallengmallimpee was relatively more successful than other dusuns because most of the group members cooperated properly.

5. Impact

In the facet of income generation, there is still no significant impact, because two fields expected to affect income generation, namely cattle breeding and agriculture are still in the process. On the other hand, in the facet of improvement of human resources, there has been a significant impact. It is due to the facilitation provided by Junior Experts in all fields that enable them to transfer knowledge skills to the community. For instance, in the field of cattle breeding people have had knowledge and skill in raising cattle. In addition, clean facilities as the supporting aspect for human resources improvement had been utilized by the community.

6. Facilitation by Junior Experts

Junior Experts are the strength of PPWT Project Supported by JICA. With their creativity, who utilized appropriate approach to the community, including sufficiently flexible strategies and methodology of project that lead to community participation in the project implementation.

7. Counterparts

It is unfortunately that the counterparts as one component of the project that should work together with Junior Expert where they could learn and gain skills and knowledge were less active. The only cause for this is concerned with their salary which frequently come late.

8. Concerned Authorities

In terms of concerned authorities, their activeness to support PPWT Project Implementation was very insufficient. But actually the case is that the follow up of the project after the JICA accomplished its tenure would be delegated to them. Their non-activeness is much due to : the fact that the PPWT Project was handled by PEMDA whose project manager functioned also as technical facilitator. In addition, bureaucracy aspect of funding from government was to complicated leading to the delay of response of the concerned authorities.

FINAL REPORT ON EVALUATION
RESEARCH IMPLEMENTATION SUPPORT FOR INTEGRATED
AREA DEVELOPMENT PROJECT IN BARRU DISTRICT

I. INTRODUCTION

Lembaga Mitra Lingkungan (LML = Environment Partner Institute) of South Sulawesi was appointed by JICA (Japan International Cooperation Agency) to conduct an Evaluation Research over Integrated Area Development (PPWT) project in Barru District. Target groups of the Project include six villages of two sub-districts. Those villages are Anabanua, Palakka, Tompo, and Galung in Barru Sub-district and Desa Harapan and Libureng in Tanete Riaja Sub-district.

As the Third Party in the Contract Agreement, with tenure 10 weeks (Week I of August to week II of October 1999), it was aimed to identify the impacts of the Project Implementation as the consensus between Government of Indonesia and JICA in the Project of Integrated Area Development (PPWT), in addition to identify level of consistency between the plans and implementation of the project as well as its influence and impact on all involved components.

In order to evaluate the implementation of the Project which has been conducted for five years, starting from January 1995 to December 1999, JICA in this case as the implementers asked the Third Party to do so. It is expected that similar project can be replicated in other locations and to be inputs in efforts to develop and sustain the project.

During the research implementation, interview and Focus Group Discussion (FGD) methods were applied to community. It is seen that the Project that initially would be carried out altogether between JICA and local government could not work. This was due to the different system and mechanism of funding between JICA and local government (PEMDA = Government). It is rather pleasant that all authorities (government) being interviewed agreed to follow-up the JICA Project. Even, Bappeda Tk. II would treat it as a leading sector in order to coordinate the project afterwards. In spite of the fact, Bappeda asserts that the only successful project would be followed up.

At C/P level, almost all C/Ps agreed to re-involve in the post-Project, although one C/P did not. Similarly, the community as the target group of the Project would be optimistic to continue the activities in accordance with their consensus, with notice that if they are not supported with funding, they will do only in small scale (case example: farmers of water melon and chili).

II. BACKGROUND

2.1 Rationale of Implementation

Work Contract between Indonesian Government and JICA is based on the Minutes of meeting signed on November 17th, 1994. Based on that Contract Agreement it was taken into consensus that the Project would be run for five years starting from January 1995 to December 1999 and would be assigned in Barru District, of South Sulawesi.

In the first year (1995), JICA side conducted some surveys / researches and formulated the Project. Results of the surveys were then formulated into Project Work Plan which included :

1. To improve method of fattening up cattle, to introduce appropriate technology by making use of local potential resources.
2. To improve farm system, introduce appropriate technology, and organic materials for agriculture, commodity concentration, and mug-bean.
3. To construct and rehabilitate dike / embankment, irrigation and drainage facilities, pump with appropriate method.
4. To explain market situation in effort to support economic activities of farm.

From the Project Plan, eight components in form of activities were formulated as follows.

1. Training for farmers / improvement of understanding on food crop cultivation.
2. Extension on vegetable cultivation
3. Raising Baliness-strained cattle
4. Raising coat of "Goat Bank Project"
5. Cashew processing / Increase of side work for women
6. Improvement of clean water facilities

7. Market renovation
8. Renovation of irrigation facilities

2.2. Aims

In general, the Project aimed to increase the income of rural community through improvement of agricultural production. In addition, based on components of activities some outputs were gathered:

- Improvement of capability and knowledge
- Improvement of village leveled organizations
- Improvement of environment condition of rural community
- Improvement of agricultural system
- Improvement of Human Resources
- Strengthening of agricultural supporting system.

2.3. Objective

Initially, JICA would restrict its implementation support only to villages, namely Desa Palakka and Desa Anabanua. Yet, Indonesian side incessantly insisted on other four villages, namely Desa Tompo, Desa Galung, Desa Libureng, and Desa Harapan to be included as the locations of PPWT Program supported by JICA. Based on this fact, the locations of JICA Implementation Support Project became six villages. While the first two villages, Palakka and Anabanua, would be main priority in the context of Implementation support of the project, the other four villages were expected to get the impacts of the two locations. Four additional villages were selected in accordance with social, economic, and physical conditions correlated to the results of surveys, adjustment of JICA budget and Indonesian Budget, and number of Junior Experts (JE).

In the Implementation, JICA side assigned JE in each field of activities in addition to one team leader and one team coordinator. The teams were assisted by two facilitators with full time and part time working system. The full time facilitator was recruited by Bappeda Tk. II and another one, part time / technical facilitator was assigned by concerned authority.

The concerned authorities involved in the Project were Dept. of Agriculture, Dept. of Plantation, office of Rural Community Development (PMD) Bappeda, and Dept. of Public Work. In addition, the Project involved also village staff.

At the community level, those involved in the Project carried considerably according to level of needs and capability of the Project. For instance, for clean water facilities, those involved were not selected, rather wholly involved. On the other hand, for food crop agriculture, it involved those interested in that case only. In contrast, those selected for Goat Bank Activity were the ones of the poor, in which the selection process was done directly by JE.

III. EVALUATION TASK

3.1 Aims

The aims of the evaluation are as follows.

1. To identify level of consistency of implementation with plans of Project Implementation.
2. To identify whether or not the aims of project have been achieved.
3. To analyze data and to identify weaknesses and strengths of Project Implementation.
4. To identify impacts of Project on the performance of JE, C / P (full time and part time), concerned authorities, and community in particular.
5. To serve it as useful materials and inputs for further development and sustainability of the Project by making use of similar method.

3.2. Expected Results

1. Data and information on plans and realization of the project plans.
2. Data on achievement of aims of each activities done.
3. Identified weaknesses and strengths of Project Implementation.
4. Data on impacts (positive and negative) of the project on community (target groups).
5. Results of the research would be the reference for continuation and replication of such project.

IV. METHODOLOGY

4.1. Form of Evaluation

The form of evaluation to be done is summative in nature, aiming to view effective achievement of the results at the end of Project Implementation.

4.2. Variables and Type of Data

Main variables in the evaluation will be grouped into four parts, among others :

4.2.1. Inputs

Inputs are efforts done through presentation of various things, both physical and non-physical, that become base and work mechanism of the project in order to achieve the aims.

4.2.2 Process

Process is the implementation of various activities and work mechanism of the project to achieve the aim. The smooth and qualified process suggests whether or not inputs presented so far are sufficiently appropriate and effective, and whether or not strategies applied have been relevant to initial condition.

4.2.3 Results

Results are the outputs of the process of Project activities that indicate level of effectiveness.

1. To improve agricultural system
2. To improve human resources
3. To strengthen agricultural system
4. To increase the roles of local government.

4.3. Types of Data

Sources of data are among others:

- Junior Experts
- Counterparts (Full time and part time)
- Target groups and local community
- Concerned authorities
- Reports
- Statistic data.

4.4. Method of Data Collection

Methods used to collect data are as follows:

- FGD (Focus Group Discussion)
- In depth interview
- Documentation study
- Observation

V. ANALYSIS

5.1. Per Field

Background

Following the consensus between Indonesian Government and Japan Government, in this case represented by JICA in their collaboration within “Implementation Support for Integrated Area Development Project in Barru District ” signed on November 17, 1994, JICA side dispatched 2 Junior Experts (Ichizo NAKAYAMA in FY 1993 / 1994 and Nariyoshi ODASHIMA in FY 1994 / 1995) to conduct baseline surveys in two locations, i.e. Desa Anabanua and Desa Palakka. These baseline surveys aimed to identify potentials and problems existing in these villages which could be used to set up activities in each field. These baseline surveys were conducted from January 1, 1995 to March 31st, 1996. In the same years there had been junior experts for each field of survey.

The results of baseline surveys in combination with those carried out by JE would be the bases for plan formulation in the “Implementation Support for Integrated Area Development Project in Barru District” by JICA. In spite of the fact, during its implementation process, some changes took place and some other were added in certain fields. For instance, extension activity for vegetable farmers (Development of Horticulture cultivation) had not been included into its activity in 1996 / 1997, but in 1997 / 1998 it was included in the field of Food crop, and in 1998 / 1999 it became another field, namely vegetables.

Based on baseline surveys, preliminary activities were formulated and implemented in the fields of activities of PPWT Project supported by JICA.

5.1.1. Field of Cattle Breeding

In order to achieve the aim, that is increase of community income and technical skills in cattle breeding this field is considered as strategic. This is due to the fact that the work to breed or to raise cattle has been dealt with traditionally by the community of South Sulawesi, including in Barru. Establishment of cattle breeding as a field indicates that the programs of JE Team is trying to rise and renew productive activities carried out by the community in traditional ways so that they will be more effective in the process of income generating and skill improvement. Even cattle selected is cow goat which are cattle usually raised by community in the location. Although in certain location, people have never raised goat, even in traditional ways, but they have sufficient knowledge concerning types of feeding for goat, and habits of cattle.

Activities covered in the field of cattle breeding comprises those for two kinds of cattle, namely Baliness Cow and Goat.

Cow

Context

Activities to develop cow breeding were carried out in nine Dusun (hamlets) of PPWT locations in Barru supported by JICA. The dusun were selected based on the criteria stated, namely: community was residing in the Project location, people's livelihoods are farming, they have no many large size cattle, they can prepare land to build

a stall, they can provide woof, they have never receive such cattle assistance from government, and they will not wander about to other area. Based on these criteria, some 50 households of whole dusun (5 – 6 households per dusun) were chosen. The local characteristics still become basic consideration of the choice. It seems that selection of the location would not be a matter for the Baliness Cow since in all locations of the project the cattle can be raised. It is proved by the fact that in dusun that did not receive cattle assistance from JICA (not project locations), there are villagers raised the cattle.

The activity to raise the cow was commenced by try-out in Dusun Bangae-Bangae Desa Anabanua in April 1996 - December 1996. Then it was followed by research on the marketing for slaughter cow from April 1996 to October 1st, 1997. Based on the results of the try out of developing cattle (cow), the Project of Baliness Cow Development in Nine Dusuns was implemented.

Inputs

The inputs of the project include lending of two cows to farmers, provision of ear tag for each cows to indicate that they are derived from JICA assistance.

The system of returning is that from the two cows given, the farmers should return four after five years (i.e. in 2002). And the mother cows would belong to the farmers. The little cows would then be given to other community members that have been registered in the first year but they had not been chosen as assistance recipients. In spite of the fact, target of return of four little cows in 5 year seems to be difficult to achieve because until recently, i.e. at the entrance of the third year, only two little cows are resulted to survive. It means that the realization of the target is only 50 percent.

Nevertheless, the system applied by JICA through provision of two mother cows and then their strains to be returned while the mother kept by the farmers will enable the to expand the assistance to other community groups. Yet, this process requires relatively long time. Thus, the strength of this system is that with limited assistance fund, it can cover rather more extensive numbers of recipients gradually. It is surely with conditions that Services of Husbandry is truly consistent to apply the system after the termination of JICA Project.

Its relationship with traditional system of raising cattle in the location which is known as “Matteseng“ is in fact different from the system introduced by JICA. If in Matteseng the owner of cows gives the mother cows to be raised or fed by others, then little cows would be divided while the mothers should be returned. System practiced by JICA was in fact considered as benefiting the farmers. The mother cows needs relatively short time to bear, whereas the little cows need period of feeding before they come to bear.

Process (Characteristics of Activities)

- Project Planning
 - Coordination with Village Chief and Dusun Chief in respective locations to explain the project.
 - Selection of farmers as candidate recipients relevant to conditions (criteria) mentioned above stated by Dusun chief.
 - Visit to selected farmers chosen by Dusun chief to have direct view on the recipients.
 - JICA selects the recipients.

System of target group determination as above is based on consideration made by Dusun Chief and Desa Chief. The system will be very effective if the chiefs have appropriate knowledge concerning condition of their people and are objective in the selection. Although Junior Experts (JE) would be the one that determine the target groups through direct cross check, but the list of candidate recipients have been available. At the same time, process of selection by Dusun Chief is difficult to observe.

- Implementation
 - Guarantee for death cows
 - Extensions for recipients for them to make stall in the dusun in participatory manner
 - Analysis of the nutrient of woof
 - Creation of stall in each dusun in self-help manner guided by Service of Husbandry
 - Provision of medical treatment and extension
 - Making of brochures concerning cow breeding/raising.

Facilitation by Junior Experts

During raising cattle (cow) by group members, Junior Experts (JE) are actively checking the health of the cows and giving medical treatment for those sick cows, giving extension concerning methods of raising cows. This suggests that JE held a strategic role in giving technical guidance to the groups. In spite of the fact, things related to strengthening the groups have not been maximal. This condition is much due to the fact that the focus of facilitation was merely on technical aspects.

Concerning facilitation given to the community, especially to the target groups, it seems that it is effective since local people are sufficiently familiar with JE.

Outputs

Up to July 1999, numbers of mother cows have been 98 and little cows 45. Until that time there is no return yet. In addition, there have been 6 stalls, from the target 9 stalls. Thus, the target of returning 4 little cows in the stipulated time has not been achieved.

Impact

Aspect of Income Generating

Until recently, there has not been impact on income generating because in according with the agreement, local people could sell their cows after the borrong cows have been returned. In spite of the fact, the people are pleasant to breed / raise the cattle for the following reasons: (1) they could fill their empty time with productive activities, there is process of skill improvement in technique of raising cattle, Baliness Cow, and (2) although there has not been material benefit gained, people are optimistic that in turn they would yield from the activities.

Aspect of Human Resources Development

For target group as direct beneficiaries of the Project, the process of project implementation has given than knowledge and technical skills in terms of raising cows from JE.

Those people who have not got assistance and those who have not been listed as assistance recipients but appropriate to get it are always questioning whether or not they can obtain such assistance. And, those listed but had not got the assistance at this stage are always questioning when they could get it.

For Service of Husbandry, as admitted by its chairman, they much get lesson from JICA, especially concerning the excellent cattle registration.

Developing Goat

Context

Activity of raising goat is carried out in 4 dusun, namely Pellengmallimpo, Camming, Gallenge, and Watu since 1997 until 1999. This Project aims to increase the income of target groups through developing cattle (goat) and to stimulate women to deal with economic activities and group activities. Target of this activity is women and poor community. Target groups of Goat Bank are poor people and women. Selection of location is based on the existence or absence of women and the poor with interest to raise goats in a dusun. With this base, the four dusuns were chosen as project location. On the other hand, the dusun whose people have not interest, although classified as the poor, were not chosen.

There are different responses between the dusun receiving clean water and those are not. The formers are relatively easy to accept explanation on the goat project rather than the latter. The difference is due to the fact that in dusun receiving assistance JE have conducted socialization so that it is easy to approach the community. In addition, results of JICA's assistance have been tangible to the community.

Selection goat as the type of cattle to the developed in Project locations is based on results of visit of JE on Husbandry, namely Mr. WADA and Mr. SUGINAGA, Chairman or JICA Team at that time, to Jokjakarta to have direct view on Goat Bank developed by NGO and based on recommendation of Husbandry Service, Barru District. Then try-out of developing Etawa-type goat in Dusun Bangae-Bangae Desa Anabanua was done. But, it failed because all of the goats died. This failure is much due to the whether which was not suitable this variety of goat. Consequently, in the implementation of Goat breeding the variety was changed to local one which is proven to be resistant to such whether during the

project duration. In addition, outputs of research on goat marketing in South Sulawesi in 1999 showed prospective, especially for the goat being bred.

Goat breeding is an activity introduced by JE Team to community, and it is not the initiative of community it self. In spite of the fact, to commence the Project. JE still interviewed the community in order to detect or identify level of desire of the community to raise the goat. Thus, the project was kept conducting in accordance with their desire.

It seems that to introduce cattle (goat breeding) to community is sufficiently effective in effort to stimulate the women to do productive activities. It can be ensured that if the JE Team did not introduce variety of goat they would never have initiative to raise the goat as an alternative to generate income. This is especially due to the fact that women in those locations were generally passive, especially to carry out productive activities for their income generating. As the result the introduction of alternate activity is sufficiently strategic, when it is correlated to the conditions of target groups.

Although there are many problems and constraints a rising during the process of goat breeding, especially in three dusuns except Dusun Pallengmallipe, but all group members had already had sufficient knowledge and skills to raise goat from JE.

Inputs

Dusun Gellengge; Each group is lent male Kacang-variety goat and four female ones. Each of the members is responsible to raise one female goat, whereas the male goat is revolved within group. There are 20 people as the target groups in the dusun.

Dusun Chamming; Lending of PE-variety goat and four female goats for each group. Each member is responsible to raise one female goat, whereas the male one is revolved among the group members. There are 25 women in the dusun as the target group.

Dusun Pelleng Malimpe; Lending of one male Kacang-variety goat and four female goats. Numbers of target groups are 25 people. And the system is similar to that of Desa Chamming and Gallengge.

Dusun Watu Desa Libureng; Lending of one male goat and 5 female goats. In this dusun the project had been started in 1997 and accomplished in end of 1999.

The previous system was that the goat lent to the community was the responsibility of group. Each member in turn was responsible to raise all of the goat. Yet, in this system, it is found that some members monopolized the goats. With this experience, at the time being the system is changed, where each person is responsible for one goat while male goat is raised by turn. Through this way, it is expected that each of the members would be responsible for the goat she raises.

Change of system does not cause the change in project approach whose base is in group. The group still exists but responsibility of raising goat does not rely on group any more rather on individuals within groups.

Process

Planning

The entire project is commenced through interview with community members who are expected to become target groups in order to identify their desire to raise goats. Based on results of interview, numbers of dusun and members of goat recipients are determined. Concerning who would select the members, Dusun Chamming and Dusun Pelleng Mallimpo are selected by dusun chief and religious leader, Dusun Galengge are chosen by dusun chief, and Dusun Watu are selected by Chairman of Farm Group of Watu.

Different people trusted to select members of those groups are strategic consideration of the project in which community leaders who are influential and familiar with local condition are given chance. With such method, it is expected that there would be selected people suitable to the Project. In order to overcome the possible mistake in selection process, direct check to the names of villagers proposed by Dusun chief is carried out. Thus, JE side is the one that determines people to get assistance.

Implementation

System of Goat Bank

Goats given to each member is loan in nature. Method of return is that after two years one group is expected to return 5 little goats to the Project, and they mother goat would belong to the members and the remaining descendants could be sold. The returned goats would be lent to other groups that have registered as candidate recipients.

The system is similar to the “ revolving fund “. The difference is that Goat Bank lend people natural / material objects, i.e. goat, whereas in Revolving Fund people are lent fund. The strength of Goat Bank is that with limited fund many target groups can be covered. Its weakness is among others the fact that it requires more time to revolve or to circulate goats to other groups. Based on the above description, level of effectively of “Goat Bank “ system developed by JICA could not be detected yet since the process of circulation to other members has not taken place.

The Project of Goat Bank implemented by JE is typically different from other programs implemented by government authorities, especially Husbandry Service. The characteristics can be seen in the system of project implementation, namely (1) goats lent to groups are loan in nature, (2) five goats would be returned within two years, (3) there a sheet form of Goat Bank given to the groups, and (4) there is monthly meeting among them. These four characteristics are in force in the four Project locations.

They are called typical characteristics because the system is newly applied is husbandry project with underlying differences from other previous programs. In spite of the fact, as previously explained above that effectiveness of the system would be seen if the revolving or circulation to other groups has been taking place. At least, the system applied by JICA can be an example for program implementation both in Barru or other districts.

Facilitation of Junior Experts (JE)

In the process of raising goats by group members, the Junior Experts (JE) play an important role. Their role can be seen in the aspects of treatment, injection, drug application, etc. In addition, examination on health condition and pregnancy of the goats is conducted in routine manner. As the result, from the facet of technical treatment for goats, activity of facilitation is considered as appropriate and sufficient.

From the facet of approach to community, the JE are sufficiently successful. It is proven by the fact that target groups in each location are familiar with the JE. This can happen because of intensive meeting done by JE with the groups. Although language code is a constraint in alone, yet intensive meeting has created a pattern of communication between JE and group members.

One thing that has not been done in facilitation by JE in the field of Goat breeding is intervention in the aspect of group strengthening. Since the approach applied is group approach, then aspects of group strengthening should be considered, for instance, how to cooperate within group can be effective, how to manage the group administration and finance, Although there is organizational structure, such as chairman, treasurer, and secretary, but the tasks are static, monotonous, and undeveloped. These are much due to the fact that focus of facilitation is only on mere technical aspect, whereas group strengthening is an element determining project condition after JICA terminates.

Concerned Authority (Service of Husbandry)

Role of service of Husbandry in Goat Bank Project is to participate in the process of mutually planning, to recommend types of cattle that can be developed in PPWT locations, to consult activities conducted by JE. For instance, when JE would carry out extension, then the materials of the extension must be approved by the Service. In spite of the fact, from point of view of activeness, this government authority has not showed its activeness. It is due to the fact that in the structure of PPWT Project, the Service has its own program with fund derived from government, so that the Implementation Support of JICA is not its main focus. In addition, the Service has other many programs outside PPWT program. Another constraint facing the Service is the complicate bureaucracy of funding. It assesses that at the implementation stage of PPWT especially in the field of cattle breeding there is less integration because JICA implements the program by itself and the service does, too. (See results of interview with Head of Service of Husbandry).

Technical facilitators expected to be active in controlling all locations, providing guidance to group members, responding suggestions from community, are in fact seldom to come to the locations. This is due to their concentration on their own program in addition to PPWT.

Counterparts (C / P)

Roles of C/P for cattle breeding is to accompany JE in conducting their tasks in locations, as spokesmen with the community, including to give explanation for the community the things it does not understand concerning explanation of JE, and to be

involve in survey implementation. In spite of the fact, when FGD with target groups is held, the community is more familiar with JE than with C/P. It suggests that the C/P are not so active to counterbalance the JE.

Outputs

Outputs gained from the goat breeding have not been detected because the outputs / results cannot be seen in quantitative manner because it is still in the process. In addition, conditions of each dusun are different both in terms of members activeness and arising problems. In Dusun Watu, for instance, the problem is the saturation of members to raise cattle / goat because there have been many goats died. But, in Dusun Pelleng Mallimpo, all group members raise their goats properly, and even they intend in increase the numbers of the goats.

The existence of different conditions or each dusun seems not to be due to raising system, rather motivation of members in different dusun. In Dusun Pelleng Mallimpo, the condition is much better, because of their high motivation compared to those of other dusuns. Another thing is cooperation between members which is not optimal.

5.1.2. Field of Irrigation

Results of base line research in two villages, namely Desa Anabanua and Desa Palakka suggest that either in rainy or dry season people keep planting rice. During rainy season, water is not a problem but in dry season water sources from rivers are not sufficient. In spite of the fact, many of the locations lack water so that in the rainy season people cannot cultivate rice or peanut. Based on this illustration, Government of Indonesian proposed to JICA to develop irrigation facilities. The suggestion was also derived from local people.

Based on these requests, then JE team conducted a survey to identify effectiveness of irrigation development. And based on the results of survey, plan of irrigation development were formulated.

Context

Project of Irrigation Development was implemented in 1997 in Jambae Dusun Karengnge Desa Palakka. Then, in 1999 based on discussion in the dusun Galung Desa Galung, irrigation. Other dusuns where irrigation project was implemented include Dusun Chenne Desa Palakka and Latobang in Dusun Kaerengnge.

Inputs

In the implementation of irrigation development in Jambae, the JE Team provided materials and lent equipment. The materials include sand, gravel, cement, iron, and fuel. Stone was provided by the local people. On the other hand, the instruments include cement mixer, pump, hammer, etc. The community side provides wage for labor and bricklayer. In this case, however, JE lend their own personal fund to community far wage without timing or repayment.

The above mechanism shows division of contribution between JICA and local people. Through such mechanism, people are stimulated to participate in the process of Irrigation Development Implementation which in turn will emerge sense of belonging of the community over the facilities. In addition, purchase of materials from community is another point since they would get profit from it which in turn can be utilized for various requirements, maintenance of the facilities (unfortunately, this has not been further detected).

The process is very different from irrigation projects implemented by government, where local people do not have contribution in the project implementation.

Concerning aspect of mechanism of contribution division the inputs are other value of the project, therefore side effect can be achieved, namely the emerging motivation of people to work because they are considered not as an object with no potentials rather as subject with great potentials. Thus, the mechanism of contribution is an actualization in the point of view of the community.

Process

System of Project Implementation

Planning

As explained above, implementation of irrigation project was commenced by a research by Junior Expert (JE) Team. It was then followed by planning carried out together with community through discussion. Formation of Committee, establishment of Time Schedule, and Division of Work (see result of interview with JE of Irrigation) were then conducted.

Although this project was initiated by Government and then strengthened by the willingness of community to have irrigation facility, during the process of planning it was JE that frequently did communication with the community. Such process suggest that the project gave priority on ideas from community for its implementation. The ideas were considered by the project to support. Thus, in this case JE mere functioned as supporting those ideas. As the result, material assistance provided would be mere stimulant to stimulate their involvement.

Implementation

Discussion concerning maintenance, determination of levy for maintenance, and development of facilities implemented by community. In Jambae case, the maintenance was carried out by giving wage / allowance to certain people whereas in Dusun Galung Chene it is done by community in mutual help (gotong royong) manner.

If we see the implementation process, then we will see that community is the central point of irrigation development. When this facility is developed, it is done by the community itself, not a contractor as usually practiced by government so far. Mechanism of work management is also relied on the community. In Jambae, labor is paid off, but the payment is borne by the community in self-help. On the other hand, in Dusun Chene and Dusun Galung it is not paid off. The different arises as the result of consensus among the community itself. Thus, in developing this irrigation facility, JE Team provide only material support and technical assistance that the quality of the facility become superior. This work mechanism is set up by the community itself.

Facilitation by JE Team

The roles of JE in developing irrigation facility concerned with from planning, implementation up to evaluation are quite important. Their primary function is to facilitate community in whole process of irrigation project implementation. And their tasks are to provide technical assistance during the implementation process, such as what types of mixture for durability, etc., to identify needs and complains of the community.

Concerning approach to community, the JE is quite successful since local people are sufficiently familiar with them. In spite of the fact, in facilitation process, their focus only on facilitating technical things of irrigation development. As the result, facilitation leading to strengthening group is minimal. For instance, they have little concern in effective cooperation in group. As the result, when irrigation damage, the groups do not function effectively to find solution the damage. It seems that the emphasize of the project is too much on developing or constructing project of irrigation.

Roles of Concerned Authorities.

Based on community assesment during FGD and results of interview by JE, the roles of concerned authorities have not been maximal, similarly, technical facilitators are not too active. This is much due to, as mentioned about, PPWT programs handled be Services of public work that take their concentration. In addition, the service has many other programs that it much handled. Therefor, the facilitators have many programs of their service to do.

Counterparts

Roles of counterparts in Irrigation Project are to accompany JE in carrying out their tasks in locations, to mediate them with the community, including to give explanation to it concerning the things unclear from the explanation of the JE, and to direct the meeting.

Results and Impacts

Results

Developing Irrigation Project in Jambae, Dusun Kaerengnge has been accomplished in 1998, and has been used by local community in drought season 1998. At the time their harvest was successful. But, in rainy season at that time flood had damaged the irrigation about 40 - 50 m. (See FGD October 6, 1999 in Dusun Kaerengnge).

Development of irrigation project in Dusun Galung Desa Galung is under process of implementation at the time being. Work mechanism and division of contributions between community and JICA are equal except in terms of wage. Development of irrigation in the dusun is carried out through mutual assistance (gotong royong). In Dusun Chenne, the development of irrigation project is under process of implementation also.

Impact

From the aspect of increase of agricultural production, the irrigation project is sufficiently benefitable, as suggested in Dusun Kaerengnge prior to the damage.

From the aspect of cooperation of group, this has great impact in which spirit of mutual help/assistance of the community becomes reactualized, like in Dusun Galung and Dusun Chenne.

5.1.3. Agriculture of Food Crop

Activities in the fields of agriculture particularly in food crop are commenced by survey on raining fall and temperature (meteorology) done by Junior Experts (JE) in 1996. The survey aimed to get data that would be used to improve results of activities within the project.

In the agriculture of food crop field, the activities done by JE generally fall into categories; firstly peanut production with variety usually cultivated by the community in the locations and introduction of excellent seedlings from other area, and secondly introduction of new plants which the community has never cultivated before. Such as melon, onion, chili and even Japanese vegetables such as Okura and Moloheya.

In addition, improvement of the community skills over the new varieties of plants is carried out among others dispatch of farmers to training on union agree-business in Nganjuk, East Java, June 1997 and May 1999 and improvement of agriculture system by dispatch of farmers to training in Bogor in January and September 1996.

Then, based on idea of Agriculture Service, JICA supports the development of Seedling Station in Barru which is now accomplished.

Peanuts

The idea to try peanut seedling was from Head of Agriculture Service, Barru District. Considered as necessary to renew the peanut seedling in Barru. Based on the idea, JE introduced the peanut seedling through extension on qualified peanuts.

Context

Extension on the qualified peanut seedling was carried out for two years, from 1997 to 1999 in Dusun Pange, Chenne, Palakka, Kaerengnge, Chamming, and Allejjang. This activity aimed to increase farmer's income through improvement of groups by making use of superior seedling.

Selection of location was based on joint research by JE and Agriculture Service for Food Crop, Barru District. Main condition of the selection was appropriate geographic condition, especially water availability in the locations.

Process of determining locations was commenced by joint research to identify that the selected locations were truly based on accurate data so that it can be ensure that each location is appropriate for new seedlings. The research reflected carefulness of the project, since planning can immediately done considering that peanut is a common commodity long been planted by local people in project locations.

Inputs

JICA side provides superior seedling which is lent to the community with the consensus that after the crop it should be returned with similar amount, and than it would

be lent to other groups. This system, as mentioned earlier, would be effective in disseminating assistance to community if it is successful.

System of providing inputs with loan status is very effective to identify level of willingness of the community over the project. Community readiness to accept the mechanism indicates that they are willing and eager to do those activities within the project. In addition, revolving system is actually to educate people to be more responsible for the assistance given by others.

Process

Planning

Planning process for extension on superior peanut seedling in commenced with meeting with community. In addition, JE collected information from community members, especially groups of youths. Here, it can be seen that planning was still carried out together with the community which showed the consistency of the project in involving the community in every stage of activity implementation.

Implementation

The seedlings were distributed in January-March 1998. They were the results of seedling of certification in the crop in June-October 1997 in Dusun Kaerengnge Desa Palakka. Before that time there had been distribution of peanuts seedling derived from Bogor in 1996. Such process shows the sequence of incremental seedling distribution from try-out in a dusun, then it is followed by distribution to more extensive area (no longer try-out). So, when distribution is done, they have got experience from the try-out. Such methodology of implementation is effective enough to see level of suitability of the variety for the location.

Both during try-out in Dusun Kaerangnge and during dissemination of seedling in six dusuns (Pangge, Kaerengnge, Palakka, Chamming, Chenne, and Allejjang), the JE were always active in giving technical assistance for the community.

Results

Dissemination of peanut seedling in six dusuns was not so successful. It was due to the seedling damage. Here, it can be conclude that the failure is not due to the methodology of program implementation, rather the mere technical aspect. (Information from the community in FGD) in Dusun Galung and participated by chairman from Dusun Kaerengnge suggests that the results were not maximal due to the whether. If we analyze the process of project implementation, and then twice try-out, and then dissemination, we can see that the sequence of work has been logic and systematic. Therefore, from methodology aspect, it can be ascertained that level of failure is very low.

Impacts

Due to that failure, farmers preferred to plan local variety of peanut. On the other hand, The JE no longer intend to provide assistance on peanut.

The fund lent to farmers could not be return back because the harvest was not successful. In this context, effective “ revolving fund” is not seen. In spite of the fact, this failure is much due to technical aspect rather that methodological aspect.

Onion

Onion is also a new crop in the location. It means that local people have never planted onion before. Prior to activity implementation farmers were dispatched to join a training course on Agri-business for Onion in Nganjuk, East Java in July 1997. The participants were determined by JE and Agriculture Service for Food Crop, Barru. Yet, the alumna of the training were not all interested in cultivating onion, as the result outputs of training could not be applied maximally. This is due to the fact that the training and dissemination were not coordinated properly, in which the training was held by JE whereas the dissemination was conducted by Agriculture Service for Food Crops. Based on this fact, the JE made in pattern of activity to coordinate the training as well as the dissemination.

Context

Project on dissemination of Onion seedling was carried out in three dusuns, namely Chenne, Kaerengnge, and Allejjang. This was commenced by dispatch of farmers to join a training course in Nganjuk, East Java in May 1999. Some 15 people were dispatched, eight of which were funded by JICA; 6 farmers, 1 seedling center, and 1 JE. And, the reining seven by Agriculture Service.

Inputs

Inputs of the activity were 15 participants, eight sent by JICA and seven by Agriculture Service. Participants sent by JICA were appointed by group members, whereas from the service were selected by itself.

Process

Planning

Prior to the training, JE formed groups farmers that plant Onion. The requirements to be members were that each member was willing to deposit Rp. 100.000,- as his capital and the reining would be borne by JE. In addition, the farmers were obliged to the prepare their land prior to their leave.

Method of preparing participants here is very different from other training, in which the groups have not been formed land, has not been prepared, and farmers capital has not been prepared. As the results, readiness of them can not be ascertained. In spite of the fact, through this way developed by JE, it is effective to detect the interest of farmers in cultivating onion since there have been obligation of them such as deposit Rp. 100.000,- and prepared land.

Information obtained in FGD in Dusun Kaerengnge suggests the community has already had mechanism of capital management accumulated from each members of the group.

Implementation

At implementation stage, the method applied by JICA Barru above seems to be more effective. The evidence in the field indicates that after their return they immediately cultivated the crops, as the results knowledge they gained from training is truly applied at implementation stage.

Facilitation by JE

Similar to other fields, JE for Agriculture of Food Crop had been sufficiently active. It can be seen from their efforts to prepare Farm Groups that would plant onion. The JE, together with community observed the progress of the crops. Similar activeness is also shown in other crops, peanut and melon.

Counterparts

Counterparts of Agriculture for Food Crops were not so active. Based on information from JE, the counterparts are seldom participating in their activities. During FGD in Dusun Galung, local people also admit that JE much come to location alone with accompany by counterparts. The reason for it is that salary they should get are frequently late paid by Bappeda Barru.

Agriculture Service

Roles of Agriculture Service in supporting JE's activities in the field of food crops have not been maximal. According to information from JE, the Service was not active. In addition, it demanded too much asking for vehicle for technical assistant. The reason from the Service as it was confirmed is mainly "not smooth funding".

Outputs/Results

In three dusuns of onion dissemination, community has cultivated the onion. It almost comes to harvest time. This suggests that method of implementation applied by JE relevant to outputs of training on onion is more effective than the one applied by the Service.

This effective implementation is resulted from proper preparation prior to the training. On the other hand, the Service sent the farmers to participate in the training, and then when they came back they formed groups. Therefore there was no preliminary preparation here. Hence, it can not be ascertained that people sent would cultivate onion as they came back.

Thus, the superiority of JE method is the preparation carried out prior to the training. From the preparation, the process of onion cultivation would be done by the farmers. On the other hand, the weakness of the method of the Service is that there is no maximal preparation prior to the training.

Impacts

The impacts of onion cultivation project are as follows :

1. Local people become familiar with new variety of plant as an alternate plant; so that they would not rely only on one variety.
2. Local people, especially group members get skills and knowledge on onion cultivation as well as other varieties introduce.
3. New plant would become a sample for other community both in project location and other area outside project location.

5.1.4. Area/Village Development

Initially, in this field of activity, there was only one activity, namely Development and Improvement of clean water facilities. Yet, when the program proceeded in, the JE found potentials in the field that can be developed, both natural resources and human resources. Based on this, activities in the Village/Area Development field were supplemented with one another activity, namely improvement of community skills to support income generating. One of the activities being implemented is processing of cashew in Dusun Watu. Investigation for skill development was done also in Dusun Chenne in which the JE identified possibility to develop sewing course for women and female youths. And, finally, JE on Village/Area Development introduced new varieties of vegetables from Japan.

Improvement of Clean Water Facility

Context

The importance of this activity in project locations is the results of base line research conducted in 1995 which suggested the high needs on clean water facility. From the research, data found indicated that some dusuns have water resources but no facilities, such as in Dusun Pange and Bangae-Bangae Desa Palakka as well as some other dusuns with water lacks. Such as in Dusun Chamming (Palakka) and Dusun Dachipong (Anabanua). Based on the result of the research, the JE had supported implementation process on developing clean water facilities in five dusuns since 1995 namely in Dusun Daichipong (Desa Anabanua) in 1995/1996, Dusun Pange (Desa Palakka), Dusun Pellengmallimpo (Desa Tompo), and Dusun Galung (Desa Galung).

Viewing from initial process of this activity, it is seen that this activity is resulted from analysis of locations through local survey and community needs analysis through interview. As the result, although this activity is not directly related to income generating as one of the project's aimed, the JICA side sees the necessity to support it because it is highly required by the community.

Inputs

The JE support to the project on the developing clean water facility in terms of materials was different between those locations, but similar in terms technical assistance/facilitation. In addition, there was a consensus between community and JE in which there should be contribution of the community in form of fund whose amount is suited with capability respected locations. In addition, labors are provided by the community in form of mutual help (gotong royong). And concerned authority (PMD) contribute as well despite the delay.

Model of contribution division between JE and community in this project is a strategy applied to stimulate community participation. This method is additional value for the project. Such division is different from those carried out by government so far in which the latter usually delegates the process to contractors.

Process

Planning

Planning process for the implementation is carried out together with the community through discussion. With such model of planning, ideas and aspirations from the community to develop clean water facilities can be heard. The mutual planning will also enable the community to control process of development.

Implementation

In implementation process, role of community is to make mapping on the dusun, to design model of facility, and to participate in the implementation process. On the other hand, JE and counterpart take parts in providing technical assistance during the process. In addition, a special committee within the community is also established.

This implementation process suggests that role portion of the community is larger than that of JE and Counterparts. It means that successful project to stimulate involvement of the community has been achieved. Comments of the community about this successful project are shown in result of FGD on Clean Water in Dusun Galung.

Results

Results of project on development of irrigation facilities in each project locations are as below.

- Clean water facility built up in Dusun Daichipong Desa Anabanua in 1996/1997 has given merits for 50 households.
- Piping facility 4.2 km in length built up in Dusun Pange in 1997/1998 has been satisfied by 78 households.
- Facilities developed in Dusun Pellengmallimpo in 1998 have been utilized by 64 households.
- In Dusun Galung some 220 households have benefited from the facilities developed in 1998/1999.
- Facilities developed in 1998 in Dusun Chamming have given benefit to 55 households.

Successful clean water project seems to be supported by approach or methodology of the project which participatory in nature.

Impacts

The project on Developing Clean Water Facility has positive impact to community life, especially in PPWT Project locations supported by JICA Barru. The detected impacts among others are as follows :

1. Reduced burden of women and households members in terms of needs fulfillment.
2. Improved skill of the community especially the committee of facilities development.
3. Supported development process of human resources in each project location.
4. Reactualized spirit of mutual help and cooperation among groups.

Facilitation by JE

Successful development of clean water facilities can not be separated from the roles of JE in planning, implementation, and even post-development of the facilities. Based on their roles, participation of the community can be realized in the project implementation.

The JE for Village/Area Development was also active in identifying potentials to develop within the community. Language constraint in explaining to the community can be solved through the use visual aids and drawing as made specifically for this purpose. (See results of interview with JE for Village/Area Development). This suggests that he is creative enough to develop communication with the community.

Counterparts

The roles of counterparts for Village/Area Development are to facilitate JE in his tasks, as spokesmen, and as mediator between JE and community. This counterparts are active enough, and they learn much from the JE and community, among others in terms of process of community involvement in the project, monitoring system, method of meeting with community (see interview with counterparts).

One of indication for their activeness is their familiarity to the community. In addition, they know much about the implementation process of the project.

Concerned Authorities

Roles of concerned authorities in this case PMD in developing clean water facilities are very limited. This is based on information from JE and community during FGD in Dusun Galung. According to JE, reports of project activities sent to PMD were not responded. And, according to community of Dusun Galung, PMD people seldom came to the location to see the process.

In spite of the fact, PMD argued that the “no maximal” support was due to replacement of technical assistant/project chairman. As the result the successor should learn from the beginning and adapt with the conditions.

5.1.5 Field of Market Research

Activities in the field of marketing include research on market for agriculture of food crops products and cattle products, survey on local produces and market improvement. Thus, these activities are closely related to those in the fields of cattle breeding and agriculture. It can be said that those activities are the key for increasing the income of the farmers as the target of PPWT project.

Market Improvement

The activity on market improvement was based on results of surveys on prices and staples marketed in six villages as the target of PPWT Project in 1996. The survey was conducted in Ujung Pandang and Pare-Pare Municipalities. In general this activity was aimed to increase trade opportunity of local farmers leading to improvement of economic conditions of the village.

Context

This project on market improvement was conducted in three village, namely Palakka “Pasar Adingnge”, Tompo “Pasar Barang”, and Desa Harapan “Pasar Tompo Lemo-Lemo”. The activity in Desa Palakka, “Pasar Adingnge”, was a try-out to identify condition before and after the improvement. And, in fact, the try-out was considered as

successful since numbers of buyers and sellers increased. Based on this consideration, activities were conducted as well in other two villages.

It can be seen here that method of project implementation from the research, try-out, and expansion of activities in other two villages indicate degree of carefulness of the project to set up the feasible projects. In spite of the fact, the project is facing some weaknesses in which it requires more time, fund, and labors. Yet, the target to achieve is the stake for the success and failure (or weaknesses and strengths). In ten context of PPWT Project supported by JICA, such strategies must be done with a consideration that the project will not bequeathed the mere physical results but also replication of strategies and methodologies by district government of Barru.

Inputs

In implementation process for market improvement, inputs of the project are similar to other projects, namely sharing of contribution between JE and community. Concerning sharing of contribution, there found differences during try-out and during the implementation process in the rest two villages. In the former, the implementation was carried out in mutual help, whereas in the latter some work required fundsfor labors. This is based on discussion with community leaders and government authorities.

Process

Planning

Especially in the Market Development Project in the two villages, planning process was done through discussion with community and concerned authorities (especially Bappeda) and lastly through village discussion. The mechanism of planning reflects that ideas concerning methods of project implementation are derived from the community. And, JE do not bring any concept for strategies and methodology of project implementation.

Implementation

In the moment, implementation of market improvement both in Desa Tompo and Desa Harapan is similar, namely development is carried out by community and JE provide technical guidance.

Results

Market repaired in three dusuns have been enjoyed by their people as well as those from other dusuns and desa.

Impacts

- Community can reach shopping center easily
- Community can shop conveniently
- Numbers of buyers and sellers increase significantly
- More numbers of place to sell local products.

Research on Marketing

Research on Marketing related to the marketing of agriculture of food crop and cattle products is an activity that support community motivation to increase their products. Therefore, marketing of their product is the eventual aim of production process. And, condition of market place will stimulate people to improve the quality of their products.

The research suggests that PPWT Project supported by JICA provides guidance in consistent manner to the community concerning method of marketing their products and where the products should be marketed.

Process

Research on marketing was conducted in alone by JE and Counterpart of Marketing Field without involving the community. In spite of the fact, information on market place and method of marketing was disseminated to the community, especially to target groups. And, marketing of melon in Dusun Galung was assisted by JE for Agriculture of Food Crop.

Results

For cattle breeding, the marketing on goats has been available in South Sulawesi although it is not utilized because production of “Goat Bank” could not be marketed by community yet. For agriculture, according to the information from counterparts on Marketing, there was a private company intending to be a partner of the farmers to by agricultural products developed in PPWT Project Supported by JICA.

Facilitation by JE

Roles of JE for Marketing Field on Market Improvement Project are to conduct preliminary research, to formulate planning with community and local authorities, and to provide technical guidance in the process of market improvement.

Such roles of JE are very different from those of government facilitators who are not so active. Yet, the “non-activeness” is usually due to program strategies and methodology in addition to other constraints related to facilities.

Counterparts

According to information gained from counterparts for marketing field, in the first year of the project, their tasks were not formulated yet, and they had to make them in alone. It was not until the second year, were their tasks clear. Their main role was to identify information on marketing for commodities (market place research) and to seek partners for local product marketing.

During their role as a counterpart, many things they have learnt from JE especially concerning program formulation. On the other hand, concerning skills and knowledge, they learnt not much because those are not absolutely applicable in Indonesia.

Concerned Authorities

For marketing field, especially in the activities of market improvement, Bappeda Barru was actively providing inputs and consultation for JE Team. In spite of the fact, initiations were more from JE.