

# 付属資料5 プロジェクト実績表

要 約	指 標	Results						
《上位目標》 中央政府 (Bangda) および選定された州政府において、地方行政能力が向上する。	中央政府 (Bangda) および選定された州政府によって改訂された地域開発計画、構想、戦略あるいはガイドラインの数	プロジェクトの性質から、本プロジェクトの上位目標の評価は、今後長期的になされるべきであると判断された。						
《プロジェクト目標》 中央政府 (Bangda) と選定された州政府において、地方自治を支援するため、地域開発分野における地方政府の管理能力（あるいは地方政府を支援する能力）が向上する。	1. 地方自治を支援するために改訂された地域開発計画、構想、戦略あるいはガイドラインの数  2. プロジェクトにおいて訓練された人材の適切なアサインメント	1. (1) 2004 年 10 月に地方自治法（法律 22 号／1999 年）および中央地方財政均衡法（法律 25 号／1999 年）が改訂された（それぞれ、法律 32 号／2004 年、法律 33 号／2004 年）。 (2) 2004 年 10 月に国家開発計画システム法が制定された。  2. カウンターパートと関係者は適切に配置され、JICA 専門家による技術協力によって能力強化された。						
《成果》 1. 地域開発計画が民主的にかつ地域イニシアティブに基づいて策定され、実施される。	1.1 研修や政策提言セミナー・ワークショップの実施回数と参加者数	1.1 地域開発計画作成の基礎として、以下の研修、セミナー、ワークショップが開催されたか、開催予定である。						
		No	題 目		日時	場所	日数	参加者数
		全地域対象						
		1	州間連携による地域開発マネジメント促進に関するワークショップ		Oct. 2004	Malanke (S. Sulawesi)	2	42
		Oct. 2004			Sambas (W. Kalimantan)	2	42	
		Jan. 2005 (scheduled)			Karo (N. Sumatra)	3	42	
		2	地域開発ベストプラクティスワークショップー地元学／一村一品紹介		Jan. 2004	Pontianak	4	128
		Jan. 2004			Makassar	2	99	
		Jan. 2004			Medan	3	103	
		Feb. 2004			Jakarta	1	50	
		3	中央政府と州政府間のマネジメントとコミュニケーションの変化に関するワークショップ		Jan. to Feb. 2005 (scheduled)	Medan, Pontianak, Makassar	4x3	30 x 3
		4	地域開発マネジメントの完成に関するワークショップ		Jan. 2005 (scheduled)	Jakarta	3	150
		西カリマンタン						
		5	内陸部の人材開発にかかる調査に関するセミナー		Oct. 2003	Pontianak	1	115
		北スマトラ						
		6	トバ湖地域の地域開発マスタープランに関するセミナー		Oct. 2003			

要 約	指 標	Results				
		北スマトラ				
		6	トバ湖地域の地域開発マスタープランに関するセミナー	Oct. 2003		
		7	トバ湖地域の地域開発マスタープランに関するワークショップ	May 2004	Medan	1 100
		スラウェシ				
		8	北ルウ県におけるオレンジ農家組織強化に関するワークショップ	Dec. 2003	N. Luwu	1 82
		9	西カリマンタンと南スラウェシのオレンジ開発にかかる交換ワークショップ	Dec. 2003	Sambas	2 50
		10	地域間協力に関するワークショップ	Dec. 2003	Makassar	2 34
		11	南スラウェシ州養蚕・絹織物調査に関するセミナー	Mar. 2004	Makassar	1 49
		12	特産品開発を通じた地域開発促進に関するセミナー	Oct. 2004	Makassar	1 55
	1.2 政府セクターによる新規の開発計画策定及び既存の開発計画改訂の回数	1.1 南スラウェシ：2004年8月に、住民経済向上運動 (GERBANG EMAS)において養蚕業開発に関するタスクフォースが設置され、JICAの養蚕・絹織物調査結果が実施に移されることになった。				
	1.3 地域開発の構想、政策、戦略などの提案数	1.3 西カリマンタン：タヤン地域開発計画フィージビリティ調査 (2003年) 内陸部開発マスタープランの詳細コンセプト形成に関する調査 (2004年) シンベバス地域農業開発にかかる統合マスタープランの提案 (2004年) 北スマトラ：カロ県及びダイリ県のオレンジに関する基礎調査 (2003年) 南スラウェシ：「南スラウェシ州養蚕・絹織物振興計画作成」に関する調査				
	1.4 マスタープランを含む地域開発の構想、政策、戦略などの立案数	1.4 西カリマンタン：「内陸部開発マスタープラン詳細コンセプト」(2004年10月)、及び「サンバス地域開発マスタープラン」(2005年1月予定) 北スマトラ：トバ湖地域の地域開発マスタープラン (2004年5月)				
	1.5 参加型開発計画に関する政策提言数	1.5 西カリマンタン：内陸部開発マスタープラン形成にかかる詳細コンセプト(2004年10月)及びシンベバス地域開発マスタープラン (2005年1月完了予定)				
	1.6 中央政府による支援メカニズム／枠組みの構築に係る政策立案数					
2. 地方政府の地域開発分野における人材が育成される。	2.1 多様な研修や政策提言セミナー・ワークショップの実施回数と参加者数	2.1 地方政府の人材開発に向けて、以下の研修、セミナー、ワークショップが開催された。				
		No	題目	日時	場所	日数 参加者数
		For all regions				
		1	州間連携による地域開発マネジメント促進に関するワークショップ	Oct. 2004	Malanke (S. Sulawesi)	2 42

要 約	指 標	Results				
			Jan. 2005	Karo (N. Sumatra)	3	42
			Jan. 2005	Karo (N. Sumatra)	3	42
	2 地域開発ベストプラクティスワークショップー地元学／一村一品紹介		Jan. 2004	Pontianak	4	128
			Jan. 2004	Makassar	2	99
			Jan. 2004	Medan	3	103
			Feb. 2004	Jakarta	1	50
	3 地域開発マネジメントに関するワークショップ(地方分権下において期待される地域開発マネジメントのあり方)		Feb. 2004	Jakarta	3	97
			Feb. 2004	Pontianak	3	127
	4 中央政府と州政府間のマネジメントとコミュニケーションの変化に関するワークショップ		Jan. to Feb. 2005	Medan, Pontianak, Makassar	4x3	30 x 3
	5 地域開発マネジメントの完成に関するワークショップ		Jan. 2005	Jakarta	3	150
	西カリマンタン					
	6 内陸部の人材開発にかかる調査に関するセミナー		Oct. 2003	Pontianak	1	115
	北スマトラ					
	7 トバ湖地域の地域開発マスタープランに関するセミナー		Oct. 2003	Desa Silalahi, Kab.Dairi	1	50
	8 トバ湖地域の地域開発マスタープランに関するワークショップ		May 2004	Medan	1	100
	スラウェシ					
	9 北ルウ県におけるオレンジ農家組織強化に関するワークショップ		Dec. 2003	N. Luwu	1	82
	10 西カリマンタンと南スラウェシのオレンジ開発にかかる交換ワークショップ		Dec. 2003	Sambas	2	50
	11 地域間協力に関するワークショップ		Dec. 2003	Makassar	2	34
	12 南スラウェシ州養蚕・絹織物調査に関するセミナー		Mar. 2004	Makassar	1	49
	13 特産品開発を通じた地域開発促進に関するセミナー		Oct. 2004	Makassar	1	55
	2.2 日本の政府開発援助スキームのもとで、技術移転のために派遣された専門家数	2.2 長期専門家数は4名。短期専門家数は2003年に4名、2004年に2名(計6名)。(9.日本側投入実績参照)				

要 約	指 標	Results
	2.3 日本の政府開発援助スキームのもとで、日本における訓練のために派遣された研修生数  2.4 地方政府の人材開発促進に関する政策提言数	2.3 研修生派遣数は以下の通り。(9.日本側投入実績参照) 1) カウンターパート研修(日本): 2003年12月7～13日/4名及び2005年1月11～21日/4名(予定)。 2) 国別研修(日本): 2003年12月2～26日/16名及び2004年11月23日～12月22日/16名。  2.4 専門家はインドネシアのベストプラクティスを盛り込んだ地域開発のテキストを開発した。これは中央政府、地方政府による地方政府の人材育成に活用されることが期待される。
3. 地域開発にかかる州/市/県レベルの地域間協力が促進される。	3.1 多様な研修や政策提言セミナー・ワークショップの実施回数と参加者数   <	

要 約	指 標	Results					
4. 大学、NGO、民間セクター、住民組織等の地域の関係者が地域開発プロセスに適切に参加する。	4.1 多様な研修や政策提言セミナー・ワークショップの実施回数と参加者数	4.1 地域開発プロセスにおける現地ステークホルダーの適切な参加を促進するために、以下の研修、セミナー、ワークショップが開催された。					
		No	題目	日時	場所	日数	参加者数
		全地域					
		1	州間連携による地域開発マネジメント促進に関するワークショップ	Oct. 2004	Malanke (S.Sulawesi)	2	42
				Oct. 2004	Sambas (W. Kalimantan)	2	42
		2	地域開発ベストプラクティスワークショップー地元学／一村一品紹介	Jan. 2004	Pontianak	4	128
				Jan. 2004	Makassar	2	99
				Jan. 2004	Medan	3	103
				Feb. 2004	Jakarta	1	50
		3	地域開発マネジメントに関するワークショップ (地方分権下において期待される地域開発マネジメントのあり方)	Feb. 2004	Jakarta	3	97
				Feb. 2004	Pontianak	3	127
		4	中央政府と州政府間のマネジメントとコミュニケーションの変化に関するワークショップ	Jan. to Feb.2005	Medan, Pontianak, Makassar	4x3	30 x 3
		5	地域開発マネジメントの完成に関するワークショップ	Jan. 2005	Jakarta	3	150
		西カリマンタン					
		6	内陸部の人材開発にかかる調査に関するセミナー	Oct. 2003	Pontianak	1	115
		北スマトラ					
		7	トバ湖地域の地域開発マスタープランに関するセミナー	Oct. 2003	Desa Silalahi, Kab.Dairi	1	50
		8	トバ湖地域の地域開発マスタープランに関するワークショップ	May 2004	Medan	1	100
		スラウェシ					
		9	北ルウ県におけるオレンジ農家組織強化に関するワークショップ	Dec. 2003	N. Luwu	1	82
		10	西カリマンタンと南スラウェシのオレンジ開発にかかる交換ワークショップ	Dec. 2003	Sambas	2	50
		11	地域間協力に関するワークショップ	Dec. 2003	Makassar	2	34
		12	南スラウェシ州養蚕・絹織物調査に関するセミナー	Mar. 2004	Makassar	1	49
		13	特産品開発を通じた地域開発促進に関するセミナー	Oct. 2004	Makassar	1	55

要 約	指 標	Results
	<p>4.2 ステークホルダーから構成される地域開発協議会あるいは同様の参加型開発枠組みの形成数</p> <p>4.3 参加型開発枠組みの促進を制度化するための政策提言数</p>	<p>4.2 南スラウェシ：2004年8月に住民経済向上運動（Gerbang Emas）において、養蚕産業に関するタスクフォースが形成された。</p> <p>4.3 (1) 地域開発の基本コンセプトに関するプレゼンテーション（2003年10月及び2004年2月） (2) 全てのワークショップ、セミナー、研修コースで、参加型開発枠組み促進の制度化の重要性が強調された。</p>
5. 地域開発プログラム／プロジェクトが地域イニシアティブに基づいて策定され、実施される。	<p>5.1 プロジェクト形成を目的としたセクター別開発調査の数</p> <p>5.2 日本の政府開発援助等のスキームに沿ったプロジェクトあるいはプログラムの提案数</p> <p>5.3 実施されたプロジェクトあるいはプログラム数</p>	<p>5.1 西カリマンタン：シンベパス地域の有機農業を中心とした開発に関する調査 南スラウェシ：養蚕・絹織物振興計画形成に関する調査 北スマトラ：カロ県及びダイリ県のオレンジに関する調査</p> <p>5.2 西カリマンタン：11件（専門家派遣を含む） 南スラウェシ：3件 北スマトラ：1件</p> <p>5.3 北スマトラ：PRA手法による有機農法（来年度実施に向けて、イナルム社からの手数料収入の一部を予算として確保）</p>

付属資料6 評価グリッド調査結果表

評価項目	評価の細目		
	確認事項	設問	
妥当性	上位目標はインドネシア国家、地域政策と整合性がとれているか？	上位目標はインドネシア国家政策と整合性がとれているか？	地方分権の基本法である地方自治法（法律 22 号／1999 年）および中央地方財政均衡法（法律 25 号／1999 年）は、それぞれ法律 32 号／2004 年、法律 33 号／2004 年へと改訂された。また国家計画システムに関する法律第 25 号／2004 年が 2004 年 10 月に制定された。これらの新たな法的枠組みは、地方分権化に向けた動きを強化しており、こうした状況下、地方政府は地域開発に関する能力の更なる強化が求められている。この意味で、本プロジェクトはインドネシアの国家政策の点からみて妥当である。
		上位目標は州の政策と整合性がとれているか？	地域開発は、財政的自律の確立に向けた州政策における最優先事項の一つである。
	上位目標は日本の ODA 政策と整合性がとれているか？	上位目標は日本の対インドネシア協力の優先課題と整合性がとれているか？	日本のインドネシアに対する政府開発援助（ODA）政策の優先事項は行政管理とガバナンスの強化に置かれている。したがって、上位目標はインドネシアにおける日本の ODA 政策における優先事項の点から妥当である。
		日本は地域開発の分野で十分な経験を有しているか？	日本はインドネシアの地域開発を長年支援してきた。従って、日本はこの分野で十分な経験を有している。
	プロジェクトの目的はインドネシアのニーズを満たしているか？	プロジェクトの目的は「地方分権化支援に向けたキャパシティビルディングにかかる国家枠組み」に示されたキャパシティビルディングの優先事項と整合性がとれているか？	プロジェクトの目的は、「地方分権化支援に向けたキャパシティビルディングにかかる国家枠組み」に示されたキャパシティビルディングの以下の課題と整合性がとれている。 地方人材開発、計画制度の開発、移行期の運営能力開発
		プロジェクトの目的はキャパシティビルディングに向けた現地のニーズと整合性がとれているか？	インタビュー結果によると、現地のステークホルダーの多くは地方政府の能力改善の必要性を指摘していた。
	プロジェクトの活動はインドネシアのニーズを反映しているか？		インタビュー結果によると、3 州における地方政府と現地のステークホルダーは本プロジェクトの JICA の活動を高く評価していた。
有効性	成果は達成されているか？	成果 1. 地域開発計画が民主的にかつ地域イニシアティブに基づいて策定され、実施される。	成果は概ね達成された。 (1) 2004 年 1 月と 2 月、内務省地域開発総局（BANGDA）は、JICA 専門家の協力の下、地方政府の地域開発計画作成を促進するためのベストプラクティス・ワークショップを開催した。 (2) 西カリマンタン州政府は、州の開発局（BAPPEDA）が JICA 専門家の協力を得て作成した内陸部開発マスタープランの詳細コンセプトを、将来の州計画に組み込むことを約束した。 (3) 北スマトラでは、トバ湖地域開発マスタープランの提言に基づいて形

		<p>成された、トバ湖地域での PRA 型パイロットプロジェクトが実施中である。州政府は、トバ湖地域でこの他の PRA 型プロジェクトも自らの予算で実施することを確約している。</p> <p>(4) 南スラウェシでは、「南スラウェシ州養蚕・絹織物振興計画作成」に関する調査結果が、養蚕業に関する州の住民経済向上運動 (“Gerbang Emas”) に組み込まれることが計画されている。</p> <p>(5) しかしながら、地方レベルの開発計画作成時期は 2005 年 1 月の国家中期計画発表後となるため、JICA の活動結果が地方開発計画に盛り込まれるのはほとんどの場合本プロジェクト期間終了後になると考えられる。</p>
	成果 2. 地方政府の地域開発分野における人材が育成される。	<p>成果はかなりの程度達成された。</p> <p>(1) 地方政府のキーパーソンは現地のステークホルダーとのコミュニケーション、及び参加型開発の重要性を深く理解している。</p> <p>(2) JICA の活動に直接的に関与している地方政府職員の数はまだ限られており、それゆえ地方政府は開発モデルを確立し、政府内で参加型アプローチを普及させる努力を続けることが重要である。</p> <p>(3) 内務省地域開発総局 (BANGDA) と州の開発局 (BAPPEDA) は、地方政府の人材を育成するために、地方開発のグッドプラクティスに関するテキストを編集している。</p>
	成果 3. 地域開発にかかる州／市／県レベルの地域間協力が促進される。	<p>成果はある程度達成された。</p> <p>(1) 南スラウェシ州養蚕・絹織物振興計画作成に関する調査は、同産業における地域間協力の方法を提案した。</p> <p>(2) 西カリマンタン州のシンベバス地域開発マスタープランは、3 つの県と 1 つの市の間の連携の必要性を強調した。</p> <p>(3) 「特産品としてのオレンジに焦点を当てた州間連携を通じた地域開発マネジメント促進」に関するミニ・ワークショップが、内務省地域開発総局 (BANGDA) と北スマトラ州、南スラウェシ州、西カリマンタン州の間で開催された。</p> <p>(4) 大学、NGO、農民や関係する県政府を含む現地のステークホルダーは、マーケティングにおける州間連携のメリットを認識している。一方で州政府高官の一部は、州間連携の利点を十分に理解していないために、さほど前向きではないようである。</p> <p>(5) 州政府を関与させるために、次のグランド・ワークショップでは州間連携の利点を具体的に示すことが重要である。</p>
	成果 4. 大学、NGO、民間セクター、住民組織等の地域の関係者が地域開発プロセスに適切に参加する。	<p>成果は概ね達成された。</p> <p>(1) JICA 専門家は現地のステークホルダーと地方政府のコミュニケーション促進を図ってきたが、3 州の対象地域では、次第に現地のステークホルダーが地域開発計画のプロセスに適切に関与するようになってきている。</p> <p>(2) しかしながら、そのような現地のステークホルダーの数はまだ限られ</p>



			ており、参加型開発の重要性を普及させる政府の更なる努力が求められている。
		成果5. 地域開発プログラム／プロジェクトが地域イニシアティブに基づいて策定され、実施される。	成果は限定的に達成された。 (1) 北スマトラでは、地方政府は相当額の予算を準備して PRA 型プロジェクトの浸透を支援している。 (2) 南スラウェシ州は、11 の選定品目に関する住民経済発展運動 (“Gerbang Emas”) の形成過程にある。これは州政府がファシリテーターとなって、民間セクターによって主導される予定である。 (3) 地域開発に関する地方のイニシアティブは非常に高まったが、実際に地方のイニシアティブによるプログラム、プロジェクト形成が実現するためにはもう暫らく時間がかかるであろう。
	成果はプロジェクトの目的達成に貢献したか？	成果はプロジェクトの目的達成にとって適切であったか？	成果はプロジェクトの目的の達成に非常に貢献した。 (1) 地方政府の能力は地方開発計画における参加型アプローチの適用において特に改善された。 (2) しかしながら、開発されたモデルを地方政府が継続的に強化し、参加型アプローチを組織内で普及させるよう促進する必要がある。
		プロジェクトの目的を推進する外部要因はあったか？	来年の直接選挙に伴い、地方政府の首長は地方開発における参加型アプローチの採用に前向きになっているようである。
	プロジェクトの目的を阻害する外部要因はあったか？		なし
効率性	投入の量、質、時期は成果の達成もって適切であったか？		(1) 日本の投入は質、量、時期に関して適切であった。 (2) 成果は、もし内務省地域開発総局 (BANGDA) の予算投入が増えれば達成されていた。
	投入はプロジェクトの活動に適切に活用されたか？		セミナー、ワークショップ、研修プログラムの予算は適切に用いられ、参加者に高く評価された。
	プロジェクトのメカニズムはプロジェクト目標の成果を達成するのに適切であったか？		意思決定と情報フローのスピードは、2004 年 2 月の内務省地域開発総局 (BANGDA) と JICA の M/M 合意後、BANGDA にプロジェクト実施委員会が設置されてから改善された。
	日本の他のプロジェクトと協調ないし競合はあったか？	プロジェクトは地方政府人材育成プロジェクト (HRDLG) と効果的に連携したか？	人材育成プロジェクト (HRDLG) との共同研修が、2003 年北スマトラで実施された。
		他の日本のプロジェクトで本プロジェクトと競合するものはあったか？	なし
	他ドナーの他のプロジェクトと協調ないし競争はあったか？		なし
	プロジェクトの効率性を阻害する外部要因はあったか？		なし

インパクト	プロジェクト目標は達成される見込みか？	達成されたプロジェクト目的は、上位目標の達成に貢献すると思われるか？	JICA の活動に参加した地方政府の高官および職員は、地域開発における参加型アプローチの重要性と参加型アプローチを如何に実施するかについての知識を確実に得ている。しかしながら、そのようなアプローチが州で広範に適用されるかどうかは、開発されたモデルを継続的に強化し、知識を普及させる彼らの努力次第である。
		上位目標の達成を阻害する外部要因はあったか？	なし
	プロジェクトによる波及効果はあるか？		なし
	プロジェクトの計画時には想定されなかったポジティブ、ネガティブなインパクトはあるか？		地方政府と現地のステークホルダー間のコミュニケーションのみならず、現地のステークホルダー間（大学－NGO など）のコミュニケーションが促進された。
自立発展性	制度面での自立発展性は確保されているか？	地方政府のガバナンス能力の改善を確実にするために、政策、法律枠組み、ガイドライン、組織といった必要な制度は整備されたか、或いは今後整備される予定か？	国家計画システム法が 2004 年 10 月に制定されたため、地方政府はこれから必要な制度枠組みを確立する段階にある。
	資金面での自立発展性は確保されているか？		内務省地域開発総局（BANGDA）と他の地方政府が自らプロジェクトを継続していく上で、予算面での制約は問題となりうる。
	技術面での自立発展性は確保されているか？	移転された知識は中央、州レベルで持続、改善できるか？	プロジェクトで開発されたモデルを確立し、普及させようと継続的に努力しさえすれば、効果の自立発展性は確保されるだろう。地域開発グッドプラクティスのテキストも、移転された知識の持続に貢献するだろう。

## 付属資料7 各州評価結果

### EVALUATION OF PROJECT ACTIVITIES IN EACH REGION

(PROJECT PERIOD SUBJECT TO EVALUATION: Oct. 2003-Dec. 2004)

#### I. WEST KALIMANTAN

##### 1. Effectiveness

<p><b>Output 1</b> Regional development plan is formulated and implemented based on the principal of democracy and local initiatives.</p>	<p>(1) The provincial government committed itself to incorporate the in-depth concept of inland development M/P formulated by the Project into the future provincial plans.</p>
<p><b>Output 2</b> Human resources of local governments in the field of regional development are developed</p>	<p>(1) A workshop on the regional development management was held. (2) The ex-head of the provincial BAPPEDA participated in the Counterpart Training Course held in Japan in December 2003. Another executive member of the provincial government will participate in the next Counterpart Training Course to be held in January 2005. (3) 5 staff of the provincial government were trained in the Country-focused Training Courses on Capacity Building of Regional Development Management held in Japan in 2003 and 2004. (4) The number of government staff that are directly involved in JICA's activities is still limited, and a system for the dissemination of knowledge transferred from the Project is not yet established within local governments.</p>
<p><b>Output 3</b> Inter-regional cooperation in terms of regional development among province/city/district is promoted.</p>	<p>(1) The Singbebas Area Development Master Plan, which includes the inter-regional cooperation among the three regencies and one city, was decided to be incorporated in the future provincial development plans. (2) Mini-workshops on 'the Promotion of Regional Development Management through Inter-provincial Cooperation by Focusing on Orange as Special Commodity' were held among BANGDA and North Sumatra, South Sulawesi and West Kalimantan Provinces.</p>
<p><b>Output 4</b> Local stakeholders such as universities, NGOs, private sector, and community organization, etc. are properly participated in regional development process.</p>	<p>(1) In order to promote the participation of the stakeholders, an effort to establish a regional development council is being made. (2) University of Tanjung Pura has been involved as a consultant in the Inland Development Project and the Singbebas Area Development Project. (3) The business sector has a strong interest in the two projects.</p>

<b>Output 5</b> Regional development programs/projects are formulated and implemented with local initiatives.	Some projects proposed in the two master plans have started their implementation stage by applying to Japanese ODA schemes.
--	---

<b>Project Purpose</b> Capacity of local government in the management of regional development is improved in order to support regional autonomy in Central Government (Bangda) and Selected Provincial Governments	<p>(1) According to the interviews, both the executive and non-executive officers of the local governments understand the importance of management of the regional development process.</p> <p>(2) However, some pointed out that the non-executive officers of the local governments do not fully understand the significance of the bottom-up planning with the local community's initiative.</p> <p>(3) Because most regional development projects are still in the process of planning, it is difficult to evaluate at this moment how their capacity to implement development projects has been developed.</p>
---	---

## 2. Efficiency

Quality / quantity / timing of inputs <Japanese side> 1. Dispatch of Japanese experts 2. Counterpart training and Country focused training courses in Japan 3. Field activity expenses  <Indonesian side> 1. Deployment of counterpart personnel 2. Office space and facilities 3. Running budget necessary for the Project	1.1 The expert satisfactorily contributed to the progress of all planned activities. 1.2 The expert has been managing the Project activities as scheduled. 1.3 Contribution by the expert is highly appreciated by Indonesian side. 2.1 - (No questionnaire answers from the participants of the training courses in Japan) 3.1 Sufficient budgets for workshops and seminars were prepared.
Collaboration with HRDLG Project	<p>(1) There is no collaboration with the HRDLG Project during the period subject to the evaluation.</p> <p>(2) The textbook on regional development with good practices, which is being compiled by the Project, will be used in training courses of the HRDLG</p>

	Project.
Others	The consultants, who conducted the study on the Simbebas development, pointed out that the study period was short to complete all the assigned tasks.

### 3. Impact

Contribution to the achievement of the overall goal	<p>(1) The local stakeholders consider that, through the Project activities, the attitude of the executive officers of the local governments toward the local community have become supportive due to the Project activities.</p> <p>(2) On the other hand, some pointed out that it requires more time for most of non-executive staff to fully understand the importance of the local community's initiative.</p>
External factors inhibiting the achievement of the overall goal	No.
Spill-over effects	No.
Unexpected impacts	<p>(1) Through the workshops / seminars conducted by the Project, not only the local governments but also the local stakeholders including universities, NGOs and farmers recognized the importance of management and marketing in regional development.</p> <p>(2) It is pointed out that, due to helpful information distributed through the Project activities, there has been increasing demands of the local community for the participation in the process of regional development.</p>

### 4. Relevance

Relevance with Provincial Policies	<p>(1) The Project is in line with the Good Governance Mission, one of the ten Missions that local governments are required to achieve.</p> <p>(2) Also the Project is in line with the three provincial development policies: ethnic harmonization; economic reforms; and the enhancement of the efficiency of public administration.</p>
Response to the local needs	The Singbebas Area Development Plan and the Inland Development Plan both meet the local needs.

### 5. Sustainability

Institutional aspects	Because it was in October 2004 that the National Planning System Law was enacted, the local governments are still at the stage of considering what institutional framework is appropriate to implement the Law.
Financial aspects	It seems difficult that the limited budget of the local governments finance all the planned projects. In order to ensure the sustainability, it is important to find external sources of funds and/or to prioritize the projects for implementation.

Technical aspects	The number of participants of seminars/workshops and trainees of training courses under the Program is still limited and so far there is no framework to institutionalize and maintain the transferred knowledge. In fact, some pointed out that there are differences of awareness of the importance of the local community's participation in the regional development process between the executive and non-executive officers of the local governments. Continuous efforts to consolidate and disseminate the transferred knowledge are indispensable.
-------------------	--

## II. NORTH SUMATRA

### 1. Effectiveness

<b>Output 1</b> Regional development plan is formulated and implemented based on the principal of democracy and local initiatives.	(1) The provincial government formulated the Lake Toba Ecosystem Management Plan (LTEMP) in March 2004. The provincial government and related regency governments agreed that the action plans proposed in the Regional Development Master Plan in the Lake Toba Catchments Area formulated by the Project (JICA-MP) are to be implemented under the LTEMP in 2005. (2) PRA-type pilot project in the Lake Toba Area, which was planned based on the JICA-MP, is now being implemented, and the provincial government and related regency governments committed themselves to implement other PRA-type projects in the Lake Toba area at its own cost.
<b>Output 2</b> Human resources of local governments in the field of regional development are developed	(1) Several seminars and workshops were held with focus on the Lake Toba development and the orange industry. (2) 6 executive staff of the provincial BAPPEDA in total were trained in the Counterpart Training Course the Country-focused Training Courses and on Capacity Building of Regional Development Management in 2003 and 2004. Another executive staff of the provincial government will participate in the next Counterpart Training Course to be held in January 2005. Briefing sessions after the training courses in Japan were held to disseminate their experience to other staff at BAPPEDA. (3) The number of government staff that are directly involved in JICA's activities is still limited, and a system for the dissemination of knowledge transferred from the Project is not yet established within the local governments.

<p><b>Output 3</b></p> <p>Inter-regional cooperation in terms of regional development among province/city/district is promoted.</p>	<p>(1) In August 2004, the provincial government and related regency governments agreed to jointly implement PRA-type projects, which were proposed by the Project as a follow-up of the JICA-MP, in 2005 and to allocate 25% of the annual fee from the P.T. Indonesia Asahan Aluminium (INALUM) to the projects.</p> <p>(2) Mini-workshops on ‘the Promotion of Regional Development Management through Inter-provincial Cooperation by Focusing on Orange as Special Commodity’ were held among BANGDA and North Sumatra, South Sulawesi and West Kalimantan Provinces.</p> <p>(3) As for the inter-provincial cooperation in the orange industry, however, some executive members of the provincial government feel it difficult to realize such cooperation after the end of the Project because they are competitive to each other, not in a supply-demand relationship, and there will be no powerful coordinator like JICA.</p>
<p><b>Output 4</b></p> <p>Local stakeholders such as universities, NGOs, private sector, and community organization, etc. are properly participated in regional development process.</p>	<p>(1) The Coordination Committee for the Lake Toba Area Conservation was established at the provincial level in order to coordinate the interest of all the stakeholders.</p> <p>(2) As for the project of organic farming by using the PRA method, farmers are aggressively participating in the project: they purchased necessary machines by their own expense.</p> <p>(3) Also, orange farmers aggressively participate in the inter-provincial cooperation project. In fact, they are core members for discussing the contents of a MoU to be concluded in January 2005.</p>
<p><b>Output 5</b></p> <p>Regional development programs/projects are formulated and implemented with local initiatives.</p>	<p>In North Sumatra, PRA-type projects are to be implemented by the provincial and related regency governments in 2005 by allocating 25% of the annual fee from INALUM. The provincial BAPPEDA conducted the PRA facilitator training course to support the dissemination of PRA method. Farmers strongly support this policy.</p>
<p><b>Project Purpose</b></p> <p>Capacity of local government in the management of regional development is improved in order to support regional autonomy in Central Government (Bangda) and Selected Provincial Governments</p>	<p>(1) The local governments recognize the importance of the participatory approach in regional development, particularly Participatory Rural Appraisal (PRA), and have established an institutional framework to promote PRA-type projects in the Lake Toba Area.</p> <p>(2) Because the number of the staff that participated in the pilot projects under the Project activities is still limited, the local governments are required to have an institutional framework to disseminate the transferred knowledge to other areas.</p>

## 2. Efficiency

<p>Quality / quantity / timing of inputs</p> <p>&lt;Japanese side&gt;</p> <p>1. Dispatch of Japanese experts</p> <p>2. Counterpart training and Country focused training courses in Japan</p> <p>3. Field activity expenses</p> <p>&lt;Indonesian side&gt;</p> <p>1. Deployment of counterpart personnel</p> <p>2. Office space and facilities</p> <p>3. Running budget necessary for the Project</p>	<p>1.1 The expert satisfactorily contributed to the progress of all planned activities.</p> <p>1.2 The expert has been managing the Project activities as scheduled.</p> <p>1.3 Contribution by the expert is highly appreciated by Indonesian side.</p> <p>1.4 Some pointed out that, if the short-term experts for the Localogy had been well familiar with the culture of Indonesia, the outcome of the workshop could have been much better.</p> <p>2.1 The training in Japan contributed to the improvement of knowledge and expansion of experience of counterparts. Particularly, the participants appreciated the field study in Meiho Village, which provided an opportunity to see a good practice in Japan.</p> <p>2.2 Although the overall evaluation of the courses by the participants was good, there was an opinion that too much volume of the curriculum caused a difficulty in understanding the topics and concepts discussed in the training.</p> <p>3.1 Sufficient budgets for workshops and seminars were prepared.</p> <p>1. The provincial government and other local governments concerned have assigned the necessary number of staff to the Project.</p> <p>2. The project office was provided by the provincial BAPPEDA.</p> <p>3. The provincial government prepared necessary running budgets.</p>
<p>Collaboration with HRDLG Project</p>	<p>(1) The expert of RDPLG Project made a lecture of “One Village One Product in Japan” in the HRDLG Project’s training course on regional development in 2003.</p> <p>(2) In 2004, the experts of the PDPLG and HRDLG Projects are jointly developing the contents of the HRDLG training course on regional development.</p> <p>(3) The textbook on regional development with good practices, which is being compiled by the Project, will be used in training courses of the HRDLG Project.</p>
<p>Others</p>	<p>-</p>

### 3. Impact



Contribution to the achievement of the overall goal	<p>(1) According to the interviews, the local stakeholders evaluate that the attitude of the local government staff towards the local community has been changing. The local government has been trying to have an opportunity to communicate with the local community to incorporate its needs into regional development plans.</p> <p>(2) The head of the provincial BAPPEDA, however, pointed out the necessity of the implementation of pilot projects in order to achieve the overall goal.</p>
External factors inhibiting the achievement of the overall goal	No.
Spill-over effects	No.
Unexpected impacts	The presence of JICA facilitated not only the communication between the local governments and the local community but also the communication among various types of stakeholders that was not seen before the Project.

#### 4. Relevance

Relevance with the Provincial Policies	<p>(1) The Project is in line with the Good Governance Mission, one of the ten Missions that local governments are required to achieve. In particular, the provincial government highly evaluates the PRA as a method of good governance.</p> <p>(2) The action plans proposed by JICA-MP are in line with the visions of the provincial PROPEDA.</p>
Response to the local needs	<p>(1) The Project activities for the development of the Lake Toba Area and the promotion of the orange industry meet the needs of North Sumatra Province.</p> <p>(2) The head of the provincial BAPPEDA, however, pointed out the need of the implementation of pilot projects in order to institutionalize the transferred knowledge in the local governments.</p>

#### 5. Sustainability

Institutional aspects	<p>(1) Because it was in October 2004 that the National Planning System Law was enacted, the local governments are still at the stage of considering what institutional framework is appropriate to implement the Law.</p> <p>(2) With regard to PRA-type projects, a MoU was signed among the provincial and related regency governments to include their implementation in the next year's provincial development plan. Also, the training of PRA facilitators has started.</p> <p>(3) As for the inter-provincial cooperation project in the orange industry, the conclusion of a MoU is planned in January 2005.</p>
Financial aspects	<p>(1) As for PRA-type projects, the financial sustainability was ensured because the provincial and related regency governments agreed to allocate 25% of the annual fee from INALUM.</p> <p>(2) With regard to other projects for the Lake Toba regional development and the inter-provincial cooperation for the promotion of the orange industry, the limited budget of the local governments could be one of constraints on the implementation of the projects.</p>

Technical aspects	The number of participants of seminars/workshops and trainees of training courses under the Program is still limited and so far there is no framework to institutionalize and maintain the transferred knowledge. In this regard, there is a possibility that the transferred knowledge could be lost if the personnel trained are moved to other divisions/organizations. Continuous efforts to consolidate and disseminate the transferred models and concepts are indispensable.
-------------------	---

### III. SULAWESI

#### 1. Effectiveness

<b>Output 1</b> Regional development plan is formulated and implemented based on the principal of democracy and local initiatives.	<ul style="list-style-type: none"> <li>(1) South Sulawesi Province is now in the process of formulating the People Economic Development Program (the “Gerbang Emas”) for the selected eleven commodities, which is planned to be led by the private sector with the provincial government being a facilitator.</li> <li>(2) In the sericulture/silk industry that JICA has been supporting, a task force on the development of sericulture based micro, small and medium enterprises was established as part of the Gerbang Emas and a MoU was concluded among the provincial and related regency governments, the business sector, banks and other related parties in August 2004. The results of JICA’s Study on ‘Formation of Sericulture and Silk Industry Promotion Plan in South Sulawesi Province’ were decided to be incorporated in the Gerbang Emas for the sericulture industry.</li> <li>(3) With regard to the revitalization of the orange industry in North Luwu Regency, efforts to formulate a model project for the promotion of the orange industry are being made jointly by the regency government, the farmers groups and NGOs, inspired by the various inputs from the Project activities.</li> <li>(4) Thus, it is judged that the Project activities in this region have been strengthening a trend of the application of a participatory approach to regional development in South Sulawesi.</li> </ul>
---	---

<p><b>Output 2</b></p> <p>Human resources of local governments in the field of regional development are developed</p>	<ul style="list-style-type: none"> <li>(1) Several seminars and workshops were held with focus on the sericulture/silk industry and the orange industry.</li> <li>(2) The head of the provincial BAPPEDA participated in the Counterpart Training Course held in Japan in December 2003. Another executive member of the provincial government will participate in the next Counterpart Training Course to be held in January 2005.</li> <li>(3) 12 staff of the 5 provincial governments in Sulawesi were trained in the Country-focused Training Courses on Capacity Building of Regional Development Management held in Japan in 2003 and 2004.</li> <li>(4) The number of government staff that are directly involved in JICA's activities is still limited, and a system for the dissemination of knowledge transferred from the Project is not yet established within local governments.</li> </ul>
<p><b>Output 3</b></p> <p>Inter-regional cooperation in terms of regional development among province/city/district is promoted.</p>	<ul style="list-style-type: none"> <li>(1) The Study on Formation of the Sericulture and Silk Industry Promotion in South Sulawesi Province proposed a way of inter-regency cooperation in the industry, which was determined to be incorporated in the Gerbang Emas for the sericulture industry.</li> <li>(2) Mini-workshops on 'the Promotion of Regional Development Management through Inter-provincial Cooperation by Focusing on Orange as Special Commodity' were held in cooperation with BANGDA and North Sumatra and West Kalimantan Provinces, and local stakeholders, including universities, NGOs and farmers, and the North Luwu regency government recognize the merits of the inter-provincial cooperation in marketing.</li> <li>(3) On the other hand, it seems that some executive staff of the provincial government do not yet understand the benefit of the inter-provincial cooperation fully.</li> </ul>
<p><b>Output 4</b></p> <p>Local stakeholders such as universities, NGOs, private sector, and community organization, etc. are properly participated in regional development process.</p>	<p>The Task Force of the Gerbang Emas for the sericulture industry includes not only members from the public sector, such as the provincial and related regency governments but also those from the private sector, such as SMEs, universities and NGOs.</p>
<p><b>Output 5</b></p> <p>Regional development programs/projects are formulated and implemented with local initiatives.</p>	<ul style="list-style-type: none"> <li>(1) South Sulawesi Province is now in the process of formulating the People Economic Development Program (the "Gerbang Emas") for the selected eleven commodities.</li> <li>(2) The Gerbang Emas is to be led with the private initiatives, and the role of the provincial and regency governments is to supervise and coordinate all the activities under the program only.</li> </ul>

<b>Project Purpose</b> Capacity of local government in the management of regional development is improved in order to support regional autonomy in Central Government (Bangda) and Selected Provincial Governments	(1) According to the interviews, it can be judged that the attitude of the local government staff that participated in the Project activities has been improved in terms of respect for the local community's needs. (2) Also, it can be judged that the local government staff that participated in the Project activities recognize the importance of the participatory approach in regional development and have willingness to apply it to their planning process. (3) However, because most regional development projects are still in the process of planning, it is difficult to evaluate at this moment how their capacity to implement development projects has been developed.
---	--

## 2. Efficiency

Quality / quantity / timing of inputs <Japanese side> 1. Dispatch of Japanese experts  2. Counterpart training and Country focused training courses in Japan  3. Field activity expenses  <Indonesian side> 1. Deployment of counterpart personnel 2. Office space and facilities 3. Running budget necessary for the Project	1.1 The expert satisfactorily contributed to the progress of all planned activities. 1.2 The expert has been managing the Project activities as scheduled. 1.3 Contribution by the expert is highly appreciated by Indonesian side. 2.1 The training in Japan contributed to the improvement of knowledge and expansion of experience of counterparts. Particularly in the country focused training courses, the participants appreciated the field study in Meiho Village, which provided an opportunity to see a good practice in Japan. 2.2 Although the overall evaluation of the courses by the participants was good, the following issues to be improved were pointed out. a) The time for the question-and-answer sessions was insufficient. b) More time should be spent for field studies rather than classroom lectures. c) As for the task of making an action plan, the assignment of the target areas should be informed prior to the commencement of the training in order to collect necessary information. 3.1 Sufficient budgets for workshops and seminars were prepared.  1. The provincial government and other local governments concerned have assigned the necessary number of staff to the Project. 2. The project office was provided by the provincial BAPPEDA. 3. The provincial government prepared necessary running budgets.
Collaboration with HRDLG Project	(1) There is no collaboration with the HRDLG Project during the period subject to the evaluation. (2) The textbook on regional development with good practices, which is being compiled by the Project, will be used in training courses of the

	HRDLG Project.
Others	Some executive members of the provincial government pointed out that the institutional framework for collaboration between the central and local governments was not strengthened sufficiently through the Project.

### 3. Impact

Contribution to the achievement of the overall goal	<p>(1) According the interviews, it can be evaluated that the government staff deeply understand the importance of through the seminars and workshops conducted by the Project. The local stakeholders feel that the staff of the local governments have become more supportive to the local community through the Project activities.</p> <p>(2) The head of the provincial BAPPEDA, however, pointed out the necessity of pilot projects in order to build their true capacity to make and implement plans.</p>
External factors inhibiting the achievement of the overall goal	No.
Spill-over effects	No.
Unexpected impacts	<p>(1) The local governments and local stakeholders both pointed out that the local community's motivation to participate in the process of regional development has been increased through the seminars and workshops conducted by the Project.</p> <p>(2) The presence of JICA facilitated the communication between the local governments and the local community.</p>

### 4. Relevance

Relevance with provincial policies	<p>(1) The Project is in line with the Good Governance Mission, one of the ten Missions that local governments are required to achieve.</p> <p>(2) Also, the Project purpose meets one of the four targets of the provincial development strategy, that is, the improvement of efficiency of administrative institutions.</p>
Response to the local needs	<p>(1) The Project activities promoting the sericulture industry and the orange industry meet the needs of South Sulawesi Province.</p> <p>(2) The head of the provincial BAPPEDA, however, pointed out the need of the implementation of pilot projects in order to help the government staff more deeply understand how to use the participatory approach in regional development.</p>

### 5. Sustainability

Institutional aspects	<p>(1) Because it was in October 2004 that the National Planning System Law was enacted, the local governments are still at the stage of considering what institutional framework is appropriate to implement the Law.</p> <p>(2) Prior to the enactment of the National Planning Law, however, South Sulawesi Province started the People Economic Development Program (“Gerbang Emas”) for the selected eleven commodities in order to implement the “Vision and Mission of South Sulawesi Province Governor” and the Strategic Plan of South Sulawesi Province for the Year of 2003-2004, and the Gerbang Emas Supervisory and Assistant Team was formed in 2004 in accordance with the Provincial Decree No.431/V/2004. In order to implement the Gerbang Emas for the sericulture industry, a task force was also formed in August 2004 in accordance with the Provincial Decree No. 609/VIII/2004. From this point of view, it can be judged that, apart from the implementation of the National Planning System Law, the institutional framework of promoting regional development has already been established.</p>
Financial aspects	The Gerbang Emas is planned to be financed by the private sector. However, it is not sure at this moment whether the private sector will fully support the program financially.
Technical aspects	The number of participants of seminars/workshops and trainees of training courses under the Program is still limited. The provincial BAPPEDA has a plan to establish training programs on regional development in the future, but so far there is no framework to institutionalize and maintain the transferred knowledge. In this regard, there is a possibility that the transferred knowledge could be lost if the personnel trained are moved to other divisions/organizations. Continuous efforts to consolidate and disseminate the transferred models and concepts are indispensable.

## 付属資料 8 インドネシア側投入結果

### I. インドネシア側カウンターパートリスト (2003 年 10 月 ~ 2005 年 3 月)

No	氏名	職位	機関
内務省地域開発総局			
1	Ir. Suhatmansyah, IS	Secretary to the Director General (~ Oct 2004)	
2	Drs. Sumarsono, MDM	Secretary to the Director General (Oct 2004~)	
3	Drs. Fazli Siregar, MPIA	Director	Directorate for Planning and Evaluation of Regional Development
4	Drs. Lukman Nul Hakim, MSi	Head	Planning Bureau, Secretariat of BANGDA
5	Ir. Bambang Suliyantoro, MPSt (~March 2004)	Section Chief of Provincial Planning	Directorate for Planning and Evaluation of Regional Development
西カリマンタン州			
6	Mr. Eka Kawirayu	Chairman (~March 2004)	BAPPEDA
7	Ir. Nyoman Sudana	Chairman (March 2004~)	BAPPEDA
8	Mr. Memet Agustiar	Head	Economic Planning Division
北スマトラ州			
9	Ir. Budi D. Sinulingga, MSi	Chairman	BAPPEDA
10	Dra. Hasni Anggreini Lubis	Head	International and Domestic Cooperation Division, BAPPEDA
南スラウェシ州			
11	Dr. S. Ruslan, MS	Chairman	BAPPEDA
12	Mrs. Indah Siradju, MT	Head	Human Resources and Institutional Development Division, BAPPEDA
北スラウェシ州			
13	Drs. C. Saruan	Chairman	BAPPEDA
東南スラウェシ州			
14	Drs. H. Zainal Abidin R	Chairman	BAPPEDA
中央スラウェシ州			
15	Drs. Daud S. Laratu	Chairman	BAPPEDA
ゴロンタロ州			
16	Drs. Ir. Sudirman Habibi	Chairman	BAPPEDA

### II. インドネシア側予算

No	活動	金額 (Rp)
1	地域開発ベストプラクティス・ワークショップ<地元学ノ一村一品紹介>	52,200,000
2	地域開発ベストプラクティス事例集作成	50,000,000
3	地方分権下における地域開発マネジメントのあり方に関するワークショップ	42,000,000
4	西カリマンタン州内陸地域開発マスタープランのコンセプト形成調査	各参加者が旅費、日当を負担
5	西カリマンタン州シンベバス地域開発マスタープランの基本コンセプト形成調査及び地域間協力ワークショップ	各参加者が旅費、日当を負担
6	トバ湖開発調査の結果普及のためのワークショップ	7,642,000

7	トバ湖地域開発マスタープランのフォローアップ事業形成支援： 参加型アプローチによる地域開発モデルプロジェクト推進体制の 整備	60,000,000
8	北スマトラ州、西カリマンタン州及び南スラウェシ州の州間連携 を通じたオレンジ開発事例による地域開発マネジメント推進ワー クショップ	54,000,000
9	北ルウ県農民組織強化ワークショップ	6,550,000
10	地域間協力ワークショップ	各参加者が旅費、日 当を負担
11	南スラウェシ州養蚕・絹織物関係基礎調査	16,450,000
12	特産品を通じた地域開発振興事業	20,100,000

(注) インドネシア側予算については、多くの場合経常予算からの支出となっていること、資金負担者が複数の機関にまたがっていること、等から正確に把握することは困難であるため、各専門家による試算金額をそのまま採用した。

### III. 事務所、その他設備

インドネシア側は、以下の通り、事務所とその他の設備を提供してきた。

#### 1) 事務所

プロジェクト・サイト	事務所所在地
ジャカルタ	内務省地域開発総局（ジャカルタ）
西カリマンタン州	西カリマンタン州開発企画局（ポンティアナック）
北スマトラ州	北スマトラ州開発企画局（メダン）
スラウェシ 5 州	南スラウェシ州開発企画局（マカッサル）

#### 1) その他設備

No.	機材名	数量	場所
1	テーブル	4	ジャカルタ・プロジェクト事務所
2	椅子	2	
3	机	9	
4	椅子 r	9	ポンティアナック・プロジェクト事務所
5	ホワイト・ボード	1	
6	書棚	1	
7	キャビネット	1	
8	エアコン	3	
9	机	3	メダン・プロジェクト事務所
10	椅子	3	
11	キャビネット	1	
12	ホワイト・ボード	1	マカッサル・プロジェクト事務所
13	エアコン	1	



## 付属資料9 日本側投入結果

### I. 日本人専門家リスト（2003年10月～2005年3月）

#### 1) 長期専門家

No	氏名	役職	期間
1	谷本 寿夫	チーフアドバイザー / 内務省地域開発総局	2003.3-2005.3
2	皆川 泰典	アドバイザー / 北スマトラ州開発企画局	2001.4 - 2005.3
3	藤本 襄	アドバイザー / 西カリマンタン州開発企画局	2001.7 - 2005.3
4	佐久間 弘行	アドバイザー / 南スラウェシ州開発企画局 : スラウェシ 5 州	2003.1-2005.3

#### 2) 短期専門家

##### 【2003 年度】

No	氏名	内容	期間
1	松井 和久	地域開発ベストプラクティス・ワークショップ（リーダー）	Jan 11 - Feb 8, 2004
2	島上 宗子	地域開発ベストプラクティス・ワークショップ（地元学Ⅰ）	Jan 11 - Feb 8, 2004
3	猪詰 範子	地域開発ベストプラクティス・ワークショップ（一村一品）	Jan 11 - Feb 8, 2004
4	甲斐 弘子	地域開発ベストプラクティス・ワークショップ（地元学Ⅱ）	Jan 20 - Feb 8, 2004

##### 【2004 年度】

No	氏名	内容	期間
1	松井 和久	ベストプラクティス事例集作成	Sept 13-Oct 1, 2004
2	猪詰 範子	ベストプラクティス事例集作成	Sept 6 - Oct 1, 2004

### II. 研修受入

#### 1) カウンターパート研修

##### 【2003 年度】

題目： 地域開発の促進、調整、管理に関する研修

期間： 2003 年 12 月 7 日～13 日

参加者：

No	氏名	職位	機関 / 州
1	Mr Fazli Siregar	Director of Evaluation and Monitoring of Regional Development	Directorate General for Regional Development, MOHA
2	Mr Alwin	Head, Facilities and Infrastructure Division	Regional Development Planning Agency (BAPPEDA) North Sumatera Province
3.	Mr Eka Kawirayu	Head	Regional Development Planning Agency (BAPPEDA), West Kalimantan Province
4	Mr Sangkala Ruslan	Head	Regional Development Planning Agency (BAPPEDA), South Sulawesi Province

【2004 年度】

題目： 地域開発の促進、調整、管理に関する研修

期間： 2005 年 1 月 11 日～21 日

参加者： 4 名が派遣される予定であり、現在選定作業中。

2) 国別研修

【2003 年度】

題目： 地域開発マネジメント研修

期間： 2003 年 12 月 2 日～26 日

参加者：

No	氏名	職位	機関 / 州
1	Mr Bambang Suliantoro	Head of Provincial Planning Division	Directorate General of Regional Development, Ministry of Home Affair
2	Mr Agus Suksestioso	Head of Institutional Section	Directorate General of Regional Development, Ministry of Home Affair
3	Mr Linder Ginting	Head of System and Procedure of District/City Planning Section	Directorate General of Regional Development, Ministry of Home Affair
4	Mr Jusuf Tarigan	Head of Sub Division of Correspondence	Center for (Overseas) Cooperation Management (ADKA), Ministry of Home Affair
5	Mr Sulfan Nasution	Head of Evaluation and Monitoring Division	Provincial Development Planning Agency, North Sumatera Province
6	Mr Djunaidi Muslim	Head of Financial Division	Provincial Development Planning Agency, North Sumatera Province
7	Mr Chairil Anwar	Head of Career Development Division	Provincial Personnel Agency, West Kalimantan Province
8	Mr Noverly Nuzuluddin	Staff, Economy Planning Division	Provincial Development Planning Agency, West Kalimantan Province
9	Mr Sudirman Daming	Head of Industry, Mining and Energy Division	Provincial Development Planning Agency, South Sulawesi Province
10	Ms Nur Anti	Head of Non Agriculture Division	Provincial Research and Development Agency, South Sulawesi Province
11	Mr Wardoyo Pongoliu	Head of Apparatus, Law and Regulation Division	Provincial Development Planning Agency, Gorontalo Province
12	Mr Herman Meiky Koessoy	Staff of Planning Division	Provincial Development Planning Agency, North Sulawesi Province
13	Mr Syahrial Labelo	Head of Monitoring and Evaluation Division	Provincial Development Planning Agency, Central Sulawesi Province
14	Mr Suharno	Head of Transportation Infrastructure Division	Provincial Development Planning Agency, South-East Sulawesi Province
15	Mr Deki Susanto Joko Supardi	Head of Planning Division	Provincial Development Planning Agency, Bangka Belitung Province
16	Mr Ikram Abdul Wahab	Head of Inter – District/City Cooperation	Provincial Development Planning Agency, North Maluku Province

【2004 年度】

題目： 地域開発マネジメント研修

期間： 2003 年 11 月 23 日～12 月 22 日

参加者：

No	氏名	職位	機関 / 州
1	Ms Maria Rizeria Nusianti	Head of Administration Sub Division	Planning Bureau, MOHA
2	Ms Tjutju Hendrawati	Head of Regional Economic Promotion Sub Directorate	Directorate General of Regional Development, MOHA
3.	Ms. Siti Zuchriaty	Head of City Partnership Section	Directorate General of Regional Development, MOHA
4	Ms. Ratih Indarti	Head of Administration Service Sub Division	Center for Management of Overseas Cooperation, MOHA
5	Mr. Abdul Haris Lubis	Head of Transportation Sub Division under Infrastructure Division	Regional Development Planning Agency, North Sumatera Province
6	Mr Syamsul Bahri	Head of Poultry Fishery and Marine Sub Division on Economic Division	Regional Development Planning Agency, Deli Serdang Regency, North Sumatera Province
7	Mr Kawar Sembiring	Head of Administration Division	Corporation, Small and Medium Enterprises and Investment Department, Karo Regency, North Sumatera Province
8	Ms Urai Idawati	Head of Food Crop, Fishery and Livestock Sub Division	Economic Planning Division, Regional Development Planning Agency, West Kalimantan Province
9	Mr Mohammad Aminuddin	Head of Research and Development Sub Division	Regional Development Planning Agency, Sintang Regency, West Kalimantan Province
10	Mr Bakri Siddig	Head of Economic Sub Division	Regional Development Planning Agency, Singkawang City, West Kalimantan Province
11	Ms Faridah Lamarauna	Head of Energy and Industry Sub Division	Regional Development Planning Agency, Central Sulawesi Province
12	Mr La Fariki	Head of Agriculture, Marine and Forestry Sub Division	Regional Development Planning Agency, South East Sulawesi Province
13	Ms Andi Rahmi Bahariwati	Staff of Social Welfare Sub Division	Regional Development Planning Agency, South Sulawesi Province
14	Ms Mieke Pangkong	Head of Infrastructure Division	Regional Development Planning Agency, North Sulawesi Province
15	Ms Rahmatiya Ali	Staff of Macro Planning Sub Division	Regional Development Planning Agency, Gorontalo Province
16	Mr M. Taufiq Gurrachman	Head of Research Sub Division, Data and Reporting Division	Regional Development Planning Agency, North Luwu Regency, South Sulawesi Province

### III. 機材リスト

Ref No.	機材	モデル	数量	場所	状態
ジャカルタ					
	車両	Mitsubishi KUDA Super exceed	1	ジャカルタ・プロジェクト事務所	良好
	ノート型パソコン	Toshiba Satellite	1		良好
	ノート型パソコン	IBM	1		良好
	デスクトップ型パソコン	Samsung SyncMaster 551v	1		良好
	デスクトップ型パソコン	Turbox-Wing	1		良好
	デスクトップ型パソコン	Compac Presario 5000	1		良好
	デスクトップ型パソコン	Compac Presario 6000	1		良好
	プリンター	EPSON Stylus Color 440	1		良好
	プリンター	HP Laser Jet 1100A	1		良好
	プリンター	HP Laser Jet 1200	1		良好
	プリンター	CJ-20	1		良好
	プロジェクター	In Focus LP335	1		良好
	コピー機	Canon NP6241	1		良好
	ファクシミリ	Panasonic KX-FP85	1		良好
	スキャナー	HP Scanjet 6350C	1		良好
	デジタルカメラ	Sony DSC-P5	1		良好
	書棚		2		良好
	テーブル		2		良好
	椅子		12		良好
	キャビネット	Ichiban	3		良好
	ホワイト・ボード		2		良好
	会議机	STO-601 CT Starone	1		良好
西カリマンタン州					
	車両	Mitsubishi KUDA	1	ボンティアナック・プロジェクト事務所	良好
	ノート型パソコン	IBM	1		良好
	デスクトップ型パソコン	local	1		良好
	デスクトップ型パソコン	local	1		良好
	パソコンソフト	Windows	1		良好
	プリンター	Canon	1		良好
	コピー機	Canon	1		良好
	ファクシミリ	Panasonic	1		良好
	携帯電話	Ericson	1		良好
北スマトラ州					
	ノート型パソコン	IBM	1	メダン・プロジェクト事務所	良好
	デスクトップ型パソコン	Creative	1		良好
	デスクトップ型パソコン	Creative	1		良好
	コピー機	Toshiba	1		良好
	ファクシミリ	Toshiba	1		良好
	デジタルカメラ	Canon	1		良好
スラウェシ 5 州					
	プリンター	Canon	1	マカッサル・プロジェクト事務所	良好
	ノート型パソコン	Fuitsu	1		良好
	ビデオカメラ	Sony	1		良好

	デジタルカメラ	Fuji Film	1		良好
	ノート型パソコン	Philips	1		良好
	デスクトップ型パソコン	local	1		良好

#### IV. 現地活動経費（2003 年 10 月～2004 年 12 月）

No	活動	金額(Rp)
1	地域開発ベストプラクティス・ワークショップ<地元学ノ一村一品紹介>	804,255,000
2	地域開発ベストプラクティス事例集作成	695,365,000
3	地方分権下における地域開発マネジメントのあり方に関するワークショップ	464,100,000
4	西カリマンタン州内陸地域開発マスタープランのコンセプト形成調査	474,100,000
5	西カリマンタン州シンベバス地域開発マスタープランの基本コンセプト形成調査及び地域間協力ワークショップ	399,560,000
6	トバ湖開発調査の結果普及のためのワークショップ	50,950,000
7	トバ湖地域開発マスタープランのフォローアップ事業形成支援：参加型アプローチによる地域開発モデルプロジェクト推進体制の整備	364,935,000
8	北スマトラ州、西カリマンタン州及び南スラウェシ州の州間連携を通じたオレンジ開発事例による地域開発マネジメント推進ワークショップ	562,643,000
9	北ルウ県農民組織強化ワークショップ	87,550,000
10	南スラウェシ州養蚕・絹織物関係基礎調査	57,900,000
11	特産品を通じた地域開発振興事業	327,650,000
	合計	4,289,008,000

（注）概算も含む。尚、上記以外に 2005 年 3 月までに地域開発マネジメント総括ワークショップが実施される予定。

## 付属資料 10 質問表調査結果

### QUESTIONNAIRE TO TRAINEES/PARTICIPANTS on The JICA's Project for Regional Development Policies for Local Governments

Final Evaluation Team  
Japan International Cooperation Agency (JICA)

Would you please answer the following questions by encircling relevant numbers and by filling in the blanks.

#### 1. May we know about you?

1.1 Full Name: \_\_\_\_\_

1.2 Your job title and institution: \_\_\_\_\_

	JKT	MDN	MKS	PNK	Total
(1) Central Government	7				7
(2) Provincial Government		5		1	6
(3) City/Local Government		1	23	3	27
(4) University/School			1		1
(5) NGO	1	1	5	2	9
(6) Business Sector				1	1
(7) Farmer			9		9
(8) Others					
Total	8	7	38	7	60

注)【略号】JKT：ジャカルタ、MDN：メダン／北スマトラ、MKS：マカッサル／南スラウェシ、PNK：ポンティアナック／西カリマンタン（以下の質問についても同様）

#### 2. Which training, seminar or workshop did you attend? (Multiple answers allowed)

あなたはどのセミナー・ワークショップに参加しましたか？（複数回答可）

	Course/Content	JKT	MDN	MKS	PNK	Total
1	Best Practices Workshop (Jan. – Feb. 2004/ Pontianak, Makassar, Medan, Jakarta)	3	2	2		7
2	Regional Development Management Workshop (Feb. 2004/ Jakarta, Pontianak)	1	1	1	4	7
3	Regional Development Management Training (Dec. 2003/ Nagoya)	1	1			2
4	Follow-up of Regional Development Management Training (Feb. 2004/ Jakarta)	1			1	2
5	Counterparts Training (Dec. 2003/ Tokyo)	1				1
6	Seminar on Lake Toba Area Development (Oct. 2003/ Dairi)		1			1
7	Seminar of Study on Human Resources Development (Oct. 2003/ Pontianak)				1	1
8	Workshop on Orange Farmer Association (Dec. 2003/ N.Luwu)			10		10
9	Workshop on Inter-Regional Cooperation (Dec. 2003/ Makassar)			2		2
10	Seminar of Study on Sericulture and Silk Industry in South Sulawesi (Mar. 2004/ Makassar)	1		14		15

11	Exchange Workshop on Orange Development between West Kalimantan and South Sulawesi (Dec. 2003/ Sambas, N.Luwu)		1	5		6
12	Workshop on Regional Development Master Plan in the area of Lake Toba (May, 2004/ Medan)	2	2			4
13	Institutionalization of Regional Development Model Project with the Utilization of Participatory Approach (training of PRA facilitator) (Aug, 2004/ Medan)		1			1
14	Workshop on In-depth Concept Formation of Inland Development in West Kalimantan Province (Oct, 2004/ Pontianak)	2			7	9
15	Seminar Sericulture and Silk Industry Promotion Plan in South Sulawesi Province (Oct, 2004/ Makassar)	1		15		16
16	Workshop on Promotion of Regional Development Management through Inter-provincial Cooperation by Focusing on Orange as Special Commodity; North Sumatra, West Kalimantan, and South Sulawesi (Mini-workshop) (Oct 2004/ Karo, N.Luwu, Sambas)	3	3	6		12

注)【略号】JKT：ジャカルタ、MDN：メダン／北スマトラ、MKS：マカッサル／スラウェシ、PNK：ポンティアナック／西カリマンタン（以下の質問についても同様）

### 3. How do you evaluate the training/seminar/workshop that you attended?

あなたの参加した研修・セミナー・ワークショップをどう評価しますか？

#### 3.1 Purpose/Scope 目的・スコープ

	JKT	MDN	MKS	PNK	Total
(1) Fully understood 完全に理解した	5	3	14	5	27
(2) Partly understood 部分的に理解した	3	3	18	2	26
(3) Slightly understood 少しだけ理解した			6		6
(4) Not understood 理解しなかった					
Total	8	6*	38	7	59

\*未回答 1 件。

#### 3.2. Curriculum カリキュラム

	JKT	MDN	MKS	PNK	Total
(1) Very satisfactory 大変よかった		1	2	1	4
(2) Satisfactory よかった	2	4	12	3	21
(3) Acceptable 普通だった	6	1	21*	3	31
(4) Slightly unsatisfactory あまりよくなかった		1	3		4
(5) Unsatisfactory よくなかった					
Total	8	7	38	7	60

\*(2)、(3)双方に丸を付けたものが 1 件あったため、(3)を採用した。

#### 3.3. Texts and study materials テキスト・教材

	JKT	MDN	MKS	PNK	Total
(1) Very satisfactory 大変よかった		1	1		2
(2) Satisfactory よかった	2	2	16	3	23
(3) Acceptable 普通だった	5	3	19	3	30
(4) Slightly unsatisfactory あまりよくなかった	1	1	2	1	5
(5) Unsatisfactory よくなかった					
Total	8	7	38	7	60

\*(2)、(3)双方に丸を付けたものが 1 件あったため、(3)を採用した。

**4. To what extent could you apply the knowledge and/or technique acquired through the training, seminar or workshop to your present activities?**

あなたは、研修・セミナー・ワークショップを通じて得た知識や技術をどの程度現在の業務に適用することができますか？

**4.1 Overall 全体**

	JKT	MDN	MKS	PNK	Total
(1) Fully 完全に適用できる	1		4	1	6
(2) Partly 部分的に適用できる	5	6	25	5	41
(3) Slightly 少しだけ適用できる	2	1	9	1	13
(4) None 適用できない					
Total	8	7	38	7	60

**4.2 Which part of the training, seminar or workshop you could mostly apply for your present activities?**

研修・セミナー・ワークショップのどの部分があなたの現在の業務に最も適用できましたか？

**(ジャカルタ)**

- 地域開発計画の地元学のコンセプトと実践
- 「一村一品運動」を通じたコミュニティー育成、商品開発
- 地域開発のベストプラクティス
- 地方政府機関の強化に関する議論

**(スマトラ)**

- 新しい開発案件の評価方法
- 愛知県の地域開発
- トバ湖の環境保全アクションプラン
- パイロットプロジェクト（実践の方が座学よりも役に立つ）

**(スラウェシ)**

- オレンジ農園の管理方法（整備、灌漑、復旧）
- 最近オレンジを侵蝕した病気についての知識
- 農民の人材育成、農家グループの設立と強化
- 養蚕農家の育成方法
- 開発計画の実施
- 超域経済開発協力について
- 南スラウェシの製糸産業に関する調査結果

**(カリマンタン)**

- 地域の掘削潜在性とそれに基づくプログラム策定について
- マネジメントとマッピングの問題
- 計画策定のコンセプト

**4.3 Which part of the training, seminar or workshop you could not apply, and why not?**

研修・セミナー・ワークショップのどの部分が適用できないのでしょうか？また、それはなぜですか？

**(ジャカルタ)**

- 地元学、PRA との混乱、行政が現地に出て共に計画策定を行うことの慣れ
- 地域開発のプロセスマネジメント、事例の紹介がなかったから
- 農業のような技術セクターに関する問題、所属する機関の業務（計画策定）と関係ないから



(スマトラ)

- (日本での国別研修について) 日本の行政システムをそのまま適用することは難しいが、トピックや考え方については応用可能
- 州 Bappeda での計画業務は直接現地と関わることがないのでなかなか応用できない(政策決定段階に関わるようになれば役に立つ理論が多かった)
- アクションプランはステークホルダーの相互の意識とコミットメントがないと実施できず、難しい。

(スラウェシ)

- 均衡施肥、肥料購入の資金がないから
- ビジネスの加速化、運転資金がないから
- 作物の多角化
- 全ステークホルダーによる参加型開発、示されている労働原理や背景が地方の労働慣習とあまりにも違うから
- 製糸業の下流工程
- 繭の質の改善、スラウェシの気候は繭そのものを強化するのに向いていないから

(カリマンタン)

- 研修所開発、研修所は政治的な関心を満たすに過ぎないから
- 資金、施設が提供されていないから適用できない。

**5. Have you ever had any opportunities to disseminate the knowledge and/or technique acquired through the training, seminar or workshop? Or is there new momentum in your activities with other participants?**

**If yes, please describe.**

あなたはこれまで研修・セミナー・ワークショップを通じて得た知識や技術を普及させる機会を持ったことがありますか？或いは、他の参加者との間に新たな活動の動きはありますか？もしある場合、詳しくお聞かせください。

(ジャカルタ)

- プレゼンテーション、公刊ペーパー(政府刊行物を含む)を通じて普及している。
- 内務省の技術研修で活用した。

(スマトラ)

- (日本での国別研修について) 州 Bappeda で課長以上 20 名を集めて報告発表会を行った。また、研修材料の中で関連なるものをまとめてスタッフに配布したところ、何人かが基の資料を見せて欲しいと言ってきた。(Bappeda の) スタッフなどと、特定の課題について議論したりブレインストーミングを行ったりする際に、必要に応じて知見を伝えている。それを通じて他の人たちも日本での研修が役に立つと分かり、非常に興味を持っている。

(スラウェシ)

- 農家グループの会合で、他の農民に対して普及している。
- オレンジ栽培の原材料調達を協力して行なう機運が農家グループで生じている。
- 大学の授業を通じて普及している。

(カリマンタン)

- ミーティング時にスタッフに対して普及している。
- コミュニティーで常に新しい精神の普及に努めている。

- 政府内のミーティングやプレゼンテーションで行っている。
- RRI（インドネシア共和国ラジオ）の村落開発のプログラムで放送した。

**6. Do you have any proposal or suggestions on the training, seminar or workshop for the future improvement?**

今後の研修・セミナー・ワークショップの改善に向けて、何か意見や提案はありますか？

(ジャカルタ)

- 地元学と一村一品のワークショップをひとつにまとめない方が良かった。参加者は一時に 2 つのコンセプトを十分に理解できない。
- 理論とベストプラクティスをあわせて示した方が良かった。
- ワークショップのテーマはもう少し焦点を絞った方が良かった。全スピーカーがそのテーマに合わせて話した方が、アウトラインがはっきりした。
- 議論する時間が非常に限られていた。
- ワークショップの教材は 1 週間前には入手したい。

(スマトラ)

- もう少し焦点を絞ってじっくり議論すべき。
- 計画策定に関わる人と、現場で実務をしている人を分けて、それぞれに必要な内容を研修すべき。
- 現場を見る時間がもっと欲しかった。
- （トバ湖の地域開発マスタープランワークショップには、）地域の環境破壊で実際に被害を受けている人たちを参加させると良い。
- 研修はボリュームが多すぎて消化不良だった。
- 日当が安すぎる。
- 農家の参加者をもっと増やしても良かった。
- 教材に用いられている言葉が過度に学術的だったので、もう少し分かりやすくして欲しかった。

(スラウェシ)

- 種子に関する専門家の招聘
- 新たな作物栽培の模索（天水による米栽培など）
- 農家や職人を参加させた地域での実地研修の実施
- 研修の頻度、期間の増加
- セレモニアルなものではなく、適用性があるものにするべき。
- もう少し議論の時間を長くして、互いの経験をシェアできると良い。
- 毎回同じ人が研修に参加すれば、その人が自分の地域で知識を普及することができる。
- 他の優先課題も扱うべき（実地研修による農民意識の変化、繭価格の安定、紡績機の提供など）
- セミナーには県レベルの技術者も参加すべき。

(カリマンタン)

- 研修の最後に、参加者に議事録か活動報告を配布すると良い。
- マネジメントや地域開発計画の重要なコンセプトを普及させるために、研修は日常的に行うべき。

## 7. Other Comments, if any

その他のコメントがございましたらご記入ください。

(ジャカルタ)

- 短期専門家は、調査に関連した活動を行うべき。

(スマトラ)

- JICA は提案されたプロジェクト・プログラムの実施に関して（支援額を）明示すべき。それに応じて地方の予算が組める。
- 研修終了後に個人ベースでの他州からの参加者と情報交換を行っており、問題解決のアプローチ方法を教えてもらったりしている。
- JICA の活動を通じて計画策定手法がボトムアップ型に焦点が当てられるようになった。政府と住民の協力関係も生まれた。
- 地方政府に開発を主導する能力はないので、地方政府が計画を策定し、今後の開発の実行者には NGO を選ぶべき。
- JICA は住民参加支援を政府に対してではなく民間に対して行うべき。
- JICA の次のプロジェクトは、県に直接行って欲しい。また現場の専門家を派遣して欲しい（専門家がいるとインパクトが違う）。

(スラウェシ)

- ワークショップで出された結論は、地方政府の開発政策に反映されるべき。（大抵、実施には移されず、空論に終わっている。）
- 研修とフォローアップの間はあまり空けない方が良い。
- （養蚕業・製糸業の）プログラムを来年度の APBD に組み込もうと思っている。
- 絹開発に関わる農家、NGO、役人などによるチームを作ると良い。
- （製糸業の）開発に強くコミットしている参加者を選んで、（研修の参加に際し）十分な報酬を与えるべき。
- JICA に村落のニーズアセスメント調査を実施して欲しい。

(カリマンタン)

- JICA は日本人だけでなく現地の専門家も使って欲しい。
- 日本での研修に派遣して欲しい。新たな知識を精力的に得ることができる。

**MINUTES OF DISCUSSIONS  
BETWEEN  
THE JAPANESE FINAL EVALUATION TEAM  
AND  
THE AUTHORITIES CONCERNED OF THE REPUBLIC OF INDONESIA  
ON  
COOPERATION PROGRAM ON  
CAPACITY DEVELOPMENT FOR LOCAL GOVERNANCE  
IN THE REPUBLIC OF INDONESIA**

The Japanese Final Evaluation Team (hereinafter referred to as "the Team"), organized by Japan International Cooperation Agency (hereinafter referred to as "JICA"), headed by Mr. Toshio Kinoshita, Group Director, Group 1, Social Development Department, JICA visited the Republic of Indonesia from 28<sup>th</sup> November to 17<sup>th</sup> December, 2004 for the purpose of conducting evaluation concerning the Cooperation Program on Capacity Development for Local Governance in the Republic of Indonesia (hereinafter referred to as "the Program").

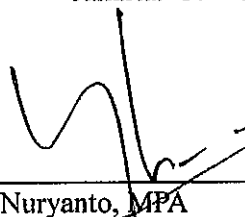
During its stay in the Republic of Indonesia, the Team executed evaluation of the Program based on the Minutes of Meetings, signed on 27<sup>th</sup> September 2001, between the Mission Leader of the 3<sup>rd</sup> Preparatory Study Team of JICA and the authorities concerned (hereinafter referred to as "the M/M").

The Team had a series of discussions with the Indonesian authorities concerned with regard to the achievement. As a result of discussions, both parties mutually agreed to recommend the matters referred to in the document attached hereto to their respective authorities concerned.

Jakarta. 17<sup>th</sup> December, 2004



Mr. Toshio Kinoshita  
Team Leader  
Japanese Final Evaluation Team  
Japan International Cooperation Agency



Drs. Nuryanto, MPA  
Head  
Center for Management of Overseas  
Cooperation  
Ministry of Home Affairs  
The Republic of Indonesia

ATTACHED DOCUMENTS

JOINT EVALUATION REPORT  
ON  
COOPERATION PROGRAM ON  
CAPACITY DEVELOPMENT FOR LOCAL GOVERNANCE  
IN  
THE REPUBLIC OF INDONESIA

17<sup>th</sup> December, 2004

J. K. P.

## TABLE OF CONTENTS

1. INTRODUCTION .....	1
1-1. Purpose of the Joint Evaluation .....	1
1-2. Members of the Japanese Evaluation Team .....	1
1-3. Schedule of the Japanese Evaluation Team .....	1
1-4. List of Personnel Visited by the Team .....	3
1-5. Methodology of Evaluation .....	3
2. BACKGROUND AND OUTLINE OF THE PROGRAM .....	4
2-1. Background of the Program .....	4
2-2. Outline of the Program .....	4
3. CONCLUSION .....	6

### List of ANNEX:

ANNEX I	Framework of the Program
ANNEX II	Evaluation Report on Regional Development Policies for Local Governments
ANNEX III	Evaluation Report on Human Resources Development for Local Governance

J. K. ↓

## 1. INTRODUCTION

### 1-1. Purpose of the Joint Evaluation

The Program was initiated on 27<sup>th</sup> September 2001 and is scheduled to be completed on 31<sup>th</sup> March 2005. The Japanese Team dispatched by JICA visited the Republic of Indonesia from 28<sup>th</sup> November to 17<sup>th</sup> December 2004 for the purpose of evaluating the achievements of the Program and making recommendations on necessary measures to successfully implement a future cooperation program for supporting decentralization in Indonesia.

The evaluation has been undertaken jointly by the Indonesian counterparts and the Japanese Team.

### 1-2. Members of the Japanese Evaluation Team

Mr. Toshio KINOSHITA	Team Leader
Mr. Michiyuki SHIMODA	Regional Development and Local Governance
Mr. Kiyofumi TAKEUCHI	Cooperation Planning
Mr. Hiroto KOMORIZONO	Evaluation Analysis (Capacity Development for Local Governance)
Mr. Harumi IIDA	Evaluation Analysis (Local Governance)

### 1-3. Schedule of the Japanese Evaluation Team

FROM: November 28<sup>th</sup>, 2004 TO: December 17<sup>th</sup>, 2004

DATE		SCHEDULE	
		Evaluation on the Project of Human Resources Development for Local Governance	Evaluation on the Project of Regional Development Policies for Local Governments and/or the Cooperation Program on Capacity Development for Local Governance
Nov. 28	Sun	Arrived in Jakarta (Mr. Iida)	Arrived in Jakarta (Mr. Komorizono)
Nov. 29	Mon	Courtesy Call at & Meeting with JICA Indonesia Office Courtesy Call at & Meeting with ex-Head of Center for Management of Overseas Cooperation (AKLN) Meeting with the JICA Experts of HRD-LG project	Courtesy Call at & Meeting with JICA Indonesia Office Courtesy Call at & Meeting with ex-Head of Center for Management of Overseas Cooperation (AKLN) Meeting with the JICA Expert Interview with CESS (NGO)
Nov. 30	Tue	Meeting with Training and Education Agency (B.DIKLAT) Leave JKT for Makassar	Interview with a consultant for Best Practices WS Interview with Planning Division, BANGDA Moved to Medan
Dec. 1	Wed	Meeting with the JICA Expert Interview with Center for Public Policy & Development Management Studies, Hasanuddin University (PSKPM, UNHAS) Interview with Center for Community	Meeting with the JICA Expert Courtesy Call at & Meeting with Head of BAPPEDA of North Sumatra Province Interview with the participants of Country-focused Training in 2003

		Development, UNHAS Interview with ex-training participants	
Dec. 2	Thu	Meeting with South Sulawesi Provincial Training Institute (BPSDMA) Interview with Board of Community Development of South Sulawesi (BPM) Interview with ex-training participants	Interview with BAPPEDA of North Sumatra Province Interview with Agency of Agriculture, Kab. Karo Interview with Bureau of Economy, Kab. Dairi
Dec. 3	Fri	Visit Mattoangin Village in Maros Regent & Interview with ex-training participants Leave Makassar to JKT	Interview with North Sumatra University Interview with Kubung Jeruk (NGO) Moved to Jakarta
Dec. 4	Sat	Preparation for the study Arrived in Jakarta (Mr. Shimoda and Mr. Takeuchi)	Preparation for the study
Dec. 5	Sun	Preparation for the study (Mr. Shimoda and Mr. Takeuchi leave for Makassar)	Moved to Makassar Meeting with the JICA expert
Dec. 6	Mon	Interview with Training alumni of Counterpart Training Interview with ex-training participants Interview with Training alumni of Country Focus Training (CFT) for Indonesia	Interview with BAPPEDA of South Sulawesi Province Interview with Hasanuddin Univ., Gowa Natural Sericulture Center, WWL (NGO)
Dec. 7	Tue	Meeting with General Directorate of Regional Autonomy (OTODA) Meeting with AKLN Leave JKT for Medan	Interview with BAPPEDA of Kab. North Luwu, Provincial BAPPEDA and NGO (YAS) Interview with Bureau of Economy, South Sulawesi Province and Agency of Commerce, Kab. Wajo Moved to Jakarta
Dec. 8	Wed	Meeting with the JICA Expert Meeting with Education and Training Board of North Sumatra Province (DIKLAT) Interview with ex-training participants (Arrival of Mr. Shimoda and Mr. Takeuchi at Medan)	Mr. Komorizono moved to Pontianak Courtesy Call at & Meeting with Head of BAPPEDA of West Kalimantan Province Interview with representatives of the Business Sector
Dec. 9	Thu	Interview with ex-training participants Interview with Training alumni of CFT	Courtesy Call at & Meeting with the Vice Governor of West Kalimantan Province Interview with Head of Kec. Tebas and Representative of Farmers Group
Dec. 10	Fri	Visit South Binjai Sub District in Medan Kota (Alumni of CFT) Leave Medan to JKT	Interview with Tanjungpura Univ. Interview with Head of Agency of Food, Crops and Agriculture, West Kalimantan Province and Mayor of Singkawang Meeting with YDT and YSDK (NGO)
Dec. 11	Sat	Preparation for the study Arrived in Jakarta (Mr. Kinoshita)	Arrived in Jakarta Preparation for the study
Dec. 12	Sun	Internal Meeting	
Dec. 13	Mon	Courtesy Call at & Meeting with JICA Indonesia Office Meeting with JICA Experts Interview with Head of AKLN	
Dec. 14	Tue	Meeting with BANGDA and BAPPEDAs	
Dec. 15	Wed	Meeting with AKLN, DIKLAT, OTODA, and DIKLAT North Sumatra	
Dec. 16	Thu	Meeting with AKLN, DIKLAT and BANGDA	
Dec. 17	Fri	Signing of M/M Report to JICA Indonesia Office Report to Embassy of Japan Leave for Tokyo	

J. R.



#### 1-4. List of Personnel Visited by the Team

With regard to the list of personnel who the Team visited for evaluating the Project of Regional Development Policies for Local Governance (hereinafter referred to as RDPLG) and the Project of Human Resource Development of Local Governments (hereinafter referred to as HRDLG), please refer to each of the Evaluation Reports of the Projects (ANNEXES II and III).

The list of personnel visited in order to evaluate the Program is as follows:

1) Center for Management of Overseas Cooperation (AKLN), Ministry of Home Affairs

Drs. Nuryanto, MPA	Head
Dr. Yuswandi A. Temenggung	ex-Head (current Head of Planning and Budget Bureau)
Dra. Mesranian MDev.Plg	Head of Multilateral Cooperation Division
Mr. Imron	Head of Bilateral Cooperation Division

2) Directorate General of Regional Development (BANGDA), Ministry of Home Affairs

Drs. Lukman Nul Hakim, M.Si	Head of Planning Bureau
Mr. Tavip Rubiyanto	Section Chief of Program Evaluation Section, Planning Bureau

3) JICA Expert

Mr. Masayoshi Enomoto	Program Leader & Team Leader for HRDLG
Mr. Takero Kawabata	Program Coordinator
Mr. Hisao Tanimoto	Team Leader for RDPLG

#### 1-5. Methodology of Evaluation

The evaluation was conducted in terms of the achievements of the Program, which is composed of two projects, that is, RDPLG Project and HRDLG Project. The achievement of cooperation activities between the two projects was also evaluated.

In addition to the references used for the evaluation of each of the Projects (see ANNEXES II and III), the following references were used in order to evaluate the Program:

- (1) The Minutes of Meeting (M/M) signed on 27<sup>th</sup> September 2001 and other documents agreed upon or accepted in the course of the implementation of the Program;
- (2) Documents provided by the Japanese experts;
- (3) The questionnaire applied to the Japanese experts and the Indonesian authorities concerned; and
- (4) The interview with the Japanese experts and the Indonesian authorities concerned.

*J. K.*

## **2. BACKGROUND AND OUTLINE OF THE PROGRAM**

### **2-1. Background of the Program**

In 1998, with the beginning of the “Reformasi” era to reform the old system, the Government of Indonesia changed its policy of local public administration from central control towards regional autonomy. The legal framework for this decentralization, namely Law No. 22/1999 on Local Autonomy and Law No. 25/1999 on Fiscal Balance between the Central and the Regional Governments, was enacted in 1999 and then officially implemented in January 2001.

Under these laws, the power of the central government was greatly devolved to local governments and also more than two million personnel were transferred to these regions. The local governments now have to train and prepare these human resources to a standard high enough to meet its greater needs and take on its expanded functions. Especially, in the field of regional development policy and management, a top-down and centralized approach has been transformed to a bottom-up one, which makes good use of each local character and is based on the local initiative. Accordingly, local governments have been required to formulate, implement and manage its regional development policy, system and program/projects.

Under the circumstances, the Government of Indonesia requested to the Government of Japan a technical cooperation for the Regional Development Policies for Local Governments. Both sides discussed and signed the Minutes of Meeting on 30<sup>th</sup> March 2001 and initiated the Mini-project type technical cooperation for the RDPLG Project on 8<sup>th</sup> April 2001. When the Government of Indonesia and the Government of Japan agreed to prepare the HRDLG Project in September 2001, “the Program on Capacity Development for Local Governance” was formulated to realize synergy effects between the two projects, based on the Minutes of Meeting signed on 27<sup>th</sup> September 2001. The cooperation period of the Program will end on 31<sup>th</sup> March 2005.

### **2-2. Outline of the Program**

#### **2-2-1. Goal of the Program**

Capacity for local government is improved.

#### **2-2-2. Components of the Program**

The framework of the Program is illustrated in ANNEX I.

##### **(1) Project I: the Regional Development Policies for Local Governments (RDPLG Project)**

Objective: Capacity of local governments in the management of regional development is

J. &

improved in order to support regional autonomy in the Central Government (BANGDA) and the selected provincial governments.

Expected Outputs:

- a. Regional development plan is formulated and implemented based on the principal of democracy and local initiatives.
- b. Human resources of local governments in the field of regional development are developed.
- c. Inter-regional cooperation in terms of regional development among province/city/district is promoted.
- d. Local stakeholders such as universities, NGOs, private sectors, and community organization, etc. properly participated in regional development process.
- e. Regional development programs/projects are formulated and implemented with local initiatives.

(2) Project II: the Human Resource Development for Local Governance (HRDLG Project)

Objective: Training courses, principally for administrative management and regional development, are implemented responding to local needs.

Expected Outputs:

- a. Training courses are improved to be more adapted to local conditions.
- b. Regional governments can implement training necessary for them.
- c. Partnership among stakeholders is enforced (among central and regional governments, inter-regional governments, universities, NGOs and others).

2-2-3. Management Mechanism of the Program

In order to manage and coordinate the Program activities, the Program Management Unit (PMU) was established as follows:

(1) Composition of the PMU

Co-head: Head of Center for Management of Overseas Cooperation, Ministry of Home Affairs  
Chief Advisor, JICA

Members: Program Coordinator, JICA  
Other experts from JICA, if necessary  
Others appointed by the Co-head

(2) Functions of the PMU

J. H. 1  
5

Functions of the PMU include:

- a. managing and coordinating the activities of the Program;
- b. monitoring the decentralization process of the Republic of Indonesia;
- c. supporting the decentralization process by introducing Japan's experience; and
- d. conducting studies necessary for the program implementation, such as
  - needs assessment for further technical cooperation, and
  - collection of best practices in regional autonomy.

### 3. CONCLUSION

The decision to form the Program, which was made between JICA and the Indonesian government in 2001, reflected the both parties' recognition of the necessity of supporting decentralization in Indonesia. In 2001 when the decentralization efforts in Indonesia was fully commenced, the Indonesian government was seriously concerned about the capacity of local governments for the establishment of regional autonomy and was seeking a comprehensive support from the donor community. On the other hand, JICA was exploring a more effective and efficient approach to support the Indonesian decentralization. In September 2001, the both parties agreed to pursuit synergy effects by connecting the RDPLG Project that was commenced in March 2001 and the HRDLG Project that was in the process of preparation. In this sense, JICA and the Indonesian government highly evaluated the formation of the Program bridging the RDPLG and HRDLG Projects as a fruit of the two countries' effort to develop a new type of cooperation.

After more than three years' cooperation under the Program, both the Indonesian and the Japanese sides agreed that the Program would finish its cooperation term in March 2005, as the two component projects of the Program will be terminated at the end of March 2005 based on the recognitions as follows:

#### 1) RDPLG Project

The project contributed to the capacity development of local governments and the related central government in the management of regional development. (Details are referred to in ANNEX II.)

#### 2) HRDLG Project

The project purpose can be evaluated as mostly accomplished, by training 3,100 governments officials as targeted in the PDM. (Details are referred to in ANNEX III.)

J. H. |

Besides the above mentioned outcomes obtained through the implementation of two projects, the Team has confirmed that the following positive effects of the Program have been found:

- 1) The Joint Coordination Committee, which consists of AKLN, Indonesian counterparts of each component project, JICA experts, and JICA Indonesia, was held once a year to discuss the activities of each component project;
- 2) Training courses on regional development were implemented in collaboration between two Projects, and the knowledge obtained from the RDPLG Project was successfully reflected in the contents of the training courses;
- 3) Special Training Course on Local Government Administration in Japan was conducted in September 2003 for 19 members of the Indonesian Parliament, who were in charge of the amendment of Law No.22/1999, and this experience was properly utilized in the process of the enactment of Law No.32/2004;
- 4) The PMU of the Program continuously conducted monitoring activities on decentralization in Indonesia, whose results were properly feed-backed to the two projects;
- 5) The introduction of Japan's experience on regional autonomy to the participants of the country-focused training courses contributed to the improvement of administrative capacity of the central and local governments.
- 6) A Study on the Civil Servant Management in Indonesia is now being conducted, and the result of the study, which is scheduled to be reported in January 2005, will be utilized by the Program.

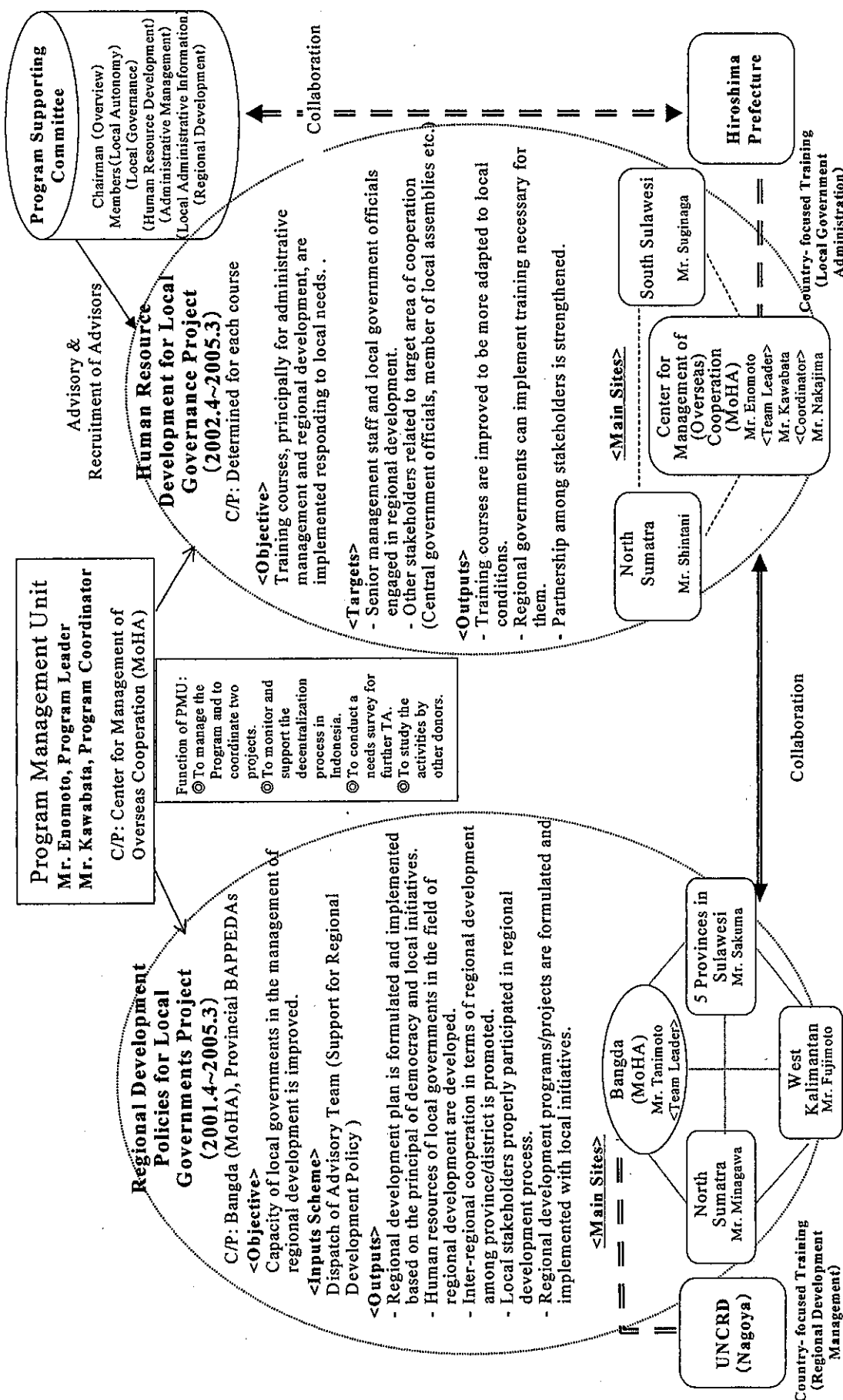
Whereas the project purposes of both projects are accomplished with a satisfactory level, there are some lessons learned from the implementation of this Program as follows:

- 1) The role of the PMU was not optimally utilized to manage and coordinate the project activities included in the Program.
- 2) The related organizations of the RDPLG Project were not properly involved in the process of establishing the Program, which led to the low level of recognition on the Program among the related organizations of the project.

J.A.

# ANNEX I:

## Framework of JICA's Cooperation Program on Capacity Development for Local Governance in the Republic of Indonesia



ANNEX II:

EVALUATION REPORT  
ON  
REGIONAL DEVELOPMENT POLICIES FOR LOCAL GOVERNMENTS

J. H.

ANNEX III:

EVALUATION REPORT  
ON  
HUMAN RESOURCE DEVELOPMENT FOR LOCAL GOVERNANCE

J. H.



ATTACHED DOCUMENTS

EVALUATION REPORT  
ON  
HUMAN RESOURCE DEVELOPMENT FOR LOCAL GOVERNANCE  
IN  
THE REPUBLIC OF INDONESIA

17<sup>th</sup> December, 2004

J.K.  
↓

1. INTRODUCTION.....	1
1-1. Purpose of Joint Evaluation.....	1
1-2. Members of Japanese Evaluation Team.....	1
1-3. Schedule of Japanese Evaluation Team.....	1
1-4. List of Personnel Visited by the Team.....	2
1-5. Methodology of Evaluation.....	4
2. BACKGROUNDS AND SUMMARY OF THE PROJECT.....	5
2-1. Background of the Project.....	5
2-2. Summary of the Project.....	5
3. ACHIEVEMENT OF THE PROJECT.....	6
3-1. Achievement of Inputs.....	6
3-2. Achievement of Outputs.....	8
4. EVALUATION.....	10
4-1. Relevance.....	10
4-2. Effectiveness.....	11
4-3. Efficiency.....	11
4-4. Impact.....	12
4-5. Sustainability.....	14
5. CONCLUSIONS AND RECOMMENDATIONS.....	15
5-1. Conclusions.....	15
5-2. Recommendations.....	17

J.K.  
f

## 1. INTRODUCTION

### 1-1. Purpose of Joint Evaluation

The Project was initiated on 1<sup>st</sup> April 2002 and scheduled to be completed on 31<sup>st</sup> March 2005. The Team dispatched by JICA visited the Republic of Indonesia from 28<sup>th</sup> November to 17<sup>th</sup> December 2004 for the purpose of evaluating the achievements of the Project.

The following objectives are focused on in the evaluation;

- 1) To grasp the history, activities and achievements of the Project and summarize the output,
- 2) To evaluate the Project from the aspects of five evaluation points: Relevance, Effectiveness, Efficiency, Impact, and Sustainability,
- 3) To make recommendations on necessary arrangements to be conducted for the successful completion of the Project.

### 1-2. Members of Japanese Evaluation Team

Mr. Toshio KINOSHITA	Team Leader
Mr. Michiyuki SHIMODA	Regional Development and Local Governance
Mr. Kiyofumi TAKEUCHI	Cooperation Planning
Mr. Harumi IIDA	Evaluation Analysis (Local Governance)

### 1-3. Schedule of <sup>Japanese</sup> the Team

FROM: November 28<sup>th</sup>, 2004 TO: December 17<sup>th</sup>, 2004

Date		Schedule
Nov. 28	Sun	Arrival at Jakarta (Mr. IIDA)
Nov. 29	Mon	Courtesy Call at & Meeting with JICA Indonesia Office Courtesy Call at & Meeting with Center for Management of Overseas Cooperation (AKLN) Meeting with the JICA Experts of HRD-LG project
Nov. 30	Tue	Meeting with Training and Education Agency (B.DIKLAT) Leave JKT for Makassar
Dec. 1	Wed	Meeting with the JICA Expert Interview with Center for Public Policy & Development Management Studies, Hasanuddin University (PSKPM, UNHAS) Interview with Center for Community Development, UNHAS Interview with ex-training participants
Dec. 2	Thu	Meeting with South Sulawesi Provincial Training Institute (BPSDMA) Interview with Board of Community Development of South Sulawesi (BPM) Interview with ex-training participants
Dec. 3	Fri	Visit Mattoangin Village in Maros Regent & Interview with ex-training participants Leave Makassar to JKT
Dec. 4	Sat	Preparation for the study Arrived in Jakarta (Mr. Shimoda and Mr. Takeuchi)

Dec. 5	Sun	Preparation for the study (Mr. Shimoda and Mr. Takeuchi, leave JKT for Makassar)
Dec. 6	Mon	Interview with Training alumni of Counterpart Training Interview with ex-training participants Interview with Training alumni of Country Focus Training (CFT) for Indonesia
Dec. 7	Tue	Meeting with General Directorate of Regional Autonomy (OTODA) Meeting with AKLN Leave JKT for Medan
Dec. 8	Wed	Meeting with the JICA Expert Meeting with Education and Training Board of North Sumatra Province (DIKLAT) Interview with ex-training participants (Arrival of Mr. Shimoda and Mr. Takeuchi at Medan)
Dec. 9	Thu	Interview with ex-training participants Interview with Training alumni of CFT
Dec. 10	Fri	Visit South Binjai Sub District in Medan Kota (Alumni of CFT) Leave Medan to JKT
Dec. 11	Sat	Preparation for the study Arrived in Jakarta (Mr. Kinoshita)
Dec. 12	Sun	Internal Meeting
Dec. 13	Mon	Courtesy Call at & Meeting with JICA Indonesia Office Meeting with JICA Experts of HRD-LG project
Dec. 14	Tue	Internal Meeting with Japanese Experts
Dec. 15	Wed	Explanation & Discussion with AKLN, B.DIKLAT, OTODA and North Sumatra DIKLAT
Dec. 16	Thu	Finalization of M/M at JICA Indonesia Office Discussion on M/M with AKLN and DIKLAT
Dec. 17	Fri	Signing of M/M with AKLN Report to JICA Indonesia Office Report to Embassy of Japan Leave JKT for Tokyo

#### 1-4. List of Personnel Visited by the Team

##### 1) Ministry of Home Affairs

##### a) Center for Management of Overseas Cooperation (AKLN)

Drs. Nuryanto, MPA, Head

Ir. Imron Rachman, Head of Bilateral Cooperation Division

##### b) Education and Training and Agency (DIKLAT)

Drs. H. Usman Sood, Secretary

Ir. Imam Bonila Sombu, Msc, Head of Learning Recourse and

Collaboration Training Division, Secretariat office

Drs. Ismail Ginting, Msi, Head of Government and Political Training  
Division

Mr. Nurdin, S.Sos, Msi, Staff

##### c) Directorate General of Regional Development (OTODA)

Ir. Dudie Djamaludin, Head of Sub-directorate

Drs. Syafii, Msi, Head of Section of Management

Kurniasih, SH, Msi, Head of Section of Institution

J.K.

f

2) South Sulawesi Province

a) Board of Human Resource Development for Civil Servant (BPSDMA)

Drs. Andi Murny Amien Situru, Msi, Head

b) Board of Community Development (BPM)

Dra. Hj. A. Husnah Latief, Msi, Head

Drs. Muhammad Firda Msi, Staff

Ir. Mosran A. Muchsin Msi, Staff

Ir. Amir Rahmah, Msi, Staff

c) Hasanuddin University (UNHAS)

Dr. Deddy T. Tikson, Chairman of Center for Community Development

Mr. Bakhtiar Mustari, Public Policy & Development Management Studies (PSKMP)

3) North Sumatra Province

a) Education and Training Board of North Sumatra Province(DIKLAT)

Mr. H. Taufik M. Lubis, Head of Board

Mr. Abdul Jalil, SH, Secretary

Mr. Johny Ginting, SH, MAP, Head of Analysis Division

Mr. Yansen Marpaung, SH, Head of Functional Training Division

Drs. Deliana Nasution, Head of Technical Training Division

Mr. Sahminan Siregar, SE, Head of Evaluation Sub-division,

Structural Training Division

b) Ex-trainees of training course

25 personals are interviewed (See ANNEX 10 list of Interviewed Ex-trainees)

4) JICA Expert

Mr. Masayoshi Enomoto, Chief Advisor

Mr. Takero Kawabata, Project Coordinator

Mr. Naoyuki Shintani, Local Governance, North Sumatra

Mr. Masahiko Suganaga, Administration Training, South Sulawesi

Mr. Kosuke Nakajima, Training Management

5) JICA Indonesia Office

Mr. Keiichi Kato, Resident Representative

Mr. Takeshi Tuji, Deputy Resident Representative

Mr. Nobuhiko Hanazato, Deputy Resident Representative

Mr. Daisuke Ueda, Assistant Resident Representative

J.K.  
f

Mr. Kazuyoshi Kuroda, Project Formulation Advisor

Mr. Masanobu Kashimura, Staff

#### 1-5. Methodology of Evaluations

The evaluation study was conducted based on the Project Cycle Management (PCM) method, and the Project was evaluated by the Evaluation Team (the Team, see 1-2 for the list of member for the Evaluation Team.)

- The Team examined the Project Design Matrix (PDM). A PDM is a summary table of overall description of the Project, its objectives and environments. (See ANNEX 1 for PDM)
- The Team confirmed the achievements of the Project in terms of overall goal, project purpose, outputs, activities and inputs stated in the PDM.
- The Team conducted evaluation on the five criteria, namely Relevance, Effectiveness, Efficiency, Impact and Sustainability, the content of which is stated below:
  - 1) Relevance: Relevance is to question whether the project purpose and overall goal are still in keeping with the priority needs and concerns at the time of evaluation.
  - 2) Effectiveness: Effectiveness concerns the extent to which the project purpose has been achieved, or is expected to be achieved, in relation to the outputs produced by the projects
  - 3) Efficiency: Efficiency is a productivity of the implementation process: how efficiently the various inputs are converted into outputs.
  - 4) Impact: Impact is intended and unintended, direct and indirect, positive and negative changes as a result of the project.
  - 5) Sustainability: Sustainability of the development project is to question whether the project benefits are likely to continue after the external aid has come to an end.

The following references were used in order to evaluate the Project:

- 1) Record of Discussions (R/D) signed in January, 2002
- 2) Series of Minutes of Discussion held during the Project term
- 3) Reports made by the Project
- 4) Interviews with Indonesian counterparts, Japanese experts, and ex-trainees in training courses conducted by the Project
- 5) Questionnaire surveys to Indonesian counterparts, Japanese experts, and other

J.K.  
1

collaborated organizations

6) Project Design Matrix (PDM) and Plan of Operation (PO)

## 2. BACKGROUNDS AND SUMMARY OF THE PROJECT

### 2-1. Background of the Project

In 1998, with the beginning of the "Reformasi" era to reform the old system, the Indonesian Government changed its policy of local public administration from central control towards local autonomy. The legal framework for this decentralization, namely Law 22 on Local Autonomy and Law 25 on Fiscal Balance between the Central and the Local Governments, was enacted in 1999 and then officially implemented from January 2001.

Under these laws the power of the central government was greatly devolved to local governments and also more than 2 million personnel were transferred to these local governments. The local governments now have to train and prepare these human resources to a standard high enough to meet its needs and take on its expanded functions. With these needs in mind, the Japanese government has, since 2000, dispatched four teams to prepare and do research for "Human Resource Development for Local Governance Project" (hereafter simply referred to as "the Project").

Both sides discussed and signed the Record of Discussions on 25<sup>th</sup> January 2002 and initiated the Project under "the Program of Capacity Development for Local Governance" based on the Minutes of Meeting signed on 27<sup>th</sup> September 2001. The term of the cooperation of the Project is until 31<sup>st</sup> March 2005.

### 2-2. Summary of the Project

The Project purpose and the outputs to be achieved are as follows:

#### 1) Project Purpose

Training courses, principally for administrative management and regional development, are implemented responding to local needs.

#### 2) Outputs

- a) Training courses are improved to be more adapted to local conditions.
- b) Local governments can implement training necessary for them.
- c) Partnership among stakeholders is strengthened. (among central and local governments, inter-local governments, universities, NGOs and others)

In order to achieve the above Project Purpose and Outputs, the Project implements

J.H.  
f

the activity described below;

- In Central,
  - a) Research on local conditions
  - b) Training needs survey for local governments
  - c) Improvement of training course by using external personnel resource
  - d) Implementation of training courses
  - e) Improvement of administration and management of training
  - f) Training in Japan for introduction of Japan's regional autonomy system
  
- In North Sumatra and South Sulawesi,
  - a) Training needs survey
  - b) Implementation of training courses
  - c) Implementation of training course in collaboration with Regional Development Policy Project
  - d) Improvement of administration and management of training by local government
  - e) Training in Japan for introduction of Japan's regional autonomy system
  
- In both in Central and North Sumatra and South Sulawesi,
  - a) Implementation of training courses with cooperation between central government agencies and local governments
  - b) Promotion of partnership between local governments, universities and NGOs
  - c) Provision of information on training activities of the project to other regions

The Project implemented Counterpart Trainings in Japan, the theme of which is Japan's regional autonomy and human resources development of local government. Also, in cooperation with JICA in HIROSHIMA Prefecture, the Project implemented Country Focused Training in HIROSHIMA Prefecture, Japan, in order to introduce Japan's regional autonomy system.

### 3. ACHIEVEMENT OF THE PROJECT

#### 3-1. Achievement of Inputs

3-1-1 Inputs from the Japanese side are as follows: (See ANNEX 2-1 List of Japanese Experts)

- 1) Long-term experts

J.K.  
1



5 persons

2) Short-term experts

9 persons

3) Counterpart training (See ANNEX 2-2 Counterpart Training in Japan)

- a) 21 persons in Counterpart Training Course on Human Resource Development for Local Government
- b) 45 persons in Country Focus Training on Local Government Administration for Indonesia

4) Provision of Equipment (See ANNEX 2-3 List of Machinery and Equipment)

The equipment provided by JICA is equivalent to 14,053,000 JPY in total from Year (JFY) 2002 to 2003.

5) Operation expenditure (See ANNEX 2-4 Operation Expenditure for the Project)

- a) Expenditure for conducting In-Country Training (including Seminar and Workshop): Total 18,788,066,493 Rp (as estimated)
- b) Expenditure for supporting UNHAS Community Development Master Degree: Total 2,244,380,000 Rp
- c) Other expenditure for administration: 5,310,392,927 Rp (as estimated)

6) Building and Other facilities

None of Buildings and facilities was provided.

3-1-2 Inputs from the Indonesian side are as follows:

1) Counterpart Personnel necessary for the Project (See ANNEX 2-6 List of Indonesian Counterparts)

Totally 54 counterparts are allocated during the project term.

2) Necessary budget for the operation of the Project (See ANNEX 2-7 Budget of the Indonesian Side)

Totally 5,026,174,178 Rp are allocated to the Project.

3) Land, Facilities and Equipment (See ANNEX 2-8 Building and Other facilities)

Indonesian side have offered offices for Japanese experts. There are two offices in Jakarta and one office each in South Sulawesi and North Sumatra.

J.K.  
f

## 3-2 Achievement of Outputs and Project purpose

### 3-2-1 Achievement of Outputs

#### 1) Output 1:

The Project has improved training courses conducted by Central government through the process of i)Research on local conditions, ii)Training needs survey for local governments, iii)Effective utilization of external resources (mainly from universities), and iv) Improvement of administration and management of training. Central government institutions could improve their knowledge and approach to conduct training courses by means of the above mentioned process.

Badan DIKLAT and OTODA have followed above process in order to conduct appropriate training courses for local needs. DIKLAT has conducted "Public Management Reform" for 13 courses, and several courses in "Legislative" and "Camat" for 4 courses and 7 courses, respectively. And, OTODA has conducted "Local Government Cooperation Management Workshop" for 13 courses from 2003 to 2004. Also, OTODA is going to implement Monitoring and Evaluation survey to analyse impact of above training course for 2005. (See 4. EVALUATION, 4-4 Impact for several outcomes of above training courses done in Central government.)

#### 2) Output 2:

The Project improved training courses conducted by Provincial governments in South Sulawesi and North Sumatra through the process that i)Training needs survey in local governments, ii)Implementation of training courses, and iii)Improvement of administration and management of training. Also, training courses in collaboration with Regional Development Policy Project are implemented. Both provincial governments could improve their knowledge and approaches to conduct training courses.

In South Sulawesi, BPSDMA in South Sulawesi Provincial government has conducted several training courses with the Project. Those training courses have been conducted in the fields of public services and management for 16 courses. Also, BPSDMA has collaborated with BAPPEDA to organize 2 training courses for Regional development planning. On the other hands, Participatory Local Social Development (PLSD) training courses have been organized by BPM, UNHAS and LML(NGO) with the Project for 13 courses. Also, the Project supported 3 terms of Master Degree course

for Community Development in UNHAS, collaborated with BPM.

In North Sumatra, Provincial DIKLAT has conducted several training courses with the Project. Those training courses have been conducted in the fields of good governance for 3 courses, regional development for 2 courses, and training management for 4 courses, respectively. Also, the TOT training course and a workshop for "Strengthening the Competence of Apparatus and Training Policy of the Local Government Towards Good Governance" were organized. Provincial DIKLAT has improved its capacity on managing training course throughout the process of planning, implementation, monitoring and evaluation through activities of the Project. Also, Provincial DIKLAT has tried to establish regional collaboration for human resources development among province, regencies and municipalities as local needs in North Sumatra. (See 4. EVALUATION, 4-4 Impact for several outcomes of above training courses done in South Sulawesi and North Sumatra.)

#### Output 3:

Badan DIKLAT in Central government and Local governments have collaborated in organizing training courses as mentioned in Output 2. In the 4 times of "Development of Training Courses for Camat in Regional Autonomy Era", Badan DIKLAT has developed curriculum in collaboration with provincial governments to train trainers for each province. Also, for "Good governance" training course organized by North Sumatra DIKLAT, Badan DIKLAT in Ministry of Home Affairs has supported development of curriculum and dispatch of trainers, as well as giving suggestion for improving training courses.

In South Sulawesi, BPSDMA has collaborated with BAPPEDA and BPM to organize several training courses successfully. On the other hands, Provincial DIKLAT in North Sumatra has tried to establish, regional collaboration among province, regencies and municipalities, with reference with Japanese cases.

In South Sulawesi, BPM, UNHAS and LML have collaborated to organize PLSD training courses. Also, UNHAS and BPM collaborated to organize Master degree course for Community development.

J.K.  
1

### 3-2-2 Achievement of Project purpose

In the Project term from 2002 to 2004 in JFY, totally 88 training courses are implemented. And, 3,398 trainees participate in those training courses. (In the above figure, 17 courses and 650 participants are included as expected number by March 2005) In those training courses, management administrative and regional development are main subjects and most of courses satisfied trainees as they responded to local needs. (See ANNEX 8 "List of In-country Training courses" and ANNEX 9 "Evaluation Report on Training/Workshops/Seminars in Japanese Fiscal Year 2003 and 2004")

Training courses are implemented by Central and Local governments in each location, number of training courses and trainees are followings;

Year (JFY)	Number of Courses	Number of Trainees
2002	30	1,125
2003	31	1,283
2004	27	990
Total	88	3,398

Also, "Master Degree course on Community Development" in UNHAS was supported by the Project, totally 83 students who are staffs of local governments and NGOs have studied in the course. (See ANNEX 2-2-4 "Master Degree course for Community Development")

## 4. EVALUATION

### 4-1. Relevance

The Project is highly relevant as follows:

#### 1) Consistency with the needs in Indonesia

According to the Law 22/1999 on Local Autonomy, local governments in Indonesia are required to elaborate development plan, provide public services and take on other functions. In order to take those responsibilities, local governments need to build their capacity. Therefore, human resources development is essential for their capacity building. In this context, the aim of Project that development of human resources through training courses is consistent with the need in Indonesia.

J.R.  
1

## 2) Appropriateness as Japanese ODA

Japanese ODA policy for Indonesia concerns mainly three categories; those are namely "sustainable growth by private sector", "Democratic and Equal society" and "Peace and Stability". Support for good governance which includes decentralization is one of important components of "Democratic and Equal society". In JICAs' technical assistance policy for Indonesia, supporting decentralization is considered as one of the important subjects.

### 4-2. Effectiveness

The effectiveness of the Project is high as follows:

#### 1) Achievement of Project purpose

By the end of Project in March 2005, the number of trainees trained in the 88 courses (including seminars and workshops) will reach more than 3,398 trainees. This number exceeds planned target of 3,100, therefore Project purpose will be achieved. Training courses implemented by Central and local governments were improved throughout the Project implementation to be more adapted to local conditions. And, the partnership among stakeholders (Central and Local governments, Inter-local governments, universities, and NGOs) for organizing training courses effectively was strengthened. Thus, the Project is effective in training local staffs in training courses as well as in capacity building of Central and Local governments in these regards.

However, the Project was not originally designed to facilitate collaboration between Central and the model areas in Provinces systematically. If it would have been done, human resource development could have been further facilitated through a built in mechanism of transfer of knowledge between Central and the local governments.

### 4-3. Efficiency

The efficiency of the Project is high as follows:

All Activities were implemented appropriately in accordance with Plan of Operation to achieve Outputs. And, all Inputs were utilized in Activities efficiently. Japanese and Indonesian Inputs are described bellow.

#### 1) Inputs of Japanese side

Dispatching of long and short term experts were appropriate in terms of number,

timing and their fields. Long term experts who speak Indonesian language contributed well to produce Outputs through good communication with Indonesian counterparts. Provision of equipment such as computers was appropriate to be utilized in the Project. Local expenditure was spent for organizing In-Country training courses effectively. Also, Counterpart trainings and Country Focus training in Japan were appropriately implemented without delay.

## 2) Inputs of Indonesian side

Counterparts for the Project were assigned appropriately, in AKLN, Badan DIKLAT and OTODA in Central government, BPSDMA and BPM in South Sulawesi Province, and North Sumatra Provincial DIKLAT. Counterparts in Central and Local governments bared part of necessary cost in organizing training courses throughout the Project. Indonesian side offered offices for Japanese experts, two offices in Jakarta, one office each in South Sulawesi and North Sumatra. In addition, local governments which sent their personals into training courses bared various expenses.

AKLN made necessary coordination and monitoring with other departments and institutions in Central government to implement the Project activities efficiently. In South Sulawesi and North Sumatra, assignment of staffs to work daily with Japanese experts was not made clearly in BPSDMA and DIKLAT respectively.

## 3) Project management

Monitoring of the project has been done by the Project in accordance with Plan of Operation. Joint Coordination Committee of the Project was organized once a year since 2003. Communication between Japanese experts and Indonesian counterparts has been adequate.

## 4-4. Impact

Impact of the Project is high as follows:

### 1) Estimation of Overall goal

Outcomes of several training courses are observed to strength capacity of local governance. Ex-trainees have shown many improvements in regional development, public services, and etc. along with their action plan made in the training courses. However, in order to achieve Super Goal and Overall Goal, what capacity of local governments need to be developed should have had clear definition as the target.

J.K.  
1

2) Intended impact at the local level (positive impact)

Intended positive impacts are found in activities of ex-trainees, some examples are shown bellow.

- Central government:

- a) After implementation of number of "TOT courses for Camat" by DIKLAT, Riau Province is going to organizes Camat training courses based on TOT course, and several provinces are intending to organize their training courses for Camat.
- b) Several local governments, which participated in "Local Government Cooperation Management Workshop" organized by OTODA, have examined the possibility to establish collaboration among them.
- c) Several ex-trainees of "Public Management Reform", "Training for Camat" and "Local Government Cooperation Management Workshop" have improved public services effectively in accordance with their action plans. Some identified examples are followings:
  - Road construction thorough community participation in Blora regency in Central Java
  - Improvement of approval of business license in Asahan regency in North Sumatra.

- South Sulawesi:

- a) BPSDMA has taken coordination in the Province, in order to collaborate with other departments for organizing training course, in which the Project showed them a model.
- b) BPSDMA succeeded to coordinate training courses by other department and institutions through showing some model cases done by the Project.
- c) Impacts of PLSD course have been observed in many regencies in South Sulawesi. Most recently, North Luwu Regency organized a workshop to disseminate and to introduce PLSD within the regency.
- d) UNHAS has intended to organize long term course for three months which is based on PLSD.
- e) As outcomes of field practice of "Local Government Training Course for Village Head and Other Related Stakeholders", participatory approach has been introduced to deal with several issues successfully in the model area.

- North Sumatra:

- a) After the workshop on "Strengthening the Competence of Apparatus and

J.R.  
/

Training Policy of the Local Government Towards Good Governance in North Sumatra", Province and several regencies have examined the possibilities to realize inter-regional collaboration on human resources development in North Sumatra.

- b) After "the comparative study on training management of the Education and Training Board at three provinces in Java", collaboration on exchanging information for curriculum and trainers have been progressed between East Java and North Sumatra provinces.

- Country Focus training

- a) Camat of South Binjai in North Sumatra province have improved public services; 1)producing brochure to inform public services and 2)implementing a survey to establish data base of inhabitant in sub-district.
- b) A staff of North Sumatra provincial DIKLAT has modified the document of guidance for training courses.

3) Unintended positive impact

After implementation of "Public Management Reform", some regencies have utilized curriculums made by Badan DIKLAT and have implemented training courses by themselves.

4) Unintended negative impact

Due to much contribution of Japanese side relatively, dependency of Indonesian side has remained in terms of technical and financial aspect.

4-5. Sustainability

The sustainability of the Project outcome is fare as follows:

1) Policy and institution in Indonesia

The Law 22/1999 on Local Autonomy has been amended into new law of No. 32/2004. In the new law, the role of Central and Local governments in Indonesia has been refined clearly. In this context, effect of the Project will be sustained.

2) Organizational arrangement in Counterparts

It is not yet clear whether any organizational and financial arrangements in Counterpart organization will be made. In South Sulawesi, BPM and UNHAS have

J.R.



done organizational and financial arrangement for next year to utilizes Project effect.

### 3) Technical sustainability in Counterparts

In Central government, DIKLAT has obtained enough knowledge and technique to organizes training courses such as Public Management Reform training course. In South Sulawesi, BPM has obtained enough knowledge and technique to organize other training courses. In North Sumatra, Provincial DIKLAT has progressed to organize effective training courses as useful tool for human resource development in local government.

However, counterpart organizations still need more time to utilize the knowledge, which the Project transfer for managing training courses completely.

## 5. CONCLUSIONS AND RECOMMENDATIONS

### 5-1. Conclusions

- 1) The Joint Evaluation Team confirmed that the Project has achieved its objective. Although it had faced certain difficulties at the beginning of its implementation in some aspects such as establishment of its operational mechanisms and definition of training subjects, it could manage to identify five priority areas of training in the second year based on the needs assessment, and finally was able to train more than 3,100 government officials and other related human resources which was stipulated as an indicative target figure in the PDM. In accordance with the foregoing observations, both sides concluded that the Project will be completed in March 2005 as planned.
- 2) Both sides agreed upon the great contribution of the Project to the transition process of decentralization, by offering series of seminars and trainings for various levels of local government personnel to enable them to cope with the drastic and complicated changes caused by decentralization, such as "Local Government Cooperation Management Workshop" conducted by OTODA and "Public Management Reform course" by Badan DIKLAT with the cooperation of the Project.
- 3) On the other hand, the Team identified certain necessities remained to be further improved in the aspect of institutional building of the training institutions which was to be achieved through implementation practice of training courses under the Project.
- 4) However, even in this aspect, some important development could be confirmed at the moment of this final evaluation as cited bellow;

J.K.

- a) The counterpart institutions are becoming more and more aware of the aspects necessary to be improved in the total cycle of: needs assessment, planning, implementation, monitoring and evaluation of their training courses.
- b) Elaboration of action plan has been introduced into the training courses and accepted well as an important element of the training with an intention to make the trainings more practical, allowing trainees to apply the training results in their daily works. In some cases, training institutions started to use it as an evaluation and follow-up tools as well.
- c) Besides the foregoing, the Team confirmed some additional interesting outcomes emerging in North Sumatra such as:
- Policy promotion model of trainings is developed, which can be observed in the case of "Good Governance Training" courses. Provincial DIKLAT made planning of training courses based on a strategic analysis of the necessary steps to be taken in order to reflect the Governor's important policy on the daily works of each one of the provincial government personnel. During these courses, each participant elaborates action plan which is to be applied in their daily works for their improvement.
  - Needs assessment exercises are taking root. Provincial DIKLAT started to hold individual consultation meetings with all the relevant sections of the provincial government as well as with the regency and municipalities in the province for needs assessment.
  - In some courses, they assigned a coordinator, a secretary and a class room assistant to accompany in the class so as to keep monitoring the trainings. This also allows the provincial DIKLAT to feedback the experience gained in the training implementation to improve the future courses.
  - The provincial DIKLAT started exchange with the East Java provincial DIKLAT which is more advanced in the field of personnel training. It is expected to be developed as a model of domestic technology transfer inside Indonesia, which could be well applied to other provinces of the Country.
  - In North Sumatra Province, there is a rising tendency to seek the possibilities of establishing collaboration mechanisms among neighbouring local governments to administrate personnel training together, referring to Japan's experience.
- 5) Although the Team could observe the above-mentioned remarkable tendencies in North Sumatra, they are just in their beginning stages since the Project started its substantial activities in this province only in March 2003. Hence the Team

J.R.

considers it important that some follow-up measures be taken by relevant parties in order to keep this trend and develop it furthermore.

- 6) Also in South Sulawesi Province, the following outputs were confirmed:
  - a) In BPSDMA which is the direct counterpart institution of the Project, some important impacts of the Project are observed. Normative attitudes of the personnel of the institution have been improved, and the collaboration with other institutions such as BAPPEDA and BPM has been realized. Furthermore, the Project facilitated to effect the provincial governor's decree issued in 2003 to oblige all the training courses conducted in the province to be reported to BPSDMA, which indicates an important development in the coordination of the provincial government's human resources management.
  - b) Trainings on Participatory Local Social Development (PLSD) which are conducted by BPM, UNHAS and LML are producing excellent results, and they could be continued sustainable.
  - c) The Master Course in Community Development is offering remarkable outputs as well. There are continuous needs for this course.
- 7) In the central level, an interesting process is in progress in the Badan DIKLAT. They are trying to delegate administration of the Training Courses for Camat to the provincial levels. The central government is planned to take charge of training trainers to be sent to the provinces to ensure effective implementation of the Camat training, giving technical support for these trainers, and monitoring to guarantee the quality of the training.

## 5-2. Recommendations

<Before the end of the Project: By March 31<sup>st</sup>, 2005>

- 1) In the central level as well as in the two target provinces, the Japanese experts and the Indonesian counterparts should look through all the aspects that were tried to be improved through the Project and to sum up those which are considered to be relevant so that they can be used as models.
- 2) In the same way, the Japanese expert team, the Indonesian counterparts and JICA Indonesia Office should discuss and agree upon the necessary measures to be taken to ensure the sustainable development of the emerging outputs of the Project indicated in the "Conclusion".

<After the Project: From April 1<sup>st</sup>, 2005>

- 1) Continuous changes are observed in the decentralization process in the Country *J. K.*

such as enactment of the Law 32/2004 in October 2004. It is very important for the central government to keep responding to this situation rapidly and flexibly, offering seminars and trainings for the local government personnel accordingly.

- 2) Although there are various important outputs emerging in the aspects of institutional building, they are still in their beginning stages. Therefore the Team recommends that the counterpart Indonesian institutions concerned should take necessary actions and measures to ensure their sustainable development.
- 3) The exchange program between North Sumatra and East Java Provinces as well as the plan to establish collaborating relations among various neighboring local governments in North Sumatra Province, are valuable challenges. It is recommended for the provincial government and other governments concerned to continue their efforts to realize these ideas.
- 4) Efforts should be made by the parties concerned to promote such new attempts as that of Badan DIKLAT to establish new relationship between central and local governments as can be seen in the case of Camat Training Courses.
- 5) The Participatory Local Social Development (PLSD) Training conducted in South Sulawesi Province is highly effective and there are high demands from the other provinces. It is desirable that PLSD Training be extended to the other provinces.
- 6) In the same way, the Team recommends that efforts be made to maintain the Master Course on Community Development offered in UNHAS.

#### List of ANNEX:

ANNEX 1	Project Design Matrix (PDM)
ANNEX 2	Performance of Input
ANNEX 3	Achievement of the Project
ANNEX 4	Results of the Evaluation Grid
ANNEX 5	Organization Chart of the Project
ANNEX 6	Plan of Operation and Implementation of Activities
ANNEX 7	List of Documents Collected
ANNEX 8	List of In-country Training courses
ANNEX 9	Evaluation Report on Training/Workshops/Seminars in Japanese Fiscal Year 2003 and 2004
ANNEX10	List of Interviewed Ex-trainees

J.K.

**Project title : Human Resource Development for Local Governance**

\_\_\_\_\_

Narrative summary	Objectively verifiable indicators	Means of verification	Important assumptions		
<b>Super goal</b> Capacity for local governance is improved.					
<b>Overall goal</b> Capacity of human resources for local governance, principally for administrative management and regional development, is improved.	Training courses are evaluated as useful for administrative management and regional development by institutions that sent trainees, after training completed.	Questionnaires and interviews	Efforts for capacity building, policy and regulation adjustments, institution reforms, and modification of working procedures and coordination mechanism continue.		
<b>Project purpose</b> Training courses, principally for administrative management and regional development, are implemented responding to local needs.	3,100 local government officials and other related personnel to local governance participate in training courses by March 2005.	Records of training			
<b>Output</b> 1 Training courses are improved to be more adapted to local conditions.  2 Regional governments can implement training necessary for them.  3 Partnership among stakeholders is strengthened. (among central and regional governments, inter-regional governments, universities, NGOs and others)	Training courses are evaluated as adapted to local conditions by trainees. Number of training courses implemented in collaboration with central government agencies  Number of training courses implemented in cooperation with regional governments  Collaborated research and training among stakeholders	Questionnaires and interviews  Records of training  Records of training  Records of research and training	Personnel and budget of training institutes do not reduce substantially.		
<b>Activities</b> (Jakarta/Ministry of Home Affairs) 1-1 Research on local conditions 1-2 Training needs survey for local governments 1-3 Improvement of training course by using external personnel resource  1-4 Implementation of training course 1-5 Improvement of administration and management of training  1-6 Training in Japan for introduction of Japan's regional autonomy system  (South Sulawesi Province and North Sumatra Province) 2-1 Training needs survey 2-2 Implementation of training course 2-3 Implementation of training course in collaboration with Regional Development Policy Project 2-4 Improvement of administration and management of training by local government 2-5 Training in Japan for introduction of Japan's regional autonomy system  (Jakarta, South Sulawesi Province and North Sumatra Province) 3-1 Implementation of training courses with cooperation between central government agencies and regional governments 3-2 Implementation of training courses with cooperation between regional governments (provincial government and district/city governments, inter-district/city governments) 3-3 Promotion of partnership between regional governments, universities and NGOs 3-4 Provision of informations on training activities of the project to other regions	<b>Input</b> <table><tr><td><u>Indonesia</u>  <b>Coordination Staff:</b> 2 persons from Training and Education Agency of Ministry of Home Affairs and Secretariat of the MOHA  2 persons from implementing agencies</td><td><u>Japan</u>  <b>Long-term experts:</b> 1 Project Leader 1 Project Coordinator 3 Experts for Training Management on Local Public Administration  <b>Short-term experts:</b> lectureres of training courses for introducing Japanese autonomy  <b>Equipment:</b> Equipment necessary for implementation of training</td></tr></table>		<u>Indonesia</u>  <b>Coordination Staff:</b> 2 persons from Training and Education Agency of Ministry of Home Affairs and Secretariat of the MOHA  2 persons from implementing agencies	<u>Japan</u>  <b>Long-term experts:</b> 1 Project Leader 1 Project Coordinator 3 Experts for Training Management on Local Public Administration  <b>Short-term experts:</b> lectureres of training courses for introducing Japanese autonomy  <b>Equipment:</b> Equipment necessary for implementation of training	Substantial institutional changes do not prevent implementation of the project.
<u>Indonesia</u>  <b>Coordination Staff:</b> 2 persons from Training and Education Agency of Ministry of Home Affairs and Secretariat of the MOHA  2 persons from implementing agencies	<u>Japan</u>  <b>Long-term experts:</b> 1 Project Leader 1 Project Coordinator 3 Experts for Training Management on Local Public Administration  <b>Short-term experts:</b> lectureres of training courses for introducing Japanese autonomy  <b>Equipment:</b> Equipment necessary for implementation of training				
			<b>Precondition</b>		

## ANNEX 2: Performance of the Input

[Japanese Side]

### 2-1 List of Japanese Experts

#### Long Term Experts (2002/02 ~ 2005/03)

Name	Field	Duration
Masayoshi Enomoto	Chief Advisor	2002/04/10~2005/3/31
Takero Kawabata	Coordinator	2002/05/18~2005/3/31
Masahiko Suginaga	Development and Management of Training for Public Management	2002/06/24~2005/3/31
Naoyuki Shintani	Development and Management of Local Public Administration	2002/04/01~2005/3/31
Kosuke Nakajima	Training Management/Survey on Decentralization	2004/02/29~2005/3/31

#### Short Term Experts

(Year 2002)

Name	Field	Duration
Masahiko Suginaga	Development and Management of Training Management	2002/02~2002/05
Hirofumi Kawakita	Management of Japanese Local Government	2002/04~2002/06
Akira Morita	Top Management of Local Public Administration and Regional Development	2002/09/10~2002/09/13
Hideaki Shiroyama		2002/09/10~2002/09/13
Yuji Ishii	Strategic Alliance for Local Government	2002/09/23~2002/09/28

(Year 2003)

Name	Field	Duration
Toshihide Miura	Regional Cooperation II	2003/10/12~2003/10/18
Sadataka Norose	Regional Cooperation I	2003/12/02~2003/12/12

(Year 2004)

Name	Field	Duration
Toshihide Miura	Personnel Management and Evaluation System	2004/08/23~2004/09/01
Hiroshi Kanda	Local Government Partnership	2004/11/28~2004/12/04

9.8.

## 2-2 Counterpart Training in Japan

### 2-2-1 Counterpart Training on Human Resource Development

JFY2002: 「Human Resource Development for Local Government」 Ministry of Home Affairs, Tokyo University, Hiroshima Prefecture Government (January 14 – 18, 2003)

	Name	Position	Region
1	Ms.Siti Nurbaya Bakar, MSc	The Secretary General, Ministry of Home Affairs	Jakarta
2	Ms.Triyuni Soemartono	The Secretary of Regional Autonomy General Directorate	Jakarta
3	Mr.Timbul Pudjianto, MPM	Head of Planning Bureau	Jakarta
4	Mr.Abdul Fatah, Msi	Head of Personnel Bureau	Jakarta
5	Ms. Mesranian MDev. Plg	Head of Cooperation & Technical Support sub Division	Jakarta

JFY 2003: 「Human Resource Development in Japanese Local Governance」 National Personnel Authority, Tokyo Metropolitan University, Ministry of Home Affairs, Tokyo Prefecture, Saitama Human Resource Development Alliance (December 07- 13, 2003)

	Name	Position	Region
1	Dr.Wachju Mohammad Nadjib	Director, Technical Implementation of Regional Autonomy	Jakarta
2	Dr.Ir.Ahmad Kamil Muhidin	Chief, Supervision sub-dir., Regional Autonomy General Directorate	Jakarta
3	Mr.Gatot Setyo Tamtomo	Head, Technical Cooperation Division	Jakarta
4	Mr.Rustam Effendi Nainggolan	Regent, North Tapanuli Regency	North Sumatra
5	Dr. H.Andi Muhammad Rum	Regent, Barru Regency	South Sulawesi

JFY 2003: 「Human Resource Development for Local Government」 Tokyo Metropolitan University, Kanagawa Prefecture, Ichikawa Prefecture, Ministry of Home Affairs, (December 07 – 13, 2003)

	Name	Position	Region
1	Drs. Andi Murny AS. M. Si	Head, Board of Human Resource Development for Civil Servant (BPSDMA)	South Sulawesi
2	Mr.Soeratman	Head, Division of Studies and Development in BPSDMA	South Sulawesi
3	Mr.Lubis Taufik Margandi	Head, Provincial Education and Training Agency, Medan	North Sumatra
4	Mrs. Harahap Dumasari	Head, Structural and General Div., Education and Training Agency	North Sumatra
5	Mr.Hamdi Muchlis	Deputy Rector for Academic Affairs, Institute of Government Studies (IIP)	Jakarta

6	Mr.Khasan Effendy	Senate Secretary of STPDN	Jakarta
7	Mr.Yasin Muhammad Syafri	Head, Regional Education and Training Agency, Bukittinggi	West Sumatra
8	Mr.Halim A.Azis	Head, Regional Education and Training Agency, Makassar	South Sulawesi
9	Mr.Kiswanto	Head, Career Development Division, Personnel Bureau, MoHA	Jakarta
10	Mr.Sombu Iman Bonila	Head, Overseas Training Division, Education and Training Agency, MoHA	Jakarta
11	Mr.Fakrulloh Zudan Arif	Head, Internal Dept. Sub Division, Education and Training Agency, MoHA	Jakarta

## 2-2-2 Country Focused Training Course

Country Focused Training Course on 「Local Government Administration for Indonesia」

(JFY 2002) (July 8 ~ August 11)

	Name	Position	Region
1	Mr.Juhardi	Staff, Planning Regulation sub Division, MoHA	Jakarta
2	Ms.Roosdina	Section Head, Planning & Evaluation for Regional Development, Regional Development General Directorate, MoHA	Jakarta
3	Ms.Herlina MARPAUNG	HEAD, Verification & Financial Report Sub Div., Regional Development General Directorate, MoHA	Jakarta
4	Ms.Innes Asnani	Staff, Center for Management of Overseas Cooperation, MoHA	Jakarta
5	Mr.Eric ARUAN	Staff, Provincial Regional Development Planning Board	North Sumatra
6	Mr.SURBAKTI Manggung	Senior Instructor, Provincial Training Centre	North Sumatra
7	Mr.Eddy Dharma TARIGAN	Head, Medan Tunjungan Sub-District	North Sumatra
8	Mr.Robert Tua SIREGAR	Staff, Development Planning Board of Simalungun Regency	North Sumatra
9	Mr.A.M.Rizal SALEH	Chief, Local Government Accountability Sub Section, Governor Office	South Sulawesi
10	Mr.Andi Irawan BINTANG	Chief, Demography and labour Force Section, Regional development Planning Board	South Sulawesi
11	Mr.H Takdir ALIM BAHRIE	Chief, Sector Social planning, Regional Development Planning Board	South Sulawesi
12	Mr.Zahrial Djafar B.	Local Development and Planning Board	South Sulawesi
13	Mr.Muslim ISMAIL	Staff, Local Development and Planning Board	West Kalimantan
14	Mr.Sofian	Head, Personnel Division of Sambas Regency's Government	West Kalimantan
15	Mr.Yan	Head, Infrastructure District, Sambas Development and Planning Board	West Kalimantan



(JFY2003) (July 6 ~ August 13)

	Name	Position	Region
1	Dra.Rahajeng Purwianti	Head, Structural & Functional Sub Division, Personnel Bureau, MoHA	Jakarta
2	Gunawan Suswanto, SH	Chief, Civil Service Section, Public Government Directorate, MoHA	Jakarta
3	Drs.Armega Fauzi	Head, Reporting Sub Division, Centre for Management of Cooperation, MoHA	Jakarta
4	Ismail Ginting	Head, Management Training Division, Education & Training Agency, MoHA	Jakarta
5	Ir.Hasmirizal Lubis, M.Si	Head, Health and Social Welfare Section, Development Planning Board	North Sumatra
6	Johny Ginting, SH, MAP	Head, Analysis Department, Provincial Education & Training Agency	North Sumatra
7	Drs.H.Done Ali Usman, MAP	Senior Level Instructoe, Provincial Education & Training Agency	North Sumatra
8	Drs.Musaddad, M.Si	Head, Facility Technique & Infrastructure, City Transportation Service	North Sumatra
9	John Hendry	Head, Economic Section, Regional Development Planning Board	West Kalimantan
10	Asharuddin Kamaluddin, SE, M.Si	Head, Industry & Trade, Tourism & Small-Medium Enterprise, Regional Development Planning Board	West Kalimantan
11	Drs.Robertus Isdius, M.Si	Head, Technical Function Division, Provincial Education & Training Agency	West Kalimantan
12	H.A.Rachman Suddin, SH	Head, Structural Training and Education, Board of HRD for Civil Servant	South Sulawesi
13	Drs.Husniati Pawelloy, M.Si	Head, Institutional Development Sub Division, Regional Development and Planning Agency	South Sulawesi
14	Drs.Andi Rustam Patingelle	Secretary, Regional Development and Planning Agency	South Sulawesi
15	Drs. H. Abdul Fattah, M.Si	Head, Functional Training and Education, Board of HRD for Civil Servant	South Sulawesi

(JFY2004) (July 11 ~ August 22)

	Name	Position	Region
1	Ms. Farida Manurung	Directorate General of Regional Autonomy - OTODA (as Head of Partnership at Regional Autonomy of OTODA)	Jakarta
2	Ms. Marlina Agus Setianingsih	Center for Management of Overseas Cooperation (as head of Administration Service sub Division)	Jakarta
3	Mr. Arif Rachman	Training and Education Agency of Ministry of Home Affairs (as Head of Administration and Finance Division)	Jakarta
4	Mr. Adi Priatna	Personnel Bureau, Ministry of Home Affairs (as Head of Sub-Division Personnel Data)	Jakarta

5	Mr. Dahlan Safrin Harahap	Directorate of Urban (as Staff of PUM Directorate)	Jakarta
6	Mr. Pangara Ritonga	Governance Bureau, SecrDIKLATriat of North Sumatra Province (as Head of Deconcentration Division)	North Sumatra
7	Mr. Erwinsyah Harahap	Education and Training Board (as Head of Administration Sub-Division in Functional Division)	North Sumatra
8	Ms. Ledi Magdalena	Education and Training Board (as Head of Academic Sub-Division in Research Division)	North Sumatra
9	Mr. Mahyuddin Sukri	Governance Bureau of Binjai (as Head of Sub-district of South Binjai Sub)	North Sumatra
10	Mr. Tatang Kelana	Research and Development Board (Staff of Planning Sub-Division)	North Sumatra
11	Mr. Imran Jausi	Departement of Partnership and Regency Settlement (as Head of Departement of Partnership and Regency Settlement Division)	South Sulawesi
12	Ms. Nirmala Makmur	Board of Human Resources Development for Civil Servant (as Head of Governmental Management Diklat Division)	South Sulawesi
13	Mr. Abdullah Nasir	Human Resources Development for Civil Servant (as Head of Studies and Development Division)	South Sulawesi
14	Mr. Sentot Irawan Darsodimedjo	Governor Office of Economic and Development Bureau (as Development Administration Section)	South Sulawesi
15	Tunggul Prasodjo (M)	Sub-Division of Personnel Information (as Head of Sub-Division of Personnel Information)	South Sulawesi

### 2-2-3 In-Country Training Program

List of In-Country Training Program is referred in ANNEX 8

### 2-2-4 Master Degree course for Community Development

Master Degree course for Community Development in UNHAS stated since 1999. The Project has supported the course from 2<sup>nd</sup> term to 4<sup>th</sup> term. (In the 4<sup>th</sup> term, one student who passed away by traffic accident is not counted in the number bellow.)

Term	Number of Students
2 <sup>nd</sup> term	27
3 <sup>rd</sup> term	28
4 <sup>th</sup> term	28
Total	83

J.R.

## 2-3 List of Machinery and Equipment

(JFY2002)

	Name of Equipment	Specification	Cost (JPN ¥)	Quantity	Allocation
1	Computer	Laptop	1,400,000	7	Board of Human Resources Development for Civil Servant (BPSDMA) – Makassar (3 units) Education & Training Affairs (DIKLAT) – Medan (2 units) DIKLAT - Jakarta (2 units)
2	Printer	Laser jet	2,000,000	4	Board of Human Resources Development for Civil Servant (BPSDMA) – Makassar (1 unit) Education & Training Affairs (DIKLAT) – Medan (1 unit) DIKLAT - Jakarta (2 units)
3	Copy Machine	Sorter Function	2,700,000	4	Board of Human Resources Development for Civil Servant (BPSDMA) – Makassar (1 unit) Education & Training Affairs (DIKLAT) – Medan (1 unit) DIKLAT - Jakarta (1 unit) Center for Management of Overseas Cooperation (1 unit)
4	LCD Projector	Compact	1,000,000	5	Board of Human Resources Development for Civil Servant (BPSDMA) – Makassar (1 unit) Education & Training Affairs (DIKLAT) – Medan (1 unit) DIKLAT - Jakarta (1 unit) Center for Management of Overseas Cooperation (2 unit)
5	Electronic Whiteboard	Voltage capacity 220V	900,000	3	Education & Training Affairs (DIKLAT) – Medan (1 unit) DIKLAT - Jakarta (1 unit) Center for Management of Overseas Cooperation (1 unit)
Transportation cost: 0				Total cost: 8,000,000 JPY	

J.R.

(JFY2003)

	Name of Equipment	Specification	Cost (JPN ¥)	Quantity	Allocation
1	Computer	Laptop	2,062,000	11	Education & Training Affairs (DIKLAT) – Jakarta (2 units) Regional Autonomy General Directorate (2 units) DIKLAT – Bukittinggi (2 units) DIKLAT – Medan (2 units) Board of Human Resources Development for Civil Servant (BPSDMA) – Makassar (1 unit) Center for Management of Overseas Cooperation (2 units)
2	Printer	Laserjet	66,000	4	Board of Human Resources Development for Civil Servant (BPSDMA) – Makassar (2 units) Center for Management of Overseas Cooperation (2 units)
3	LCD Projector	Compact	3,168,000	13	Education & Training Affairs (DIKLAT) – Jakarta (3 units) Regional Autonomy General Directorate (1 unit) DIKLAT – Bukittinggi (2 units) DIKLAT – Medan (3 units) Board of Human Resources Development for Civil Servant (BPSDMA) – Makassar (3 units) Center for Management of Overseas Cooperation (1 unit)
4	Electronic Whiteboard	Voltage Capacity 220V	1,000,000	5	Education & Training Affairs (DIKLAT) – Jakarta (1 unit) Regional Autonomy General Directorate (1 unit) DIKLAT – Bukittinggi (1 unit) DIKLAT – Medan (1 unit) Board of Human Resources Development for Civil Servant (BPSDMA) – Makassar (1 unit)
5	Screen	Portable	63,000	4	DIKLAT – Medan (3 units) Center for Management of Overseas Cooperation (1 unit)
6	Scanner	Resolution 2400x2400dpi Size 8.5x14Inch	39,000	2	Education & Training Affairs (DIKLAT) – Jakarta (1 unit) Center for Management of Overseas Cooperation (1 unit)
Transportation cost: 80,000				Total cost: 6,053,000 JPY	

2-4 Operation Expenditure for the Project (as of Nov.2004)

2-4-1 Expenditure for conducting In-Country Training and Seminar

Year	Amount of Expenditure (Rp)
2002	5,527,902,100
2003	6,444,826,493
2004	6,815,337,900 (as estimated)
Total	18,788,066,493 (as estimated)

2-4-2 Other Expenditure for administration in the Project

Year	Amount of Expenditure (Rp)
2002	1,885,745,156
2003	1,554,769,005
2004	1,869,878,766 (as estimated)
Total	5,310,392,927 (as estimated)

2-4-3 Expenditure for supporting UNHAS Community Development Master Degree

Year	Amount of Expenditure (Rp)
2 <sup>nd</sup> Batch	467,100,000
3 <sup>rd</sup> Batch	873,440,000
4 <sup>th</sup> Batch	903,840,000
Total	2,244,380,000

2-5 Operation Expenditure for the Project

None of Buildings and facilities were provided for the Project.

1 J.K.

## 2-6 List of Indonesian Counterparts

	Name	Terms	Position
I. Coordinating authority			
A. Secretariat General of the Ministry of Home Affairs (MOHA)			
1.	DR Ir. SITI NURBAYA BAKAR, M.Sc.	2002 April - present	Secretary General
2.	DR. YUSWANDI A. TEMENGGUNG	2002 April - 2004 June	Head, Centre for Management of Overseas Cooperation
3.	Drs. NURYANTO, MPA	2004 Jun - present	Head, Centre for Management of Overseas Cooperation
4.	Drs. GATOT SETYO TAMTOMO, M.Pd	2002 Dec - 2004 Aug	Head, Cooperation Technique and Administration Division
5.	Ir. IMRON RACHMAN	2004 Aug - present	Head, Bilateral Cooperation Division
6.	Dra. MESRANIAN, M.Dev.Plg	2002 - 2004 August	Head, Cooperation Technique sub-Division
		2004 Aug - present	Head, Multilateral Cooperation Division
7.	Dra. MARLINA AGUS	2002 - 2004 August	Head, Administration Service sub-Division
		2004 Aug - present	Head, Inter State I sub-Division
II. Executing and Supporting organizations			
A. Badan Diklat (Education and Training Agency, MOHA)			
8.	DR. Ir. SUDARSONO H. SH. MM	2002 - present	Head
9.	Drs. USMAN SOOD	2002 - present	Secretary
10.	Drs. EDI BUDIYANTO, M.Si	2002 - 2004 Aug	Head, Public Administration Learning Centre
		2004 Aug - present	Head, Cadre and Leadership Development Learning Centre
11.	Drs. RINTO ACILJADI	2002 - 2004 Aug	Head, Technical Learning Centre
12.	Ir. IMAM BONILA S., M.Sc	2002 - 2004 Aug	Head, Overseas Division
		2004 Aug - present	Head, Learning Resource and Collaboration Training division
13.	Drs. ISMAIL GINTING, M.Si	2002 - 2004 Aug	Head, Management Division
		2004 Aug - present	Head, Government and Political Training division
14.	NURDIN, S.Sos, Msi	2002 - 2004 Aug	Staff, Overseas Division
		2004 Aug - present	Staff, Leader Personality Development Division
15.	NUNUNG KURNIASIH, S.Sos	2002 - 2004 Aug	Staff, Overseas Division
		2004 Aug - present	Staff, Leader Personality Development Division
B. Directorate General of Regional Autonomy, MOHA			
16.	Dr. Ir. TRIYUNI SOEMARTONO	2002 - present	Secretary
17.	Drs. S. BAMBANG SETYADI, M.Si	2003 Aug - present	Director, DPOD Facilitation & Inter-Institution Relationship
18.	Drs. SAUT SITUMORANG, Msi	2002 - 2004 Aug	Director, Capacity Building and Evaluation of Regions
19.	Dra. FARIDA MANURUNG	2002 - 2004 Aug	Head, Partnership Facilitation sub-Directorate
20.	Dr. DUDIE DIAMALUDDIN, MBA	2004 Aug - present	Head, Institutional & Management Facilitation sub-Directorate
21.	KURNIASIH, SH, M.Si	2004 Aug - present	Head, Institutional Facilitation Section
22.	Drs. SYARIF BADRI	2002 - 2004 Aug	Head, Government Section
23.	Drs. SYAFIL, M.Si	2002 - 2004 Aug	Head, Non Government Section
		2004 Aug - present	Head, Management Section
C. Directorate General of Regional Development, MOHA			
24.	Dr. SUHATMANSYAH I.S. M.Si	2002 - 2004 June	Secretary
25.	Drs. SUMARSONO, MDM	2004 June - present	Secretary
26.	Drs. FAZLI SIREGAR, MPA	2002 - 2003 Desember	Director, Regional Development Planning & Evaluation
27.	Drs. LUKMANUL HAKIM, M.Si	2002 - present	Head, Planning Bureau
28.	Dr. BAMBANG SULIANTORO Dpt.DM.MPA	2002 - 2004 August	Head, Provincial Planning Sub-Directorate
		2004 August - Present	Head, Area II Planning Sub-Directorate
29.	Drs. AGUS SUKSESTIOSO	2002 - 2004 August	Head, Institutional Section
		2004 August - Present	Head, Provincial Planning Section
30.	Dr. ZAMZANI B. TJENRENG, M.Si	2002 - present	Staff, Planning Bureau
D. Personnel Bureau, MOHA			
31.	Drs. ABDUL FATAH, M.Si	2002 - present	Head
E. Provincial Education and Training Agency, North Sumatra			
32.	Drs. HIM TAUFIK LUBIS	2003 April - present.	Head
33.	ABDUL DJALIL, SH		Secretary
34.	JOHNY GINTING		Head, Research Division
35.	YANSEN MARPAUNG, SH		Head, Functional Division
36.	DELIYANA NASUTION		Head, Technical Division
37.	Dr. DUMASARI H. SH, M.Si		Head, General and Path Affairs
F. Board of Human Resource Development for Civil Servant, South Sulawesi			
38.	Dra. ANDI MURNY AS, M.Si	2002 April - present	Head
39.	Drs. ANDI PATADJANGI, M.Si		Secretary
40.	Drs. SOERATMAN		Head, Research & Development Division
41.	Drs. HA. GUGESIA ALWI		Head, Technical Diklat
42.	Mr. H.A. RAHMAN SUDDIN, SH		Head, Structural Diklat
43.	Dr. H. IMRAN JAUSI, M.Pd		Head, Public Management Diklat
44.	Drs. H. ABDUL FATAH, M.Si		Head, Functional Diklat
G. Hasanuddin University, South Sulawesi			
45.	Dr. ABDUL MADJID SALLATU, SE, MA	2002 April - present	Director, Centre for Public Policy & Development Management Studies
46.	Dr. Ir. DARMAWAN SALMAN, MS	2002 April - present	Teaching Staff, Centre for Public Policy & Development Management Studies
47.	BAKHITR MUSTARI, SE, M.Si	2002 April - present	Teaching Staff, Centre for Public Policy & Development Management Studies
48.	DEDDY T. TIKSON, Ph.D	2002 April - present	Chairman, Community Development Program, Graduate School
H. Community Empowerment Board, South Sulawesi			
49.	Dra. H. A. KASMAWATI AP, MM	2002 - 2004 April	Head
50.	Dra. H. A. HUSNAH LATIF, M.Si	2004 April - present	Head
51.	Drs. MUHAMMAD FIRDA, M.Si	2002 April - present	Division Head, Division of Natural Resources & Rural Technology
52.	Dr. MURBAN A. MUCHSIN, M.Si	2002 April - present	Staff, Division of Social Culture and Community
I. Lembaga Mitra Lingkungan (NGO)			
53.	Mr. BURHANUDDIN BUNNA	2002 April - November	Executive Director
54.	Mr. ASUAR KARATENG	2002 April - 2004 June	Board Member

## 2-7 Budget of the Indonesian Side

Budget of the Indonesian side have been allocated for organizing training courses.

Year	Amount of Expenditure (Rp)
2002	692,427,823
2003	2,111,426,855
2004	2,222,319,500 (as estimated)
Total	5,026,174,178 (as estimated)

## 2-8 Building and Other facilities

Indonesian side have offered 3 offices for Japanese experts in Jakarta, South Sulawesi, and North Sumatra.

Place	Office location
Jakarta	Training and Education Agency and Secretary of Ministry of Home Affairs
South Sulawesi	Bord of Human Resource Development of South Sulawesi
North Sumatra	Training and Education Agency of North Sumatra

J.K.

# ANNEX 3

## Actual Project Achievement and Project Implementation Process

Actual Project Achievement and Project Implementation Process																			
Evaluation criteria	Evaluation questions		Information/indicators	Evaluation result															
	Questions	Sub-questions																	
1 Project Achievement	1-1 Achievement of Overall Goal (expected) "Capacity of human resources for local governance, principally for administrative management and regional development, is improved."	1-1-1 Are Training courses for administrative management evaluated as useful by institutions that sent trainees? 1-1-2 Are Training courses for regional development evaluated as useful by institution that sent trainees	Evaluation of training course by institutions that sent trainees after training completed. Evaluation of training course by institutions that sent trainees after training completed.	Training courses for administrative management and regional development which orgnazed in Jakarta, South Sulawesi and North Sumatra were evaluated as useful by participants from Central and local governments. In addition, Outcomes of several training courses are observed, as ex-trainees improved their work in local governance in accordance with their action plan made in the training courses. However, it should be more clealy defined as target, concerning which aspects of the local government need to be developed.															
	1-2 Achievement of Project Purpose (expected) "Training courses, principally for administrative management and regional development, are implemented responding to local needs."	1-2-1 Are Training courses for management administrative which responded local needs implemented ? 1-2-2 Are Training courses for regional development which responded local needs implemented ?	3,100 local government officials and other related personnel to local governance participate in training courses by March 2005	During the Project term from 2002 to 2004 in JFY, totally 88 training courses (including seminars and workshops) are implemented. And, totally 3,398 trainees participate in those training courses. <table><tr><th>Year (JFY)</th><th>Training Courses</th><th>Trainees</th></tr><tr><td>2002</td><td>30</td><td>1,125</td></tr><tr><td>2003</td><td>31</td><td>1,283</td></tr><tr><td>2004</td><td>27</td><td>990</td></tr><tr><td>Total</td><td>88</td><td>3,398</td></tr></table> In those training courses, management administrative and regional development are main subjects and most of courses are satisfied by trainee as responded to local needs. Also, Master degree course on Community development in UNHAS was suprtted, totally 83 student who are staff of local governments and NGOs studied in the course . (See ANNEX 8 "List of Seminar and Workshop" and ANNEX 9 "Evaluation Report on Training/Workshops/Seminars")	Year (JFY)	Training Courses	Trainees	2002	30	1,125	2003	31	1,283	2004	27	990	Total	88	3,398
	Year (JFY)	Training Courses	Trainees																
2002	30	1,125																	
2003	31	1,283																	
2004	27	990																	
Total	88	3,398																	
1-3 Achievement of Outputs	1-3-1 Output 1: Training courses are improved to be more adapted to local conditions.  1-3-2 Output 2: Regional governments can implement training necessary for them.	Evaluation of training courses in terms of local condition by trainees  Number of training courses implemented in collaboration with Regional government agencies	The Project has improved training courses conducted by Central government through the process of 1) Research on local conditions, 2) Training needs survey for local governments, 3) Effective utilization of external resources (mainly from Universities), 4) Implementation of training course for administration and management of training. Central government institution could improve their knowledge and approach to conduct training courses by means of the above mentioned process.  Badan DIKLAT and OTODA have followed above process in order to conduct appropriate training courses for local needs. DIKLAT has conducted "Public Management Reform" for 13 courses, and several courses in "Legislative" and "Camat" for 4 courses and 7 courses, respectively. And, OTODA has conducted "Local Government Cooperation Management Workshop" for 13 courses from 2003 to 2004. Also, OTODA is going to implement Monitoring and Evaluation survey to analyse impact of above training course for 2005.  The Project improved training courses conducted by Provincial governments in South Slawasi and North Sumatra through the process that 1) Training needs survey in local governments, 2) Implementation of training courses, and 3) Improvement of adminisrtation and management of training. Also, training courses in collaboration with Regional Development Policy Project are implemented. Both provincial government could improve their knowledge and approaches to conduct training courses.  1) In South Sulawesi, BPSDMA in South Sulawesi Provincial government has conducted several training courses with the Project. Those training courses have been conducted in the fields of public services and management for 16 courses. Also, BPSDMA has collaborated with BAPPEDA to organize 2 training courses for Regional development planning. On the other hands, Participatory Local Social Development (PLSD) training courses have been organized by BPM, UNHAS and LML(NGO) with the Project for 13 courses. Also, the Project supported 3 terms of Master Degree course for Community Development in UNHAS, collaborated with BPM.  2) In North Sumatra, Provincial DIKLAT has conducted several training courses with the Project. Those training courses have been conducted in the fields of good governance for 3 courses, regional development for 2 courses, and training management for 4 courses, respectively. Also, the TOT training course and a workshop for "Strengthening the Competence of Apparatus and Training Policy of the Local Government Towards Good Governance" were organized. Provincial DIKLAT has improved its capacity on managing training course throughout the process of planning, implementation, monitoring and evaluation through activities of the Project. Also, Provincial DIKLAT has tried to establish regional collaboration for human resources development among province, regency and municipal as local needs in North Sumatra.																

Handwritten signature/initials.



		1-3-3 Output3: Partnership among stakeholders is strengthened (among Central and Regional governments, Inter-regional governments, Universities, NGOs and Others).	Number of collaborated research and training courses among stakeholders	<p>1) Badan DIKLAT in Central government and Local governments have collaborated in organizing training courses as mentioned in Output 2. In the 4 times of "Development of Training Courses for Camat in Regional Autonomy Era", Badan DIKLAT has developed curriculum in collaboration with Provincial governments to train trainers for each province. Also, for "Good governance" training course organized by North Sumatra DIKLAT, Badan DIKLAT in Ministry of Home Affairs has supported development of curriculum and dispatch of trainers, as well as giving suggestion for improving training courses</p> <p>2) Inter-regional governments: 1 In South Sulawesi, BPSDMA has collaborated with BAPPEDA and BPM to organize several training courses successfully. On the other hands, Provincial DIKLAT in North Sumatra has tried to establish, regional collaboration among province, regencies and municipalities, which referring Japanese cases</p> <p>3) Universities, NGOs and Others: In South Sulawesi, BPM, UNHAS and LML collaborated to organize PLSD training courses. Also, UNHAS and BPM collaborated to organize Master degree course for Community development.</p>
	1-4 Actual Inputs	Japanese Inputs	① Long and short term experts	5 long-term experts and 9 short-term experts were dispatched as planned. ( See list of expert at Annex 2-1)
			② In-country training	Totally, 88 In-country training courses (including Seminar and Workshop) are going to be conducted during the Project terms. (See the list of In-country training course in Annex 8)
			② Training course in Japan	a) 21 persons are participated in Counterpart Training course on Human Resource Development for Local Government, and b) 45 persons are participated in Country Focus Training on "Local Government Administration for Indonesia" for 2002 to 2004. (See the list of Counterpart training course in Japan in Annex 2-2)
			③ Local expenditure	The equipment provided in the Project is equivalent to 14,053,000 JPY in total from Year 2002 to 2003. Also, other expenditure which consist of a) Expenditure for conducting In-Country Training and Seminar (Total 18,079,474,203 Rp as estimated) , b) Expenditure for supporting UNHAS Community Development Master Degree: Total 2,244,380,000 Rp, and c) other expenditure for administration (5,310,392,927 Rp as estimated) are allocated. (See ANNEX 2-3 and 2-4)
		Indonesian Inputs	Allocation of Counterparts, staffs, and local expenditure	Totally 54 counterparts were allocated in Ministry of Home Affairs, South Sulawesi Provincial government and North Sumatra Provincial government. And, Totally 5,026,174,1Rp are allocated to the Project. Indonesian side offered offices for Japanese experts in Jakarta, South Sulawesi and North Sumatra. (See Annex 2-6, 2-7 and 2-8)
	2 Implementation Process	2-1 Appropriateness of the implementation process	① Points and remarks concerned from planning to implementation	PDM was once modified in September 2003. Indicator for Project purpose was reduced, and Outputs and activities were reorganized according to real situation. (See ANNEX4, 4-1-2)
			② Monitoring plan and results (to show that monitoring and evaluation system was established and functioned)	Monitoring of the project has been done in accordance with the Plan of Operation. And, Joint Coordination Committee was organized once a year since 2003.
			③ Frequency of communication between Japanese experts and C/Ps	Communication between Japanese experts and Indonesian counterparts have been kept well since the Project started.
			④ Points and remarks concerned for implementation	None

f. S. R.

# ANNEX 4

## Result of five evaluation criteria

Evaluation criteria	Evaluation questions		Information/indicators	Evaluation result
	Questions	Sub-questions		
3 Relevance	3-1 Consistency between the super goal, overall goal, and Indonesian National development policy on decentralization and regional development	3-1-1 Are the super goal, and the overall goal consistent with Decentralization policy in Indonesia?	Consistency with Decentralization policy in Indonesia	According to the Law 22 on Regional Administration in 1999, local governments are required to elaborate development plan, provide public services and take on other functions. Local governments need to develop human resources for their capacity development. In this context, Super goal and Overall goal of the Project are consistent to complete above mentioned responsibility.
		3-1-2 Are the super goal, and the overall goal consistent with Regional development in Indonesia?	Consistency with Regional development policy in Indonesia	
	3-2 Appropriateness of the project purpose	3-2-1 Is the project purpose consistent with Indonesian needs	Consistency between the project purpose and Indonesian needs	Local governments need to develop their capacity. Therefore human resources development by training is indispensable for local governments. Project purpose is really consistent with Indonesian needs in this regards.
		3-2-2 Are the Outputs and Activities responded to local needs?	Appropriateness of the outputs and activities to local needs	Training courses conducted by Central and Local governments need to respond local needs. Training institutions in Central and Local governments can improve their capacity for planning, managing and evaluating training course. Also, the Project aims that partnership among Central and Local government, Inter-regional government, universities, NGO duly analyzed.
	3-3 Appropriateness as Japanese ODA	3-3-1 Is the Project appropriate as Japanese ODA?	Consistency with Japanese ODA policy	Japanese ODA policy for Indonesia concerns mainly three categories namely "sustainable growth by private sector", "Democratic and Equal society" and "Peace and Stability". Support for good overnance which including decentralization is one of important components of "Democratic and Equal society".
		3-3-2 Is the Project Consisted with JICA country assistance plan?	Consistency with JICA country assistance plan	In JICAs' technical assistance policy for Indonesia, supporting decentralization is considered as one of important subject.
4 Effectiveness (See the Project Achievement table for the italics)	4-1 Degree of achievement of Project Purpose	4-1-1 <i>Is the Project purpose going to be achieved as originally planned??</i>	<i>See Project Achievement</i>	By the end of Project in March 2005, the number of trainees trained in the courses will reach more than 3,398 that excced planned target of 3,100.
		4-1-2 <i>Is achievement of project purpose as originally planned?</i>	<i>See Project Achievement</i>	Target number of trainees in Project purpose was adjusted from 4,600 to 3,100 based on Munittes of Meeting in September 2003. This was due to cancel of a training course (Strategic administrative management) and several seminar on regional development were decided to be excuted under the project on Regional Development Policies for Local Governments.
	4-2 Were the project design and implementation appropriate to achieve the project purpose?	4-2-1 <i>Were Outputs appropriate to achieve Project purpose?</i>	<i>See Project Achievement</i>	In the Outputs, Training courses which implemented by Central government were improved to be more adapted to local conditions. Also, Local governments could implement training courses which necessary for them. And, Partnership among stakeholders was strengthened (among Central and Regional governments, Inter-regional governments, Universities, NGOs and Others). Those Outputs were appropriate to achieve Project purpose.
		4-2-2 <i>Are there any inhibiting factors to achieve Project purpose?</i>	Change of important assumptions, Internal situation of the Project, etc	However, the Project was not originally designed to facilitate collaboration between Central and respective local government. If it would have been done, human resource development could have been further facilitated through a built in mechanism of transfer of knowloegh from Central to the local governments.
				There were no inhibiting factors to achieve Project purpose.

15.9.04.

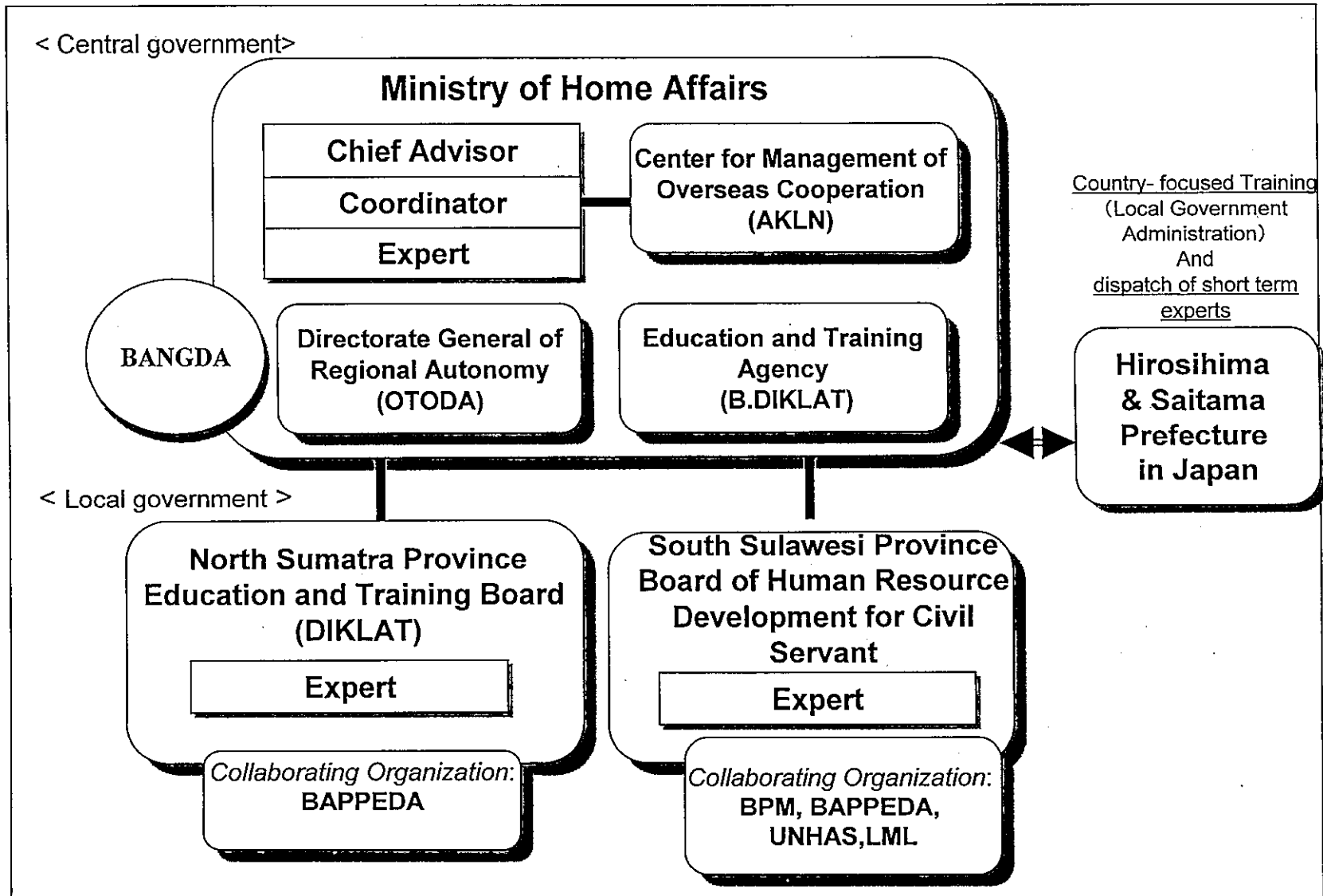
5 Efficiency	5-1 Degree of achievement of Outputs	5-1-1 Are Outputs produced as originally planned ?	See Project Achievement	Outputs were achieved respectively. Thus, 1) In Central government, the Project with DIKLAT and OTODA was able implement necessary training courses which respond to local needs, 2) In South Sulawesi and North Sumatra, BPSDMA and DIKLAT improved their capacity in organizing training courses and implemented necessary training courses in accordance with local needs, and 3) In Central and Local governments, partnership with stakeholders such as other departments, Universities was well managed.
	5-2 Efficiency of Activities	5-2-1 Were Activities implemented appropriately to achieve Outputs ?	See Project Achievement	All Activities were implemented appropriately in accordance with Plan of Operation to achieve Outputs.
		5-2-2 Are there any inhibiting factors to achieve Outputs?	Change of Important assumptions , Internal situation of the Project, etc	In terms of strengthening capacity building of local training institution, degree of achievements would have been higher, if BPSDMA in South Sulawesi could have demonstrate firmer commitment.
	5-3 Appropriateness of Inputs in relation to the produced Outputs (Have the timing, quality, and quantity of inputs been necessary and sufficient to achieve outputs?)	5-3-1 Are Japanese inputs appropriateness?	①Dispatch of Japanese experts (Number, Timing, field)	Dispatching of long and short term experts were appropriate in terms of number, timing and their fields. Long term experts who speak Indonesian language contributed well to produce Outputs through good communication with Indonesian counterparts.
			②Provision of equipment (variety, number, timing)	Provision of equipment was appropriate to be utilized in the Project.
			③Acceptance of trainees in Japan (timing, number, content/quality of the training)	Counterpart trainings and Country Focus training in Japan were appropriately implemented without delay. In 2002, dispatching high ranking officers in Counterparts training, the importance of the Project was deeply understood into the counterparts organizations.
		5-3-2 Are Indonesian inputs appropriateness?	①Allocation of C/Ps (Number, timing, field)	In Central government, AKLN made necessary coordination with other department and institution to implement the Project activities. In South Sulawesi and North Sumatra, assignment of staffs to work daily with Japanese experts was not made clearly in BPSDMA and DIKLAT.
			②Operational cost for the project	Counterparts as Central and Local government bared part of necessary cost in organizing training courses. Also, local governments which send their personel to several training courses bared necessary expenses to participate the courses.
			③Quality and quantity of equipment and facilities provided	Indonesian side offered offices for Japanese experts in Jakarta (2), South Sulawesi (1) and North Sumatra (1).
		5-3-3 Is the project management efficient?	①Operational situation of Project . Coordination Committee	Monitoring of the project has been done by the Project in accordance with the Plan of Operation. And, Joint Coordination Committee was organized once a year since 2003.
			②Frequency of communication between Experts and Counterparts	Communication between Japanese experts and Indonesian counterparts have been adequate.
6 Impact (See the Project Achievement table for the italics)	6-1 Impacts of the Project for the long term, and other fields	6-1-1 Will Super goal be estimated to be achieved?	See Project Achievement	Outcome of several training courses are observed, as ex-trainees try many improvement in local governance along on their action plans made in the training courses. However, in order to achieve Super Goal and Overall Goal, what capacity of local government need to develop should have clear definition as target.
		6-1-2 Will the Overall goal be estimated to be achieved?	See Project Achievement	
		6-1-3 Are there any unintended positive and negative situation produced by the project?	①Intended and unintended positive impact, if any.	There are several intended positive impacts, some examples are followings; 1) Jakarta: ①After implementation of number of "TOT courses for Camat" by DIKLAT, Riau Province is going to organizes Camat training course based on TOT course and several provinces are intending to organize their training courses for Camat. ②Several local government, which participate "Local Government Cooperation Management Workshop" organized by OTODA, have examined the possibility to establish collaboration among them. ③ Several ex-trainees of "Public Management Reform", "Training for Camat" and "Local Government Cooperation Management Workshop" have improved public services effectively in Java, North Sumatra, South Sulawesi and ect. in accordance with their action plans.

58.

6 Impact (See the Project Achievement table for the italics)	6-1 Impacts of the Project for the long term, and other fields	6-1-3 Are there any unintended positive and negative situation produced by the project?	① Intended and unintended positive impact, if any.	2) South Sulawesi: ① BPSDMA has taken coordination in the Province, in order to collaborate with other departments for organizing training course, in which the Project showed them a model. ② BPSDMA succeeded to coordinate training courses by other department and institutions through showing some model cases done by the Project. ③ Impacts of PLSD course have been observed in many regencies in South Sulawesi. Most recently, North Luwu Regency organized a workshop to disseminate and to introduce PLSD within the regency. ④ UNHAS has intended to organize long term course for three months which is based on PLSD. ⑤ As outcome of field practice of "Local Government Training Course for Village Head and Other Related Stakeholders", participatory approach has been introduced to deal with several issues successfully in the model area.  North Sumatra: ① After workshop on "Strengthening the Competence of Apparatus and Training Policy of the Local Government Towards Good Governance in North Sumatra", Province and several regencies have examined the possibilities to realize inter-regional collaboration on human resources development in North Sumatra. ② After "the comparative study on training management of the Education and Training Board at three provinces in Java", collaboration on exchanging information for curriculum and trainers have been progressed between East Java and North Sumatra provinces
				Country Focus Training in Japan: Based on advanced experience during training in Japan, some ex-trainees have shown improvement of their duties. ① A staff of DIKLAT in North Sumatra has modified the document of guidance for training courses. ② Camat of South Binjai have improved public services such as producing brochure to inform public services and implementing a survey to establish data base of inhabitant in sub-district.
				There is unintended positive impacts, an examples is followings; After implementation of "Public Management Reform", some Regencies are utilizing curriculums made by DIKLAT and are implementing training courses by themselves.
			② Intended and unintended negative impact, if any.	Due to much contribution of Japanese side relatively, dependency of Indonesian side has remained in terms of technical and financial.
7 Sustainability	7-1 Sustainability of project effects	7-1-1 Will policies and institution be maintained for sustaining of project effects?	Present and future aspect of Decentralization and Regional development policies as well as concerned institutions in Indonesia	The Law 22/1999 on Local Autonomy has been amended into new law of No. 32/2004. In new law, the role of Central and Local governments in Indonesia has been refined clearly. In this context, effect of the Project will continue.
		7-1-2 Have Central and Regional governments, and concerned organizations made necessary arrangement on budgets and operation to utilize project effects?	Organizational arrangement of Central governments on budgets and operation system	There are not decided yet any arrangements in terms of organizational and financial in Counterpart organization.
			Organizational arrangements of Regional governments on budgets and operation	There are not decided yet any arrangements in terms of organizational and financial in Counterpart organization.
		7-1-3 Will Central and Regional governments as well as concerned organizations maintain transferred technologies?	Maintenance of transferred technologies	In South Sulawesi, BPM and UNHAS have done organizational and financial arrangement to continue PLSD training course for next year.  In Central government, DIKLAT has obtained enough knowledge and technique to organize training course for Camat. However, there remains some aspect in which they require further improvement on management of training courses In Local government, BPM has obtained enough knowledge and technique to organize PLSD training course. In North Sumatra, Provincial DIKLAT has progressed to organize effective training courses as useful tool for human resource development in local government However, Counterpart organizations still need more time to utilize the knowledge, which the Project transfer for managing training courses completely.

Handwritten signature/initials.

# ANNEX 5: Organization chart of HRD-LG project



## ANNEX 6

## Plan of Operation and Implementation of Activities

No.1: from Apr. 2002 to Sep. 2002

Progress of Activities								Problems in this term		Target and activities in the next term	
Activities	Planned (P)	4	5	6	7	8	9				
	Actual (A)	4	5	6	7	8	9				
1. Implementation of training in accordance with local needs in Jakarta and in regions	P	→							①The most of the time was consumed for the preparation of commencing the Project's activities.② Three training courses/ workshop were conducted during this term as planned. However, one training course was cancelled due to the internal problems of the implementation organization (LAN).  Therefore, as substitute training ,Workshop on "Toward the Autonomous Society" among the mayors in South Slaweshi Provinces was newly organized and implemented. In this Workshop, three Japanese experts (Prof. Morita, Associate. Prof. Shiroyama, Tokyo University and Mr. Matsui,J ETRO) visited Indonesia to give lectures on Japanese experience of this field.	①The remaining training courses which are planned in this fiscal year shall be implemented in the next term.②Needs survey of training in the local government is to be condcted in the next term in collaboration with Badan Diklat, before the implementation of the training courses proposed by Badan Diklat	
	A	→									
2. Strengthing the capacity for implementing training in South Slawesi and North Sumatra											

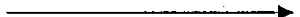





\* This PO was used from Apr. 2002 to Aug.2003, until modification of PDM in Sept. 2003.

J.R.

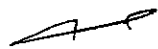
## ANNEX 6

## Plan of Operation and Implementation of Activities

No.2: from Oct. 2002 to Mar. 2003

Progress of Activities								Problems in this term			Target and activities in the next term
Activities	Planned (P)	10	11	12	1	2	3				
	Actual (A)	10	11	12	1	2	3				
1. Implementation of training in accordance with local needs in Jakarta and in regions	P  A	 							①During this term, 10 training courses/ workshops were conducted to the 7 original courses/ workshops to meet the training needs of the Central and local governments. Those training needs for our Project seem to increase in the coming fiscal year in order to cope with their various problems arising in the process of decentralization of this country.  ②The enhancement of manpower capacity of our Project in Jakarta shall be desired in order to meet the increasing human resources needs.	① The training courses which are organized by the local governments shall be planned and implemented.② Achievements oriented training courses shall be organized in the next fiscal year.	
2. Strengthening the capacity for implementing training in South Slawesi and North Sumatra											
[South Slawesi]	P  A	 									
[North Sumatra]	P  A	(Next term)  (Next term)							On Mar. 2003, Sub-Project office was established in Provincial Diklat of North Sumatra Province	The main activities for strengthening the capacity for implementing training is scheduled to implement in the next fiscal year through the implementation of training programs conducted by local governments in model areas.	
3. Implementation for introducing Japanese Regional Autonomy System	P  A										
(Jakarta, South Sulawesi Province and North Sumatera Province)											
4. Dissemination of the Project	P  A	 							The WEB Site of our Project was established	The other methods of dissemination of the Project shall be studied.	

\* This PO was used from Apr. 2002 to Aug.2003, until modification of PDM in Sept. 2003.

  
 J.R.

## ANNEX 6

## Plan of Operation and Implementation of Activities

No.3: from Apr. 2003 to Sep. 2003

No.3: from Apr. 2003 to Sep. 2003														
Progress of Activities										Problems in this term		Target and activities in the next term		
Activities				Planned (P)	4	5	6	7	8	9				
				Actual (A)	4	5	6	7	8	9				
1-1. Research on local conditions				P	Not Planed in this term.						(1)Mid-term evaluation team for our Project has visited in Indonesia on Sep, this year. As one of the result of discussions with the team, PDM was slightly changed so as to meet the present situation of the Project' activities.		(1)In order to promote cooperation between central government agencies and regional governments, it is planed to organize training courses conducted by local governments to which central government send lecturers or to establish some sessions by central government in the training courses which are planed and implemented by regional government.	
				A	Not Planed in this term.									
1-2. Training needs survey for local governments				P	Not Planed in this term.									
				A	Not Planed in this term.									
1-3. Improvement of training course by using external personnel resource				P	→									
				A	→									
1-4. Implementation of training course				P	→									
				A	→									
1-5. Improvement of administration and management of training				P	→									
				A	→									
1-6. Training in Japan for introduction of Japan's regional autonomy system				P	→						(2) It is difficult to organize training courses with cooperation between central government agencies and regional government, because in Indonesia, Badan Diklat of Ministry of Home Affairs and LAN are responsible Authority for training delivery to local governmental officials and local parliamentarians .		(2)Needs survey of training from local govemmnets are planed.	
				A	→									
(South Sulawesi Province and North Sumatera Province)														
2-1. Training needs survey				P	Not Planed in this term.									
				A	Not Planed in this term.								(3) Implementation of training courses in collaboration with Regional Development Policy Project are planed.	
2-2. Implementation of training course				P	→									
				A	→									
2-3. Implementation of training course in collaboration with Regional Development Policy Project				P	Not Planed in this term.									
				A	Not Planed in this term.									
2-4. Improvement of administration and management of training by local government				P	→									
				A	→									
2-5. Training in Japan for introduction of Japan's regional autonomy system				P	→									
				A	→									
(Jakarta, South Sulawesi Province and North Sumatera Province)														
3-1. Implementation of training courses with cooperation between central government agencies and regional governments				P	Not planed. in this term.									
				A	Not planed. in this term.									
3-2. Implementation of training courses with cooperation between regional governments (provincial government and district/city governments, inter-district or city governments)				P	→									
				A	→									
3-3. Promotion of partnership between regional governments, universities and NGOs				P	→									
				A	→									
3-4. Provision of informations on training activities of the project to other regions				P	→									
				A	→									



## ANNEX 6

## Plan of Operation and Implementation of Activities

No.4: from Oct. 2003 to Mar. 2004


Progress of Activities		Problems in this term						Target and activities in the next term		
Activities	Planned (P)	10	11	12	1	2	3			
	Actual (A)	10	11	12	1	2	3			
1-1. Research on local conditions	P							(1)The implementation of the most of planned in-country training courses in this fiscal year was centered in this term due to the delay of preparation of training delivery.		
	A									
1-2. Training needs survey for local governments	P							(2) In Indonesia even after the decentralization, many training programs for local government officials has been conducted by the initiative of the Central Government.		
	A									
1-3. Improvement of training course by using external personnel resource	P							(1)In order to deliver the training program for camat in the fiscal year of 2004, based on the results of needs survey which was conducted in the latter term of the previous fiscal year, curriculum, training module will be made out.		
	A									
1-4. Implementation of training course	P							(2)Civil servant managing system in Japan will be introduced to the Indonesian authorities concerned by the Japanese short term expert in the seminar.		
	A									
1-5. Improvement of administration and management of training	P							(3)The plan of the establishment of wide regional training system in North Sumatera Province will be continuously supported by sending key persons of the Province to Japan for their study so that the Plan may be realized.		
	A									
1-6. Training in Japan for introduction of Japan's regional autonomy system	P									
	A									
(South Sulawesi Province and North Sumatera Province)										
2-1. Training needs survey	P									
	A									
2-2. Implementation of training course	P									
	A									
2-3. Implementation of training course in collaboration with Regional Development Policy Project	P									
	A									
2-4. Improvement of administration and management of training by local government	P									
	A									
2-5. Training in Japan for introduction of Japan's regional autonomy system	P									
	A									
(Jakarta, South Sulawesi Province and North Sumatera Province)										
3-1. Implementation of training courses with cooperation between central government agencies and regional governments	P									
	A									
3-2. Implementation of training courses with cooperation between regional governments (provincial government and district/city governments, inter-district or city governments)	P									
	A									
3-3. Promotion of partnership between regional governments, universities and NGOs	P									
	A									
3-4. Provision of informations on training activities of the project to other region	P									
	A									

## ANNEX 6

## Plan of Operation and Implementation of Activities

No.5: from Apr. 2004 to Sep. 2004

Progress of Activities							Problems in this term	Target and activities in the next term	
Activities	Planned (P)	4	5	6	7	8	9		
	Actual (A)	4	5	6	7	8	9		
1-1. Research on local conditions(Workshop on Local Government Cooperation and Re-entry Workshop on Action Plan for Almni 2002)	P							(1) Some of the training courses shall be improved for more practical one rather than theoretical(.Example: Public Management Reform Course, Local Government Cooperatuion Management Workshop, Good Governance Training Course etc.) (2)Evaluation team for the completion of cooperation for this Project visits our Project in next term. Therefore direction of cooperation on this Project after termination of present cooperation period shall be studied by the project.	(1)The detail plan of Phase II cooperation after completion of present cooperation period shall be formulated.
1-2. Training needs survey for local governments( Training for Camats)	A								
	P								
1-3. Improvement of training course by using external personnel resource	A								
	P								
1-4. Implementation of training course	A								
	P								
1-5. Improvement of administration and management of training	A								
	P								
1-6. Training in Japan for introduction of Japan's regional autonomy system	A								
	P								
(South Sulawesi Province and North Sumatera Province)	A							(2)The training group of North Sematera Province on wide area training cooperation system in Japan will be sent to Japan from Jan. 2005.  (3)The amendment of curriculum on "Country focused Training Course on Local Governmcent Administration for Indeonesia "shall be studied.	
2-1. Training needs survey	P	None in this term .							
2-2. Implementation of training course	A	None in this term .							
	P								
2-3. Implementation of training course in collaboration with Regional Development Policy Project	A								
	P	None in this term .							
2-4. Improvement of administration and management of training by local government	A	None in this term .							
	P								
2-5. Training in Japan for introduction of Japan's regional autonomy system	A								
	P								
(Jakarta, South Sulawesi Province and North Sumatera Province)	A								
3-1. Implementation of training courses with cooperation between central government agencies and regional governments	P								
3-2. Implementation of training courses with cooperation between regional governments (provincial government and district/city governments, inter-district or city governments)	A								
	P	None in this term .							
3-3. Promotion of partnership between regional governments, universities and NGOs	A	None in this term .							
	P								
3-4. Provision of informations on training activities of the project to other regions	A								
	P								
	A								

  
 J. B.

# ANNEX 7 List of Documents Collected

	Year	Author	Title
1	2003	Badan Diklat	Organisasi Dan Tata Kerja Departemen Dalam Negeri (Badan Diklat)
2	2004	Badan Diklat, HRD-LG Project	Daftar Hadir Peserta Training of Trainer diklat Peningkatan Kapasitas Camat
3	2004	Badan Diklat, HRD-LG Project	Pedoman Penyelenggaraan TOT Bagi Calon Pengajar
4	2004	Badan Diklat, HRD-LG Project	Modul-01 Demokratisasi Pemerintahan
5	2004	Badan Diklat, HRD-LG Project	Modul-02 Analysis Penegakan Peraturan Perundang-Undangan
6	2004	Badan Diklat, HRD-LG Project	Modul-03 Mewirusahaakan Birokrasi Pemerintah (Reinventing Government)
7	2004	Badan Diklat, HRD-LG Project	Modul-04 Optimalisasi peran dan fungsi Kecamatan Dalam Rangka Meningkatkan Pelayanan Kepada Masyarakat
8	2004	Badan Diklat, HRD-LG Project	Modul-05 Kepemimpinan Strategis Dan Transformatif
9	2004	Badan Diklat, HRD-LG Project	Modul-06 Manajemen Konflik Dan Integrasi
10	2004	Badan Diklat, HRD-LG Project	Modul-07 Manajemen Keuangan Daerah Dan Anggaran Kineria
11	2004	Badan Diklat, HRD-LG Project	Modul-08 Strategi Pengembangan Ekonomi Daerah
12	2004	Badan Diklat, HRD-LG Project	Modul-09 Perencanaan Partisipatif
13	2004	Badan Diklat, HRD-LG Project	Modul-10 Penguatan Kemiskinan Dan Pemberdayaan Masyarakat
14	2004	Badan Diklat, HRD-LG Project	Modul-11 Pembelajaran Bagi Orang Dewasa
15	2004	Badan Diklat, HRD-LG Project	Modul-12 Evaluasi Pendidikan Dan Pelatihan
16	2004	Badan Diklat, HRD-LG Project	Panduan Fasilitator
17	2004	Badan Diklat, HRD-LG Project	Teknik Penyusunan Action Plan
18	2004	UNHAS-Dept. of Community Development	Staf Pengajar (Staff list of Department of Community Development, UNHAS)
19	2003	BPSDMA, South Sulawesi	Organisational Structure (BPSDMA)
20	2003	South Sulawesi Province	Gubernur Sulawesi Selatan(Degree of Governor), 36 Tahun 2003
21	2004.05	BPSDMA, South Sulawesi	Surat Edaran Gubernur Sulawesi Selatan, Nomor: 893.3/1796/SET, Pemberlakuan Hasil Kesepakatan Pada, Sinkronisasi Dan Integrasi Program Pengembangan SDM Aparatur Tahun Anggaran 2004
22		HRD-LG Project	Alumni Pelatihan Terkait Dengan Pemberdayaan Masyarakat
23	2003	HRD-LG Project	Brief Report on PLSD Training Course Conducted in JFY 2003
24	2004	HRD-LG Project	Brief Report on PLSD Training Course Conducted in JFY 2004
25	2004.11	HRD-LG Project	Report on Seminar and Workshop on Participatory Local Social Development (PLSD) Conducted by Kabupaten Luwu Utara
26	2004	BPSDMA, South Sulawesi	Masamba, 3 - 4 November 2004 PLAN OF OPERATION BADAN PENGEMBANGAN SDM APARATUR SOUTH SULAWESI PROVINCE, FISCAL YEAR 2004
27	2005	HRD-LG Project	List of students in Master degree course on Community Development
28	2004	Education and Training Bord of North Sumatra Province (Diklat)	Buku Panduan Pendidikan Dan Pelatihan Tahun Anggaran 2004
29	2003	Education and Training Bord of North Sumatra Province (Diklat)	Profile Education and Training Bord of North Sumatra Province
30	2004	South Binjai Sub district, Binjai Kota, North Sumatra	Pelayanan Publik, Dikantor Camat Binjai Selatan

**ANNEX 8**  
**List of In Country Training**

8-1: Year 2002(JFY)

Name of Seminar/Workshop		Implementing Institution/Agency	Place	Term	Number of Participant	Budget(Rp)
1	Preparation Technique for Local Priority Progt	Tadulako University	Palu	Aug 08 - 10	62	214,389,475
2	Workshop on Regional Development Planning in Regional Autonomy	UNHAS	Jakarta	May 28	22	29,302,000
		USU	Medan (Parapat)	Feb 17 - 19	52	221,565,000
		UNHAS	Makassar	Oct 06 - 10	28	717,946,160
		"	"	Oct 13 - 17	53	
		"	"	Oct 20 - 24	51	
		"	Manado	Oct 27 - 31	36	
3	Workshop on Regional Development (Learning from Best Practice Case)	BAPPEDA	Makassar	Feb 17 - 19	89	156,426,260
		BITRA	Medan (Parapat)	Feb 03 - 05	76	201,760,400
		UNTAN	Pontianak	Feb 19 - 20	125	248,098,250
4	Workshop on Information management for Regional Development	FSI	Jakarta	Dec 18 - 19	15	53,260,575
5	Participatory Local Social Development Training (Frontline Officer Version)	BPM	Makassar	Jan 24 - Feb 10	20	119,863,151
	Participatory Local Social Development Training (NGO Version)	LML	"	Jan 13 - 26	18	125,867,951
	Participatory Local Social Development Training (Policy Maker, Sub-District Officer Version)	UNHAS	"	Jan 20 - 25	14	293,889,800
	Participatory Local Social Development Training (Policy Maker, Regency Officer Version)	UNHAS	"	Feb 03 - 09	19	
	Participatory Local Social Development Training (Planning Maker Version)	UNHAS	"	Feb 17 - 22	24	
6	Legislative Course	B.diklat	Jakarta	Jan 20 - 25	24	
			Makassar	Feb 17 - 22	31	
			Bukittinggi	Feb 03 - 08	29	
7	Public Management Reform Course	B.diklat	Jakarta	Jan 20 - 25	17	2,045,478,868
			Makassar	Feb 17 - 22	30	
			Bukittinggi	Feb 03 - 08	19	
8	Local Social Development Course	B.diklat	Jakarta	Jan 20 - 25	30	
			Makassar	Feb 17 - 22	47	
			Bukittinggi	Feb 03 - 08	28	
Additional Program						
1	Workshop on Mayor and District Head in Sulawesi (Toward the Autonomous Society)	UNHAS	Makassar	Sept 04 - 06	12	201,282,770
				Sept 11 - 13	19	
2	Public management Reform Course (for NAD P	B.Diklat	Jakarta	Mar 10 - 13	61	848,815,440
	Legislative Course (for NAD Province)				47	
In the Regional Development Policy for Local Governance Project (Integrated)						
	Management Information System for Gov.st	BAPPEDA	Medan	Dec 18 - 19	27	49,956,000
Total					1125	5,527,902,100

*J.R.*

**ANNEX 8**  
**List of In Country Training**

8-2: Year 2003(JFY)

Name of Seminar/Workshop		Implementing Organization/Agency	Place	Term	Number of Participant	Budget (Rp)
1	Re-Entry Workshop Action Plan for Alumni FY 2003	B. Diklat	Jakarta Padang	Sep 01 - 03 Sep 15 - 17	55 51	794,031,528
2	Public Management Reform Course	B. Diklat	Jakarta Padang Makassar	Jun 30 - Jul 05 Jul 07 - 12 Jul 21 - 26	16 28 40	626,942,840
3	Public Management Course for Sub-District Head	BPSDMA	Makassar	Jun 30 - Jul 04 Jul 07 - 11	29 26	125,818,000
4	Good Governance Orientation	B. Diklat	Medan	Aug 04 - 09	30	63,345,700
5	Training Need Analysis	B. Diklat	Medan	Aug 25 - 29	30	51,133,350
6	Re-Entry Workshop Action Plan for Alumni FY 2003	B. Diklat	Makassar	Oct 20 - 22	70	330,775,830
7	Public Management Reform Course	B. Diklat	Jakarta	Feb 09 - 13 Feb 23 - 27	50 69	504,768,000
8	Local Government Cooperation Management Workshop	OTODA	Jakarta	Oct 14 - 16 Oct 27 - 31 Nov 03 - 07 Nov 10 - 14 Dec 08 - 12 Dec 15 - 19 Jan 12 - 16	52 42 43 44 70 46 52	2,337,295,350
9	Participatory Local Social Development (Frontline Officer Version)	BPSDMA/BPM	Makassar	Feb 10 - 28	19	175,537,550
	Participatory Local Social Development (NGO Version)	BPSDMA/LML	"	Feb 13 - 29	19	169,410,950
	Participatory Local Social Development (Policy Maker Version)	BPSDMA/UNHAS	"	Feb 21 - 29	18	110,625,000
	Participatory Local Social Development (Planning Maker Version)	BPSDMA/UNHAS	"	Feb 21 - 29	17	126,975,000
10	Capacity Building for Regional Development Planning	BAPPEDA/BPSDMA	Makassar	Feb 20 - 24	30	171,774,325
11	Training of Quality Service Delivery	BPSDMA	Makassar	Oct 13 - 17 Oct 20 - 24	22 21	78,310,600
12	Enhancing Governmental Organization Management with Balanced Scorecard	BPSDMA	Makassar	Dec 17 - 18	62	46,713,700
13	Regional Economy Development Planning	B. Diklat	Medan	Dec 09 - 17	22	56,156,350
14	General TOT Course	B. Diklat	Medan	Oct 06 - 24	30	117,270,650
15	Strengthening the Competence of Apparatus and Training Policy of the Local Government Towards Good Governance in North Sumatra	B. Diklat	Medan	Oct 16	152	164,141,710
16	Management of Training	B. Diklat	Medan	Mar 01 - 06	28	52,957,800
17	Training Needs Assessment for Sub-District Head	B. Diklat	Jakarta	Jan-Mar	***	342,842,260
Total					1283	6,446,826,493

*J.R.*

**ANNEX 8**  
**List of In Country Training**

8-3: Year 2004(JFY)

Plan in ( )

	Name of Seminar/Workshop	Implementing Institution/Agency	Place	Term	Number of Participant	Budget (Rp)
1	Public Management Reform Course	B.Diklat	Jakarta	Jun 14 - 18 Jul 12 - 16 Aug 02 - 06 Sep 06 - 10	39 44 67 41	1,001,525,800
2	Development of Training Courses for Camat in Regional Autonomy Era	B.Diklat Trial 2 Batches TOT 2 Batches	Jakarta	Sept 27 - oct 01 Oct 04 - 08 Nov 29 - Dec 03 Dec 06 - 10	41 37 62 59	1,968,088,900
3	Local Government Cooperation management Workshop	OTODA	Jakarta	Oct 05 - 07 Oct 18 - 22 Nov 01 - 05 Nov 29 - Dec 03 Nov 29 - Dec 03 Jan 10 - 14	32 36 35 ( 40 ) ( 40 ) ( 40 )	1,963,876,900
4	Comparison of Civil Servant management System in Indonesia & Japan	Personnel Bureau Secretariate General MoHA	Jakarta	August 24	22	69,149,800
5	Participatory Local Social Development (Frontline Officer Version) Participatory Local Social Development (Training for Facilitator Version) Participatory Local Social Development (NGO Version) Participatory Local Social Development (Policy Maker Version) Participatory Local Social Development (Planning Maker Version)	BPSDMA/BPM BPSDMA/BPM BPSDMA/LML BPSDMA/UNHAS BPSDMA/UNHAS	Makassar Makassar Makassar Makassar Makassar	Jul 28 - Aug 13 Jul 7 - Jul 11 Jul 29 - Aug 13 Aug 07 - 13 Aug 05 - 13	20 18 22 18 20	171,950,500  232,922,500 112,925,000 135,475,000
6	Service Standard on Health, Civil Registration, and Transportation	BPSDMA	Makassar	2005 February	(40)	(300,000,000)
7	Leadership Training	BPSDMA	Makassar	Jun 14 - 19	35	363,800,000
8	Local Government Management Training for Village Head and Other Related Stakeholders	BPSDMA	Makassar	9.21~9.25 TOT 10.4~10.10 W/S	26 26	150,745,500
9	Regional Economic Development Planning	B.Diklat	Medan	2005 February	(50)	(80,000,000)
10	Good Governance (including Re-entry Work Shop)	B.Diklat	Medan	2004 December	(40)	164,878,000
11	Training Management Training	B.Diklat	Medan	2005 January	(40)	(100,000,000)
Total					990	6,815,337,900

J.R.

# ANNEX 9

## Evaluation Report on Training / Workshops / Seminars in Japanese Fiscal Year 2003 and 2004, JICA HRD-LG Project

JFY 2003

	Name of Course	Implementing Institution	Result of the Participants/ Questionnaire				
			Course Objective's Achievement	Lecturer Performance	Curriculum Design	Course Management	Administrative Management
(1)	Public Management Reform Course	Education and Training Board, Ministry of Home Affairs	N/A	N/A	N/A	N/A	N/A
(2)	Re-Entry Workshop Action Plan for Alumni FY 2002	Education and Training Board, Ministry of Home Affairs	N/A	N/A	N/A	N/A	N/A
(3)	Public Management Course for Sub-District Head	BPSDMA	N/A	- 91% Satisfied - 9% not satisfied	- 90% Satisfied - 10% not satisfied	- 89% Satisfied - 11% not satisfied	- 94% Satisfied - 6% not satisfied
(4)	Training of Quality Service Delivery	BPSDMA	N/A	- 95% Satisfied - 5% not satisfied	- 96% Satisfied - 4% not satisfied	- 96% Satisfied - 4% not satisfied	- 97% Satisfied - 3% not satisfied
(5)	Enhancing Governmental Organization Management with Balanced Scorecard	BPSDMA	N/A	- 98% Satisfied - 2% not satisfied	N/A	N/A	- 95% Satisfied - 5% not satisfied
(6)	Capacity Building for Regional Development Planning	BPSDMA/Bappeda South Sulawesi Province	N/A	- 100% Satisfied	- 100% Satisfied	- 100% Satisfied	- 100% Satisfied
(7)	Participatory Local Social Development Training (Frontline Officer Version)	BPSDMA/BPM	- 100% Satisfied	- 100% Satisfied	- 100% Satisfied	- 100% Satisfied	- 95% Satisfied - 5% not satisfied
	Participatory Local Social Development Training (NGO Version)	BPSDMA/LML	- 100% Satisfied	- 90% Satisfied - 10% not satisfied	N/A	N/A	- 93% Satisfied - 7% not satisfied
	Participatory Local Social Development Training (Policy Maker Version)	BPSDMA/UNHAS	- 94% Satisfied - 6% not satisfied	N/A	- 100% Satisfied	- 88% Satisfied - 12% not satisfied	- 75% Satisfied - 25% not satisfied
	Participatory Local Social Development Training (Planning Maker Version)	BPSDMA/UNHAS	- 82% Satisfied - 18% not satisfied	- 94% Satisfied - 6% not satisfied	- 100% Satisfied	- 94% Satisfied - 6% not satisfied	- 94% Satisfied - 6% not satisfied
(8)	Good Governance	Education and Training Board, North sumatra Province	- 97% Satisfied - 3% not satisfied	- 83% Satisfied - 17% not satisfied	- 81% Satisfied - 19% not satisfied	- 93% Satisfied - 7% not satisfied	- 83% Satisfied - 17% not satisfied
(9)	Training Need Analysis	Education and Training Board, North sumatra Province	- 85% Satisfied - 15% not satisfied	- 87% Satisfied - 13% not satisfied	- 82% Satisfied - 18% not satisfied	- 95% Satisfied - 5% not satisfied	- 82% Satisfied - 18% not satisfied
(10)	General Training of Trainers Course	Education and Training Board, North sumatra Province	- 91% Satisfied - 9% not satisfied	- 88% Satisfied - 12% not satisfied	- 86% Satisfied - 14% not satisfied	- 97% Satisfied - 3% not satisfied	- 76% Satisfied - 24% not satisfied
(11)	Strengthening the Competence of Apparatus and Training Policy of the Local Government towards Good Governance in North sumatra	Education and Training Board, North sumatra Province	N/A	N/A	N/A	N/A	N/A
(12)	Regional Economy Development Planning	Education and Training Board, North sumatra Province	- 89% Satisfied - 11% not satisfied	- 70% Satisfied - 30% not satisfied	- 74% Satisfied - 26% not satisfied	- 94% Satisfied - 6% not satisfied	- 78% Satisfied - 22% not satisfied
(13)	Management of Training	Education and Training Board, North sumatra Province	N/A	- 100% Satisfied	N/A	N/A	N/A

			Result	
			Pre Test	Post Test
(1)	Local Government Cooperation Management Workshop	Regional Autonomy Directorate General, MoHA	71,17	81,83

(Scoring to participant's comprehension to the learning material)

Handwritten signature/initials.

JFY 2004 (up to 2004 August)

	Name of Course	Implementing Institution	Result of the Participants/ Questionnaire				
			Course Objective's Achievement	Lecturer Performance	Curriculum Design	Course Management	Administrative Management
(1)	Public Management Reform Course (Batch I)	Education and Training Board, Ministry of Home Affairs	- 83% Satisfied - 17% not satisfied	- 80% Satisfied - 20% not satisfied	- 43% Satisfied - 57% not satisfied	- 77% Satisfied - 23% not satisfied	- 83% Satisfied - 17% not satisfied
	Public Management Reform Course (Batch II)	Education and Training Board, Ministry of Home Affairs	- 91% Satisfied - 9% not satisfied	- 92% Satisfied - 8% not satisfied	- 59% Satisfied - 41% not satisfied	- 86% Satisfied - 14% not satisfied	- 88% Satisfied - 12% not satisfied
	Public Management Reform Course (Batch III)	Education and Training Board, Ministry of Home Affairs	- 91% Satisfied - 9% not satisfied	- 89% Satisfied - 11% not satisfied	- 59% Satisfied - 41% not satisfied	- 88% Satisfied - 12% not satisfied	- 88% Satisfied - 12% not satisfied
	Public Management Reform Course (Batch IV)	Education and Training Board, Ministry of Home Affairs	- 90% Satisfied - 10% not satisfied	- 93% Satisfied - 7% not satisfied	- 73% Satisfied - 27% not satisfied	- 90% Satisfied - 10% not satisfied	- 95% Satisfied - 5% not satisfied
(2)	Development of Training Course for Camat (Trial I)	Education and Training Board, Ministry of Home Affairs	- 87% Satisfied - 13% not satisfied	- 98% Satisfied - 2% not satisfied	- 97% Satisfied - 3% not satisfied	- 81% Satisfied - 19% not satisfied	- 87% Satisfied - 13% not satisfied
	Development of Training Course for Camat (Trial II)	Education and Training Board, Ministry of Home Affairs	- 87% Satisfied - 13% not satisfied	- 99% Satisfied - 1% not satisfied	- 98% Satisfied - 2% not satisfied	- 80% Satisfied - 20% not satisfied	- 93% Satisfied - 7% not satisfied
(3)	Participatory Local Social Development Training (Officer Version) (Frontline	BPM	- 95% Satisfied - 5% not satisfied	- 100% Satisfied	N/A	N/A	- 93% Satisfied - 7% not satisfied
	Participatory Local Social Development Training (NGO Version)	LML	- 95% Satisfied - 5% not satisfied	- 95% Satisfied - 5% not satisfied	N/A	N/A	- 95% Satisfied - 5% not satisfied
	Participatory Local Social Development Training (Policy Maker Version)	UNHAS	- 100% Satisfied	- 100% Satisfied	N/A	N/A	- 80% Satisfied - 10% not satisfied
	Participatory Local Social Development Training (Planning Maker Version)	UNHAS	- 100% Satisfied	- 100% Satisfied	N/A	N/A	- 94% Satisfied - 6% not satisfied



# **ANNEX10      List of Interviewed Ex-trainees**

	Name	Position
1	Drs. HM Bakri Kadir	Head of Population and Community Empowerment Service (PMK), Bone Regency, South Sulawesi
2	Mr. Amir Sadi, SH	Coordinator, LP2M(NGO), Bone Regency, South Sulawesi
3	Dra. Andi Murny Amien Situru, Msi	Head, Board of Human Resource Development for Civil Servant, South Sulawesi Province (BPSDMA)
4	Ahmad Haris, S.Sos	Staff, Board of Human Resource Development for Civil Servant, South Sulawesi Province (BPSDMA)
5	Mr. Edrin Saleh Nuhung	Staff, Public Administration Division, Maros Regency, South Sulawesi
6	Ms. Helmiaty	Programme officer, CWS(NGO), South Sulawesi
7	Mr. Holleng HB	Head of Village, Mattoangin Village, Maros Regent, South Sulawesi
8	Dra. Wadjarni Prasadjati Rasdan	Head, Data, R&D and Interregional Cooperation, BAPPEDA, Yogyakarta Province
9	Drs. Yasin Torora	Head, BAPPEDA, Kendari Regency, South East Sulawesi
10	Drs. Adi Purwanto, MM	Head, Village government-regional secretariat, Blora Regency, Central Java
11	Drs. Sutrisno	Secretary, Sleman Regency, Yogyakarta
12	Drs. Shamse Alam	Head, BAPPEDA, Maros Regency, South Sulawesi
13	Drs. Suyoto	Head, BAPPEDA, Bantul Regency, Yogyakarta
14	Drs. Gandhi D Tambunam	Head, Investment and Promotion Board, North Sumatra Province
15	Dra. Rahajeng Purwianti	Head, Division of Workman ship, Department of Personnel, Ministry of Home Affairs
16	Theo Simanjuntak, SE	Head, Analysis and Positioning Formation Division, Regional Secretary, North Sumatra Province
17	Mr. R.E. Naingolan	Head of Information and Communication Board, North Sumatra Province
18	Dr. Efendi Napitupulu	Tutor, Medan University
19	MHD. Ridha Haykal Amal, Msi	Staff, Social Empowerment Agency, North Sumatra Province
20	Agus Adhy Saputra, SH	Staff, Infrastructure Division, BAPPEDA, North Sumatra
21	A'Arony Daeli, SH	Head, Evaluation sub-division of Functional Division, Education and Training Board of North Sumatra Province
22	David Trimei Sinulingga	Head, Education and Training Division, Karo Regency
23	Drs. H. Done Ali Usuman	Instructor Coordinator, Education and Training Board of North Sumatra Province
24	Drs. Mahyuddin Sukri	Head (Camat), South Binjai Sub-district, Binjai Kota
25	Drs. H Anhar A. Monel, MAP	Secretary of Binjai Municipality Government

JK.