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**Project Assistance Completion Report  
(PACR)**

**THE PROVINCIAL AREA DEVELOPMENT  
(PDP-II)**

**Project No.: 497 – 0276**

**United States Agency for International Development**

**Jakarta, Indonesia**

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## INTRODUCTION

This project assistance completion report (PACR) on the Provincial Area Development Program (PDP) II details briefly the implementation of project activities and impact, including the planning, provision of inputs and the achievement of outputs and purpose. The report also discusses the prospects of sustainability of the PDP approach.

The PACR makes liberal use of four evaluation reports. One of these reports **"Beneficiary Impact of PDP"** was prepared by Survey Research Indonesia (SRI) in 1986 and the second consisted of a synthesis of this and other reports which was prepared by James Schiller, in 1986 and entitled **"Synthesis of Beneficiary and Institutional Impact Evaluations on PDP"**. Two final evaluation reports, the **"Beneficiary Impact Assessment"** by SRI and the **"Institutional Assessment"** by Devres, Inc. documented PDP activities and their impact. The executive summaries of these reports are found in Attachment IV.

This report also draws from a number of other reports and documents which documented project activities and impact. Among these are special evaluation reports, consultants' final reports, and USAID documents. A list of these publications is provided in Attachment I. A list of consultants who provided technical assistance during the project implementation is found in Attachment II. This program also provided assistance for training, both in- and out-of country, to beneficiaries comprising both villagers and government officials. A list of trainees who attained a Masters degree is found in Attachment III.

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- I. Publications
- II. List of Consultants
- III. List of Master Degree Trainees

## GLOSSARY OF ACRONYMS AND ABBREVIATIONS

APBD	"Anggaran Pendapatan dan Belanja Daerah" or local budget.
APBN	"Anggaran Pendapatan dan Belanja Negara" or national budget.
ARSSP	"Agriculture, Rural Sector Support Project."
BANGDA	"Pembangunan Daerah" or Regional Development. This acronym stands for the Directorate General for Regional Development, the Ministry of Home Affairs (MOHA).
BANGDES	"Pembangunan Desa" or Village Development. This acronym stands for the Directorate General for Rural Development, the Ministry of Home Affairs.
BAPPEDA	"Badan Perencanaan Pembangunan Daerah" or the Regional Development Planning Body. Structurally this agency is under the governor at the provincial level and under the bupati at the kabupaten level.
BAPPENAS	"Badan Perencanaan Pembangunan Nasional." This acronym stands for National Development Planning Body. Structurally this agency is under the President.
BKK	"Badan Kredit Kecamatan."
BPD	"Bank Pembangunan Daerah" or Regional Development Bank, owned by the provincial administration.
Dinas	"Provincial and/or Kabupaten Technical Services."
FIDP	"Financial Institutions Development Project."
Gogo-rancah	"Dryland rice."
GOI	"Government of Indonesia."
IFY	"Indonesian Fiscal Year."
INPRES	"Instruksi President" or President's instruction. This acronym stands for a type of central government grant to local governments channeled through the Ministry of Home Affairs. The aim of the grant is to promote more equitable development among the provinces in the country.

Jabar	"Jawa Barat/West Java."
Jateng	"Jawa Tengah/Central Java."
Jatim	"Jawa Timur/East Java."
Kabupaten	"A district, the primary sub-division of a province, comparable to a county or shire; headed by a Bupati."
Kalsel	"Kalimantan Selatan/South Kalimantan."
Kecamatan	"A sub-district, the primary sub-division of a kabupaten, headed by a camat."
Kecamatan Rawan	"Critical district."
LKMD	"Lembaga Ketahanan Masyarakat Desa" or Rural Community Resilience Body, functioning as a village development planning committee under the village chief.
MOA	"Ministry of Agriculture."
MOF	"Ministry of Finance"
MOHA	"Ministry of Home Affairs."
MPW & PU	"Ministry of Public Works."
NTB	"Nusa Tenggara Barat/West Nusa Tenggara."
NTT	"Nusa Tenggara Timur/East Nusa Tenggara."
Pakto'87	"Paket Oktober 1987" or President's decree on monetary affairs that legalizes the establishment of a rural bank.
Pimpro	"Pimpinan Proyek" or Project Manager.
PKT	"Program Kawasan Terpadu" or integrated area development. It is a new program initiated by BAPPENAS and mentioned in the GBHN (Broad Outlines of State Policy).
PPWK	"Program Pengembangan Wilayah Kecamatan" or sub-district area development program. A sub-project at a sub-district level headed by the camat (Pimpro) and supported by the technical services.

P3PK	"Pusat Penelitian Pembangunan Pedesaan dan Kawasan" or Research Center for Rural and Regional Development, a research center of Gadjah Mada University, Yogyakarta.
PUOD	"Pemerintahan Umum dan Otonomi Daerah" or General Administration and Autonomy, a Directorate General within MOHA.
PVO	"Private Voluntary Organization."
REPELITA	"Rencana Pembangunan Lima Tahun."
RIG/A/M	"Regional Inspector General/Asia/Manila."
Tim Pusat	"National Supervision Team."
Tingkat I	"Provincial level administration."
Tingkat II	"District level administration."

## I. OVERVIEW OF THE PROJECT

### 1. Background

The Inpres programs which were launched by the Government of Indonesia (GOI) in the 1970's were intended to promote a more equal development among the regions. However, many of the centrally planned development programs, as well as the INPRES programs, were predominantly large scale and infrastructure oriented. These projects frequently failed to reach the lower strata of society. A great majority of the people, particularly in rural areas, were only marginal beneficiaries of these programs. The PDP concept, which was conceived in 1976, was designed to overcome this problem by promoting equity for rural people through a decentralized rural development program. Two separate, but similar projects were initiated, PDP I in 1977 and PDP II in 1978. The projects helped provide local administrations with the authority for project planning and implementation. This devolution of authority extended to the grassroots, where the people themselves were encouraged to participate in a system of "bottom up planning."

The Loan Agreement No.497-T-058 and Grant Agreement No.497-0276 for PDP II were signed on May 23, 1979 and on June 1, 1979 respectively. Both of these agreements were amended several times over the life of the project. The Project Assistance Completion Date (PACD) was extended once from May 23, 1984 to December 1, 1989.

By the time PDP II began in 1979, PDP I had already begun in Aceh and Central Java. PDP II was designed to cover four additional provinces, Bengkulu, East Nusa Tenggara, South Kalimantan and East Java. In late 1979, a project amendment added two additional provinces, West Nusa Tenggara and West Java. This brought eight provinces under the PDP program.

Viewed as an experimental and innovative program, the PDP was utilized as a means of testing various approaches of reaching and assisting the rural poor. The PDP thus became a vehicle which provided local officials and beneficiaries alike with an opportunity to experience the process of priority setting, small project planning and implementation. In this way, more than 2,400 small projects were implemented in the six PDP II provinces, more than 34,000 village people were trained and a planning system developed and installed by the lead agency (BANGDA) and the provincial planning bodies (BAPPEDA).

## 2. Purpose

The three inter-related purposes of PDP II as stated in Annex A of the PDP Project Paper Amendment are:

- a. to increase the production and productive capacity of rural people;
- b. to increase the capacity of the local government agencies such as regional planning boards and technical agencies in target areas to annually plan, implement, monitor and evaluate rural development activities which increase the productive capacity and income of the rural poor; and,
- c. to increase the capacity of the central government agency (BANGDA) to support local government agencies in target areas to undertake the above activities.

## 3. Target Group

The target groups were (1) the rural poor in the selected districts (kabupaten), sub-districts (kecamatan) and villages for project implementation; and, (2) selected government bodies responsible for local development programs. Criteria for selection of the target groups were developed and used by the individual PDP provinces. The selection criteria were based on general guidance which was issued by the Minister of Home Affairs. In the densely populated provinces like West Java, East Java and West Nusa Tenggara, the target group identified by BAPPEDA (Regional Planning Board) were the landless, near landless and those with moderate holdings, but living on marginal land. In the other provinces like South Kalimantan and Bengkulu, the rural poor were defined as those with sufficient landholding, but suffering low productivity due to inadequate or poor agricultural technology. In East Nusa Tenggara the poor were identified as those living in the rural areas with very low agriculture productivity, encountering difficult physical conditions such as long dry seasons with short, heavy rains, difficult topographical conditions and a lack of appropriate technology.

To achieve the second objective, the Provincial and Kabupaten BAPPEDAs (Tingkat I and Tingkat II) were selected to plan and help implement sub-projects. A number of Dinases (technical agencies) engaged in local development activities such as food crops, estate crops, animal husbandry, fisheries, public works and small scale industry were also selected to help the planning and implementation

process. In a few provinces Bangdes (Office for Village Development Affairs) and the provincial development bank (BPD) provided leadership and coordination for PDP activities.

#### 4. Target Area

During the early stages of project implementation, a range of two to four kabupatens were selected in each of the six provinces. These kabupatens were characterized by low incomes, dense populations with weak technical skills and no appropriate tools and equipment. The target area in each of the provinces was expanded during the later stages of the project so that coverage was doubled in some of the provinces. Bengkulu added one kabupaten; West Java extended coverage to an additional three kabupatens in the southern coastal region, in addition to the three kabupatens of Banten; South Kalimantan expanded the PDP to two new kabupatens; East Java included four new kabupatens in the southern coastal region; West Nusa Tenggara added three kabupatens on the island of Sumbawa; and, East Nusa Tenggara added two kabupatens.

Two to three kecamatans in each of the selected kabupatens participated in the PDP. This amounted to some 2-5 villages in each kecamatan. This formed the target area for PDP activities.

#### 5. Administration

At the central level, the Ministry of Home Affairs, through its Directorate for Regional Development, was the designated lead agency. The Directorate was a division within the Directorate General for General Administration and Regional Autonomy (PUOD), under the Ministry of Home Affairs. In 1982 the Directorate for Regional Development was elevated to directorate general status and was designated the Directorate General for Regional Development (BANGDA). This was the Directorate that provided the main source of guidance and supervision for the PDP. The National Planning Board (BAPPENAS) and the Ministry of Finance (MOF) continued to provide overall physical planning and financial guidance to BANGDA.

A Steering Committee comprising representatives from BANGDA, BAPPENAS, the MOF, the Directorate General for Rural Development (BANGDES), Ministry of Public Works (MPW or PU) and the Ministry of Agriculture (MOA) was formed in order to provide program, policy and implementation guidance. However, this body functioned only for the first two years of the project. The Technical Committee, usually referred to as the Tim Pusat (National Team), whose members were from

BANGDA, BAPPENAS and the Ministry of Finance, provided technical guidance, supervision and monitoring of field activities. This team became the only central body that remained active until the end of the project.

At the local level, the BAPPEDA Tingkat I and II administered the project. In many cases, a number of technical agencies also participated, by providing technical assistance in the planning and implementation of numerous subproject activities.

#### 6. Provision of Inputs

Project inputs included provision of expatriate and local technical assistance, local and overseas training, selected commodities and equipment and funding for subproject activities. These inputs were generally delivered as planned, although the release of funds especially for subprojects was sometimes delayed. The preparation of subproject documents was also periodically delayed several times, until the PDP planning system was developed, people trained and the newly developed procedures put in place.

Technical assistance was obtained through a competitive procurement process. A contract with Resource Management International, Inc. (RMI) No.100.37 for PDP II-A was signed on June 26, 1979, and No. 1010 for PDP II-B was signed on January 26, 1981. The technical assistance team was in place in the first four provinces within two months of contract signing. Nine consultants were located in the provinces and the Chief of Party (COP) was based in Jakarta. However, the technical assistance team for the two remaining provinces arrived about eight months late, due to contracting and administrative difficulties. The presence of the TA team in all six provinces led to a dramatic improvement in subproject planning, implementation and monitoring.

Ninety-three consultants, including those from sources other than the RMI TA contract, provided a total of 1471 person-months (pm) of technical assistance to provincial and central government bodies. This technical assistance consisted of 46 short-term consultants (26 expatriates and 20 local experts) and 47 long-term consultants in various field of expertise. Most of the technical assistance consisted of consultants with expertise in food crops, estate crops, agro-forestry, fishery, livestock, small-scale industry and rural credit. The project also provided technical assistance to the BAPPEDA for planning, financial and administrative management and monitoring and evaluation. The RMI Chief of Party also provided technical assistance to

BANGDA, in addition to his administrative responsibilities. Rural credit and training consultants were assigned to assist BANGDA and were located in Jakarta. Attachment IV provides a list of the PDP II consultants, their expertise and duration of service.

Eighteen jeeps were procured and supplied to the project. Fifteen of these vehicles were distributed to the six provinces and three jeeps were assigned to BANGDA. These vehicles were made available jointly to the BAPPEDA at provincial level and the long-term advisors who were assigned there. A similar provision was made at central level for BANGDA. As of the PACD, three jeeps in Jakarta and 11 in the provinces were reported in operating condition and all were being utilized for project-related purposes.

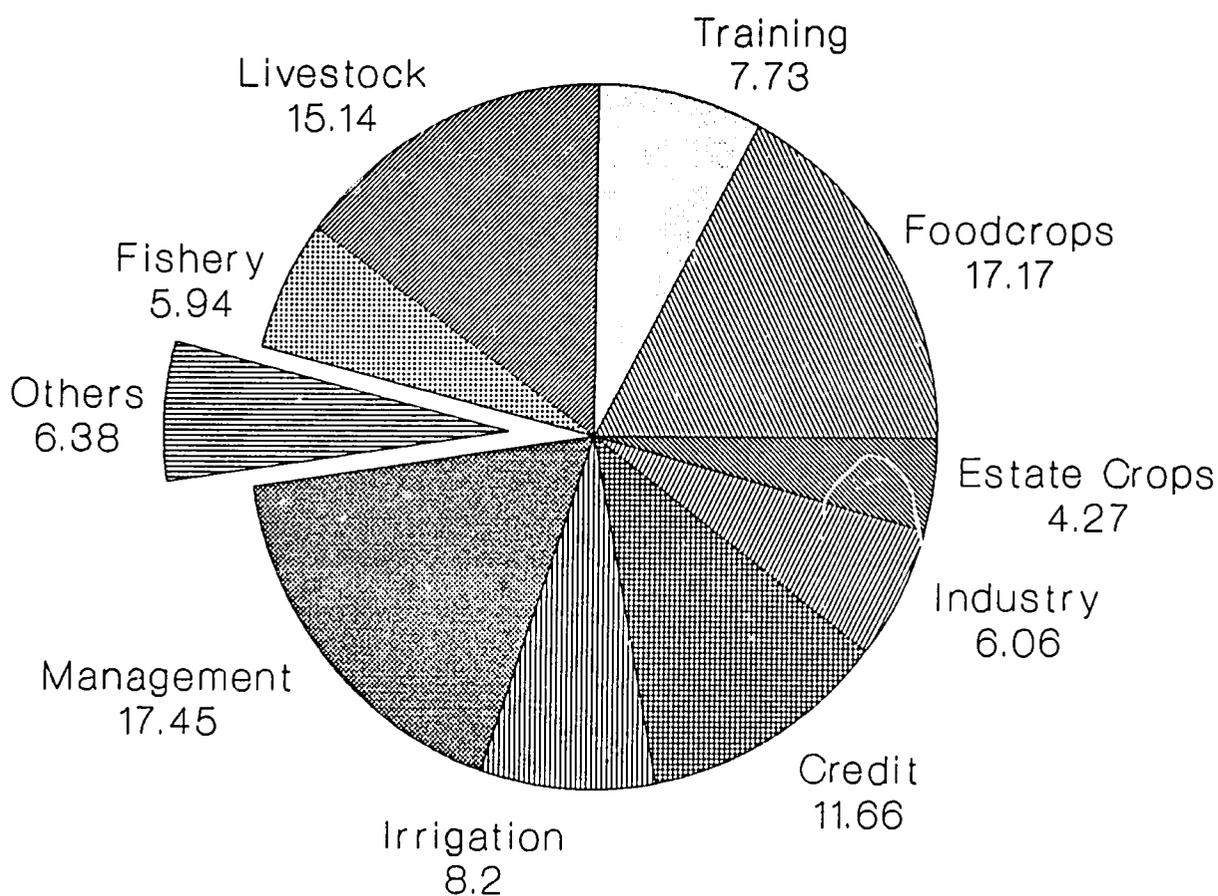
The project provided a total of about Rp. 45 billion, or an equivalent of US \$33.8 million for subproject activity. Of this amount, USAID's contribution accounted for Rp. 26.9 billion, or US \$19.1 million. The USAID contribution represents 56.5% of the total for subprojects.

In the first three years of implementation the largest portion of the budget was allocated for subprojects which were planned and managed by the provincial governments, particularly in the outer provinces. Of the total provided to each province, Bengkulu allocated about 59.6% for subprojects; South Kalimantan 23.9%; East Nusa Tenggara 41.2% and West Nusa Tenggara 52.3%. East and West Java allocated nearly 90% of their budgets directly to the districts for subprojects.

As district capacity to support rural development activities grew and as individual capabilities improved, a steady diminution of the funds allocated for provincial planned subprojects occurred and the kabupaten influence in the setting of development priorities increased. This result was consistent with the central government's stated policy of decentralization. During the latter years of the PDP, the provincial government share of the subproject budget was reduced to a level of 28.3% in Bengkulu, 18% in South Kalimantan, 26.3% in East Nusa Tenggara, and 36.3% in West Nusa Tenggara. Subprojects became more relevant to local potential and also more responsive to local need. The overall impact of these subprojects increased and sustainability was improved. These subprojects included activities in several different sectors/subsectors such as food crops, estate crops, livestock, fishery, small-scale industry and rural credit (Table 1).

**TABLE 1**

## Allocated Budget by Sector (Percentage)



**The Total Budget for Subprojects  
was Rp. 45.001 billion.**

Supporting components to the subproject activities, such as training in appropriate technology, skill and development motivation for the villagers, and project administration and management for government officials were key inputs. While the subproject activities were aimed at increasing beneficiary productivity and income, the training was intended to provide the skills and to introduce the technology required to achieve that purpose.

Credit was also made available to rural people through simple, easily available and collateral-free loans for investment in small business and agriculture activities. The credit program, which was begun under the PDP was so successful that USAID designed and implemented the Financial Institution Development Project (FID).

During the life of the project, the GOI made both cash and in-kind contributions for administration, office space, maintenance, monitoring visits by the central government team, and for subproject activities. The GOI pre-financed nearly all activities and a system of certification and reimbursement was established for the PDP.

In 1987, a new financial regulation was issued under the Three Inter-Ministerial Decree No.48/1987. The administration of the PDP budget and the release of funds fell under the provisions of this decree. The effect of the new regulation was a long delay in the release of funds to several provinces during the last two years of project implementation because nearly all of the provinces were unaware of the new procedures for requesting and reacting on project funds.

Some of the planned subprojects were therefore not completed, and others never reached implementation stage because of the lack of funds. In other cases, the local government implemented some of the planned subprojects using their own resources, but without any reimbursement from the PDP.

Table 2 shows that A.I.D.'s actual disbursements under the grant and the loan were less than planned. This is primarily attributable to the favorable exchange rate of the US dollar against the Indonesian rupiah and a rupiah devaluation which occurred during the project implementation. The project paper financial plan assumed an exchange rate of Rp. 425 to one dollar. The US dollar strengthened over time and the rate of exchange at the PACD was approximately US \$1 = Rp. 1,805. This is an increase in value of the US\$ against the rupiah of more than 325% over the past ten years. Consequently, a deobligation of US \$4,650,000 in project funds was effected on September 14,

Table 2

A.I.D. and GOI Planned and Actual Contributions  
(\\$000)

Project Elements	AID		Central	GOI (1)		TOTAL
	Grant	Loan		Local		
<u>Planned (2)</u>						
Tech.Ass.	11,350.5	3,368.2	34.4	187.4		14,940.5
Training	450.0	2,500.0	186.2	-		3,136.2
Commodities	194.0	130.0	-	-		324.0
Evaluation	212.0	160.0	-	-		372.0
Subprojects	-	20,671.8	15,540.9	2,326.1		38,538.8
Contingency	143.5	20.0	-	-		163.5
<b>Total</b>	<b>12,350.0</b>	<b>26,850.0(3)</b>	<b>15,761.5</b>	<b>2,513.5</b>		<b>57,475.0</b>
<u>Actual (4)</u>						
Tech. Ass.	11,119.6	3,368.2	696.1	565.7		15,749.6
Training	529.7	2,441.5	251.8	41.1		3,264.1
Commodities	191.4	105.9	72.0	46.4		415.7
Evaluation	353.9	318.3	-	-		672.2
Subprojects	-	19,088.6	12,396.9	-		32,085.5
Contingency	-	-	-	-		-
<b>Total</b>	<b>12,194.6</b>	<b>25,322.5</b>	<b>14,016.8</b>	<b>653.2</b>		<b>52,187.1</b>

- 1) GOI contributions include: technical assistance, office space in BANGDA and the BAPPEDA Tk. I/II, salaries of full-time GOI counterparts at the central and provincial levels.
- 2) Annex 1 of Loan Agreement Amendment No.5, Sept.14, 1987.
- 3) The total obligated loan funds until Nov.9, 1983 accounted for \$31,500,000, but on Sept.14, 1987, Loan Agreement No. 5 deobligated \$4,650,000, to bring the total to \$26,850,000.
- 4) This reflects expenditures reported in the MACS-P06B report as of December 30,1989

1987. In addition, more than \$1,527,500 in loan funds was deobligated after the TDD on September 1, 1990.

During the early phases of PDP II, A.I.D. agreed to a commitment of approximately 66% of the total budget allocated for subprojects. This amount was reduced to 50%, under a Project Paper Amendment No. 1, on April 19, 1983. The reduction of A.I.D.'s contribution was based on the assumption that the GOI would be responsible for financing the program upon the termination of project assistance. However, due to the negative impact on the Indonesian economy from falling world oil prices and the erosion of the value of the rupiah, the GOI was unable to meet the planned 50% contribution. Therefore, A.I.D.'s contribution to the project remained at two-thirds.

As a whole the GOI contribution, although less than planned, still constituted about 28.2% of the total actual budget. This contribution to the project is higher than the required minimum host country contribution of 25%.

## II. PROJECT ACCOMPLISHMENTS

### 1. Project Outputs

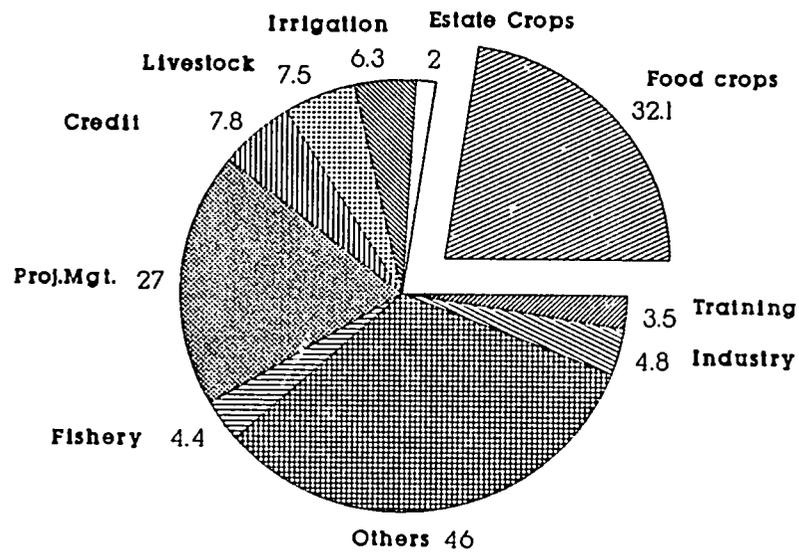
The Project Paper identified three major categories of project outputs, (i) completed subprojects; (ii) improved capacity of local government officials; and, (iii) improved capacity of central government apparatus (BANGDA). The following is a summary of project accomplishments.

#### A. Completed Subprojects

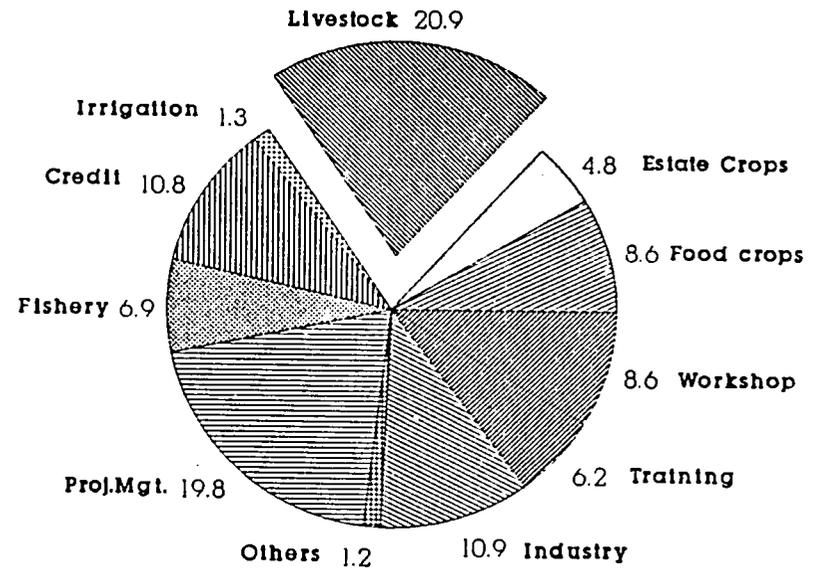
A total of 2,379 subprojects were completed in the six PDP II provinces. These subprojects directly benefitted about 348,840 poor, rural families. Investment in these activities was valued at just over Rp. 45 billion. The USAID contribution was approximately Rp. 26.9 billion, or around US \$19,000,000. PDP was operational in six provinces and nearly all the provinces implemented similar, sectoral subproject packages such as, agriculture (food crops, livestock, fisheries, estate crops) and public works for small irrigation and micro-enterprise (Tables 3,4,5).

Different priorities were given to these activities by the provinces, depending on local potential or socio-economic conditions of the respective regions. In East Nusa Tenggara (NTT) pond-fish raising was almost ignored, but in West Java, Bengkulu, South Kalimantan and East Java this activity was prominent. On the other hand, drinking water was vital in NTT and became one of the most beneficial PDP subprojects, however, none of the other provinces implemented a similar activity.

# Allocated Budget of Each Province By Sector/Activities (Percentage)



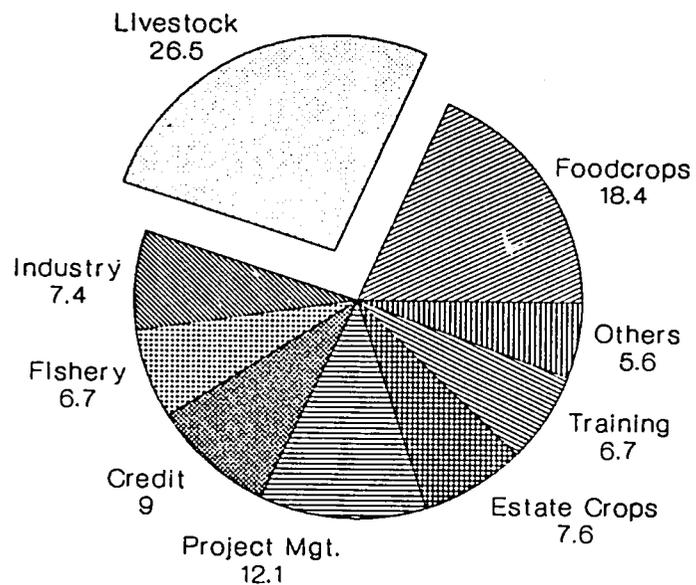
West Java



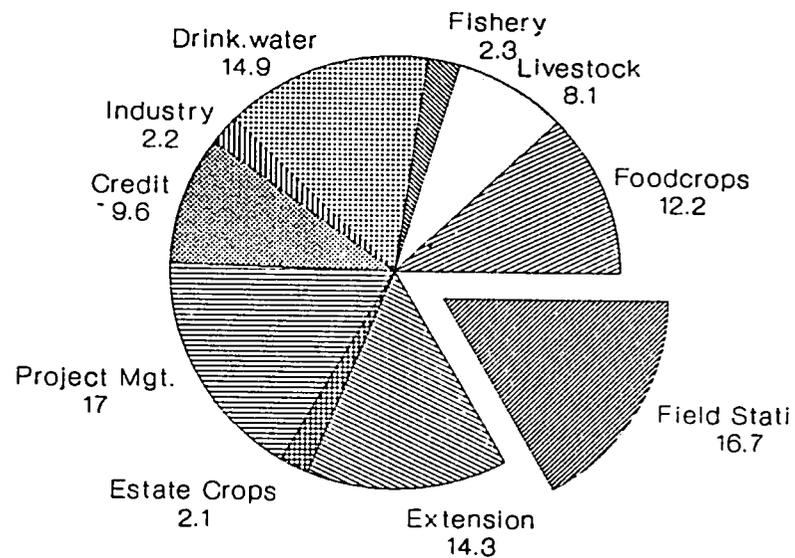
West Nusa Tenggara

# Allocated Budget of Each Province By Sector/Activities

(Percentage)

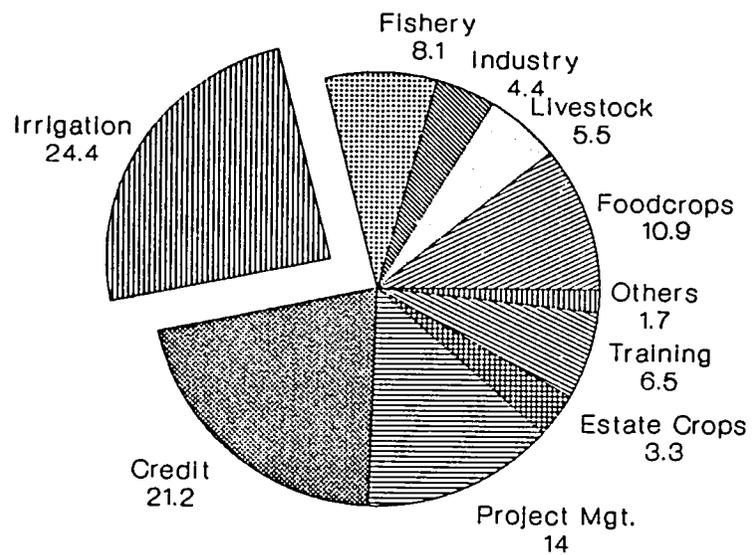


**East Java**

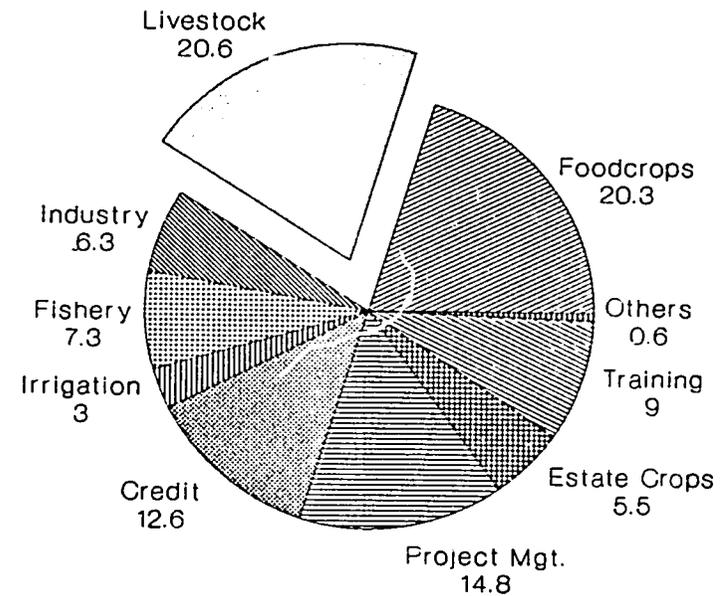


**NTT**

## Allocated Budget of Each Province By Sector/Activities (Percentage)



**Bengkulu**



**South Kalimantan**

TABLE 5

Of the completed subprojects, food crop production supported by small scale irrigation was considered successful in West Java, Bengkulu and South Kalimantan. West Nusa Tenggara (NTB) was also successful in this subsector by employing the gogo-rancah planting method in the critical areas. This approach used two distinctly contrasting methods of soil-water management during the crop (rice) growth period. Soil conservation as a part of the food crops subproject was enthusiastically adopted and expanded in hilly areas of South Kalimantan, Bengkulu, Banten (West Java), NTT and on the island of Sumbawa.

In livestock development programs, cattle and small ruminant activities were very popular and these were moderately sustainable. Cattle fattening activities were very popular in East Java and NTT. In NTT province, this subproject was determined to be the most successful of the PDP activities. The drinking water schemes were also very popular and well received by village people.

Estate crops subprojects in tree crop production were the most wide spread in all PDP II provinces, but the least beneficial due to the gap between the time of investment and the first harvest. The SRI assessments of beneficiary impact which were conducted in 1986 and again in 1989 affirmed this finding. However, the 1989 study which re-examined some of the activities assessed in 1986 showed a stream of benefits and stronger potential for sustainability than other kinds of subprojects.

Training of local people was crucial to the strong, positive impact of the subproject activities on beneficiaries. These training programs were carried out in the villages. Most of these training programs were designed and conducted by the technical agencies. However, the expatriate technical assistance team was frequently involved in these programs. A transfer of technology occurred as a result of these programs and the training itself provided a basis for intervention by the extension services.

The most outstanding among the successful subprojects in Bengkulu, East Java, South Kalimantan, West Java, and NTB was the rural credit program. Out of 21 units established in Bengkulu, 16 units had already become self-financing by the PACD. Similarly, in South Kalimantan, 26 out of 30 units achieved self-sufficiency for more than one year. The same was also achieved in NTB where 30 units were established and sustained within the last four years of the program. Several units in these three provinces had tripled the seed capital provided by the project. These units have clearly demonstrated that they are capable of

serving the needs of the rural poor, particularly the women of the rural areas who account for a relatively high percentage of the petty traders within the village markets. The interesting experience in the rural credit program is, that in the early years of PDP implementation Bengkulu, South Kalimantan and NTB were unable to design and implement the rural credit program due to weak administrative infrastructure and a credit system run by the technical agencies, instead of the rural banking institutions. Lessons learned from this experience, and using the BKK credit system of Central Java for a model, these three provinces successfully modified and implemented their own credit program.

In 1987 the USAID assisted FIDP (Financial Institution Development Project) took over the successful PDP rural credit units in West Java and East Java by providing a continuation of financial and technical support. The credit program of South Kalimantan and NTB were recently also taken over and supported by the FIDP. During IFY 1989/90 these three provincial governments had allocated funds for administrative and supervision costs. The rural credit program in the Bengkulu, South Kalimantan and NTB provided benefits for about 25,000 poor rural clients, of which 55% are women.

Another PDP subproject was the PPWK, an integrated subproject designed and implemented at the subdistrict or kecamatan level of PDP I in Central Java. The authority for planning and implementing the subproject was delegated to the kecamatan where the camat or subdistrict head was the project manager, assisted by the technical services (Dinas). One kabupaten in NTT, East Flores, experimented with this activity for two years, but with only marginal success.

Small scale industry activities which were implemented in all six provinces was generally difficult to develop and were only marginally successful. Although many of the manufactured products were of improved quality and overall production was increased, these activities could not achieve its full potential because of limited marketing opportunity. Fisheries activities likewise had only marginal results and limited impact. These activities included brackish water fish raising in Bengkulu and in Sumbawa. Hatcheries in Bengkulu failed because of poor design and management. Fishponds in many Javanese villages were not maintained and the activity was not promoted at other locations.

Many of the experimental subprojects were not successful enough to be replicated. However, several of the

activities which were designed to transfer new technology from research units based at Bogor produced good results. The Devres institutional impact assessment records the transfer of technology mechanism under the PDP as a key result of the subproject component. In cases where the innovative subproject failed to achieve its purpose, isolated sites made these activities difficult to manage and supervise. In such cases, limited manpower for extension and sometimes the irrelevancy of these activities to local conditions contributed to the problem. The Balai Karya subproject in NTB is a good example of a poorly designed and implemented, but innovative PDP activity. The NTB Balai Karya activity failed to account for people's needs and interest, even though planners accurately identified a lack of skilled manpower as a constraint to small industry development. In South Kalimantan fresh-water fish experiments and a biogas demonstration were not successful enough to be replicated. Despite some of these failures, the BAPPEDA and technical agencies gained useful experience from the process. According to the SRI study on beneficiary impact, this experience in the later stages of the project contributed to an improvement in the overall quality of both subproject design and the targeting of beneficiaries.

#### B. Improved Local Government Capacity

There was no comprehensive planning system in place when the PDP project commenced in 1978. The absence of such a system produced widespread confusion, particularly with regard to the guidance to each province from the center. This guidance was often contradictory and inconsistent. Over time, A.I.D. project managers, working in concert with consultants and GOI officials devised a system of planning which was adopted and used by the two PDP I and six PDP II provinces. The new planning system resolved a number of problems, contributed to streamlined documentation and budgeting for PDP subprojects, and later was even adopted by non-PDP provinces as well. Similarly, a monitoring-information system was also developed under the PDP. Although parts of this system were used by the Ministry of Home Affairs to coordinate other rural development activities, the system was more oriented to meeting the demands of the PDP and A.I.D.'s own requirements.

In 1983 the kabupaten (district) administration was delegated full authority for integrated planning. In addition, the kabupatens were gradually authorized increased authority to set their own development priorities and to financially support local development activities with funds which they controlled. An improved monitoring-information system, which was one of the outcomes of the

PDP National Conference conducted in 1985, contributed greatly to the enhancement of local capacity to carry out these new responsibilities. Both the planning and monitoring-information systems continue to function and are also being placed in non-PDP districts.

Training under the PDP played a key role in developing the skills that were needed by the project at various levels. In-service training at BANGDA and at provincial and kabupaten level was important for the development of the human resource and in promoting the adoption of new approaches to planning and implementation. In order to meet the demand for skilled, professional manpower, forty-one Indonesian officials were sent abroad under the project's participant training program. These officials have all returned and most have assumed positions at similar or higher levels. In some cases, however, promotions were slower for PDP participants than for their counterparts who remained in their assignments. Nevertheless, the PDP long-term training participants unanimously voiced the opinion that the program was worthwhile and made a difference in their individual public service careers. Some participants also voiced the opinion that their newly acquired skills were not being used to the fullest and suggested that training in itself for a few people may not have sufficient impact, unless others in the same division also obtain training to create a critical mass in the workplace.

The PDP orientation to the rural poor and the appointment of BAPPEDAs at both the provincial and kabupaten levels to exercise authority in coordinating the technical services and controlling project funds had a very positive impact on strengthening local government structural integration and coordination, both vertically and horizontally. This is apparent in all six provinces. Vertically, PDP II had successfully delegated authority for planning and management of regional development to the provincial level and down to the kabupaten level as well. To a certain extent efforts had also been made to increase the participation and strengthen the role of the village chiefs, the LKMD (Village Development Agency) and even the beneficiaries in the planning and decision making process. Horizontally, the BAPPEDA coordinated project planning and implementation. This coordination enabled the sectoral services to become more integrated in the process of local development and to communicate local need to the centrally based and financed technical services. The result of this action was an achievement of mutual development objectives.

### C. Improved Central Government Capacity

BANGDA is a relatively young agency, established in 1982 to coordinate the GOI's regional development programs. The INPRES and PDP were among the first of the programs to come under BANGDA's authority. BANGDA was also designated to coordinate other donor supported, regional development programs. The technical assistance input at BANGDA was a key to the institutional development process. PDP inputs were occasionally supplemented by inputs from other donors as well, when new, PDP-like projects were planned and implemented. This is particularly true for TA used to conduct in-service training.

A total of eighteen officials currently assigned to BANGDA in Jakarta were PDP long-term training participants. This training input contributed significantly to the success of the institutional development objective.

BANGDA carried out a major management study in 1989 which focused on the organizational structure of BANGDA and on the need and design of a management information system to pull together the data from all the regional development projects into a single data base. The study found that BANGDA staff had difficulty articulating their office purpose and function and their relationship to other offices. The study found that for regional development projects alone, responsibility for coordination of these projects was assigned to a number of sub-directorates, with almost no horizontal integration. Some improvements have been made as a result of the study. However, more improvement is still needed, particularly in organizational development and management systems in general.

As an innovative and experimental program, the PDP was subjected to intensive treatment in terms of directives, supervision and inspection. Special guidance in project planning and management were provided to the provincial and district government officials. Annual subproject proposals were thoroughly reviewed by the Technical Committee, or Tim Pusat. During the implementation of subproject activities, BAPPEDA in its role as principle project coordinator, routinely supervised and monitored project activities. USAID and the Tim Pusat conducted an annual monitoring exercise for subproject reimbursement. Internal program evaluations were also carried out by the BAPPEDAs, sometimes in collaboration with local universities in the respective provinces. These studies significantly enhanced central government capacity to make informed, appropriate management decisions. The following special PDP evaluations were managed at the central level.

<u>Date of Evaluation</u>	<u>Topic of Evaluation</u>	<u>Evaluator/Evaluation Team</u>
1980	Institution Building Capacity	Jerry VanSant, Gerry Hansen, Sofyan Effendi, Muchtar Buchori, George Honadle and Hidayat
1981	Overall Performance of PDP	Jerome French, Bruce Glassburner, Dwight King, Jerry VanSant, Mark Poffenburger, Loekman Sutrisno, Soesiladi
1982	Motivator Training in NTT	Martin Sirait, Adiwiyana
1982	Rural Development Planning Training	Adiwiyana
1984	Motivator Program in NTT	John Ihalauw, Mary Johnson, Jeny Eoh, Adiwiyana
1984	Credit Program in Madura	Dirk van Hook
1984	Credit Program in NTT	Karl F. Jensen
1984	Dryland Fieldstation in NTT	Joachim Metzner, Fred Rumawas, Salem Amareko
1985	Organizational Effectiveness in Supporting PDP in NTT	Satyawacana University Team
1985	Center for Small-scale Industry Development in NTB	Peter Hagul, Samuel Lenggu, Abu Chair, Nickolas Owens
1986	Beneficiary Impact of PDP	SRI/Indonesia
1987	Institutional Impact of PDP	Helen Cruz, Chairil Rasahan, Sri Haryadi, Soesiladi Soewadji
1987	Synthesis of Beneficiary and Institutional Impact Evaluations on PDP	James Schiller
1987	General Audit	RIG/A/Manila
1988	PDP Credit System	Jack Dukesburry, Christofer James
1988	PDP Planning System	Firman B. Aji
1989	Institutional Impact of PDP	Devres Team
1989	Beneficiary Impact of PDP	SRI/Jakarta

## 2. Attainment of Project Purpose

In 1986 and 1987 two major, external evaluations were conducted on PDP I and PDP II, in order to measure the project's impact on beneficiaries and institution building. In 1989, at the end of the project life, two similar, follow-up evaluations, were carried out. Each of these evaluations on the PDP were designed to provide policy makers and project planners with a basis for establishing priorities during the post-PDP period.

The general findings and conclusions of these external evaluations on the project's impact on beneficiaries, subproject sustainability and on institutional development can be summarized as follows:

### A. Impact on Beneficiaries

The 1989 "Assessment of Beneficiary Impact" reported that sixty-five percent of PDP beneficiaries were correctly targeted. Of the six provinces, NTT had the best targeting achievement (85%) and Bengkulu had the least (48%). By sector, livestock activities had achieved the highest level of reaching the poor (85%), followed by food crops (63%), estate crops (62%), fisheries (60%), small industry (41%) and small irrigation was the least well targeted. Table 2 displays beneficiary targeting and compares subprojects implemented before and after 1986.

The project produced significant impact on subproject beneficiaries by enhancing individual and group skills, increasing the availability of tools and producing annual net gains in income. The PDP produced net annual gains in income of Rp. 80,000 to Rp. 90,000, or a 120% real increase in average household income. Of the six provinces, NTB earned the highest net gain (Rp. 143,000) and East Java the least (Rp. 51,000). By sector, small industry achieved the highest net gain (Rp. 223,000) and food crops the least (Rp. 54,000). Table 3 provides a graphic presentation of the average net gain in income by sector.

### B. Sub-project Sustainability

The issue of subproject sustainability did not become a major issue until the latter stages of the project. The Regional Inspector General (RIG/A/M) carried out a general project audit in 1987. The report recommended: (a) establishment of measurable indicators towards the achievement of project purpose; (b) financial

accountability; and, (c) orderly transfer of the project to the GOI when the program was phased out. The audit recommendations were satisfactorily closed.

The SRI and the Devres final evaluation reports found that all planned and implemented activities were envisioned to have high sustainability in order to achieve an appropriate return on the project input. Sustainability depends on earning potential, over time, by the respective activities. The 1989 SRI study on beneficiary impact reported a declining sustainability trend for subproject activities implemented after 1986, compared to those carried out before 1986. However, an average of 73% of PDP subproject activities were found to be sustainable with the remainder only marginal or already abandoned.

By province, NTT recorded the highest subproject sustainability (86%), while South Kalimantan had the least number of sustainable activities (68%). By sector, irrigation had the highest level of sustainability (90%), followed by food crops (80%), then estate crops and small industry (79%), by livestock (66%) and finally by fisheries (43%). Of the sustainable subproject activities, it is estimated that 56% have the probability for continuing, if the current minimum net gain of Rp. 30,000 remains an acceptable level of return to the beneficiaries.

#### C. Impact on Institutional Capacity

A 1989 PDP institutional assessment carried out by Devres, reported that the project had increased the capacities and enhanced the capabilities of the government apparatus to manage regional development programs, particularly at the provincial and kabupaten levels. The project inputs energized the provincial and district planning and implementation units. It also created a sense of professional competence and renewed self-confidence among the officials, a prerequisite for success in their expanding role of leadership in the development activities in rural Indonesia. Local learning also occurred, so that structural innovations and improvement of activities were initiated.

#### D. Prospect for Sustained Institutional Performance

The Devres Final Evaluation Team reported a strong indication of optimism about the prospect for sustained gains in institutional performance. The PDP as a program will be continued or at least its system will be adopted or applied in the respective six PDP II

provinces' regional development programs after USAID assistance is terminated. Since the PACD, a number of PDP provinces have allocated portions of their own budgets for continuation of the PPW (Program Pembangunan Wilayah) and the central government has also designed and begun the implementation of a rural development program aimed at the more isolated areas of selected provinces. The planning and financial systems put in place by the PDP were being used to manage these continuing and new initiatives.

A significant institutional impact of PDP II is the political will of the six PDP provincial governments to allocate their own local budgets to preserve PDP assets and continue utilizing PDP approaches or systems. There are, for example, subproject activities still continuing beyond the PACD such as the cattle and small ruminant program, the rural credit program, and the field stations in NTT and West Java. Bengkulu plans to extend PDP subproject models to new kecamatans in IFY 1990/91 and allocated Rp. 200 million for this purpose. South Kalimantan extended the PDP to new kabupatens and will finance these activities with their own resources.

Since 1984, East Java has replicated the PDP system in critical kecamatans. The program is called "kecamatan rawan", has its own local budget and is going to be expanded to offshore and isolated islands. NTT will use the PDP planning and management system to implement a province-wide GEMPAR program (Program for Increasing the People's Income) starting in IFY 1990/91. NTB decided to promote the more promising PDP subproject activities in new kecamatans. The provincial government allocated Rp. 300 million in IFY 1990/91 for the GEMPAR program. West Java introduced an "improved" PDP program in two new kabupatens.

With 10 years of experience in carrying out the PDP, Bengkulu, South Kalimantan, East Java, NTT, NTB and West Java possess the infrastructure to deal with rural poverty, mainly in skilled staff and institutional capacity, improved planning and information systems and replicable subproject packages. All these have proved to be effective in improving the quality of produce, enhancing productivity and increasing the income of the rural poor. However, lack of sufficient financial resources has limited local government's ability to take action following the end of A.I.D. assistance.

#### E. Cost and Benefit

According to the Devres final evaluation report, the PDP was judged to be beneficial from (a) the high percentage of relatively poor people who had increased their incomes through their participation in the project; (b) the many reported cases of indirect beneficiaries who adopted the PDP's techniques and skills; and (c) those who benefitted from the project revolving activities. Seventy-percent (70%) of the beneficiaries took up PDP activities which were completely new to them, while those who were already doing the project activities prior to PDP, earned comparable annual profits of about Rp. 219,000. Non-beneficiaries or indirect recipient earnings from taking up PDP activities were estimated at a level as high as 52% of the total earned by the direct recipients.

### III. POLICY LESSONS AND STRATEGY QUESTIONS

PDP can be described as an equity-oriented model constituting an effort to 'balance' the general economic growth program launched by the central government. Its area approach, which prioritizes development of the local potential and directly targets the rural poor provides us with significant experiences.

#### A. Decentralized Development

PDP has clearly demonstrated the feasibility and viability of decentralized development. The devolution of authority which occurred under the PDP from the center to the provincial and district levels of administration produced impact such as more cost-effective regional development activities, as long as these initiatives were financially supported, and implemented and controlled by the local BAPPEDAs. The PDP experience indicates a further need to (i) transfer the legal, financial and administrative authority at least to the kabupatens; (ii) further experimentation with successively lower levels of administration and village involvement in other localities; and, (iii) provide guidance, counsel and instructions about the PDP methodology and systems to areas without previous PDP experience.

#### B. Target Groups and Sustainability

PDP has reached a selected segment of the rural poor in undeveloped and isolated areas, and assisted many of them to increase their productivity and incomes through

their involvement in subproject activities. The PDP experience shows which subproject activities are most easily sustained. Therefore, (a) the targeting achievement and subproject sustainability can be further enhanced by a more rigorous and explicit selection process, based on more realistic and objective criteria; (b) much more needs to be learned about which sectors, and the kinds of activities which have worked under the project and which of these models can be replicated.

#### C. Institutionalization

PDP has for the first time provided BAPPEDAs and the local technical agencies an opportunity to implement an integrated development program where (a) greater attention was given to the tailoring of packages of inputs, to the needs of specific socio-economic groups, or economic and ecological conditions; (b) an increase of inter-sectoral cooperation and communication occurred as local technical and administrative units were rewarded with authority for other subproject activities for cooperation with each other and responsiveness to the BAPPEDA leadership; (c) area and target group oriented development encouraged local planners to think more about the specific needs, wishes and opportunities of intended beneficiaries; (d) the role of the regional administration was essential for decentralized development; and, (e) inputs such as training opportunities and technical assistance, served to energize the subproject planning and implementation units of the government apparatus. These inputs also created a sense of professional competence and renewed self-confidence among the officials, a prerequisite for success in their expanding role of leadership in the development activities in rural Indonesia.

#### D. Bottom Up Participation

PDP prioritizes the process of development and community development in which people participation in planning and decision making in a development project is very essential. Community participation in the PDP subproject planning and implementation, albeit still very limited, had made the subproject more successful. In relation to this, the LKMD which represents all of the community's aspirations and interests, holds the key of rural development program operations. PVOs' involvement to motivate the beneficiaries can considerably help intensify their participation.

#### E. System and Subproject Dissemination

PDP's system and approach in regional development had been replicated by other foreign donor supported projects. Efforts should be made to ensure that skills, techniques, approach and successes, and failures learned in PDP are disseminated as widely as possible at every level of administration and in all provinces. As an example is the rural credit program which constituted a success in Central Java, was replicated in other regions and led to the infusion of additional support by a new USAID-sponsored project.

#### IV. POST-PROJECT FOLLOW-UP

Project assistance ended on December 1, 1989. Ideally, project monitoring for reimbursement should have also been completed, since the last budget cycle of IFY 1988/89 ended on March 31, 1989. However, the release of funds in several provinces was delayed, so that completion of activities varied from province to province. Nevertheless, reimbursement for all completed subproject activities was finalized before the terminal disbursement date (TDD), September 1, 1990. Bengkulu and NTB were the last provinces to clear their subproject accounts. Over the life of the project, a total of only 72 subprojects out of more than 2,000 failed to qualify for reimbursement.

In IFY 1989/90, the last fiscal year of USAID funding, BANGDA continued the allocation of funds to the six PDP II provinces for technical backstopping and monitoring. These same provinces also allocated their own funds, varying from Rp. 100 to 200 million to PDP. Although the total allocation was less than the annual PDP budget at the height of implementation, the action indicates clearly that BANGDA and the PDP provinces are concerned and interested in a continuation of the program.

BANGDA has completed the design of a new regional development program based on the PDP model. The "Integrated Regional Development Program" will be implemented as soon as the ministerial instructions are approved by the Minister of Home Affairs. A political decision has been made to initiate the program in Central Kalimantan, North Sumatra and Lampung. Funds for the program will be available in IFY 1990/91 for training, particularly for subproject planning and management. Foreign assistance will not be used, at least at the outset of the program. There is still no clear indication yet whether this program will be funded by a special 'on-top' block grant, or through an increase in the Provincial INPRES

budget. The program includes a new approach to encourage the sectoral services in the respective provinces to support this program, using a part of their development budget. Another PDP-like program in the Special Province of Yogyakarta, funded by the World Bank, has been extended for another five years and expanded to 2 new kabupatens. The project will adopt the USAID PDP multi-year planning system.

BAPPENAS recently initiated a new integrated area development program (PKT). This new program intends to more extend development more equitably in rural areas, especially the more isolated sub-districts in the provinces. In the first year of implementation, the PKT began in 12 provinces. Each province received an allocation of Rp. 200,000,000. However, in IFY 1989/90, the PKT experienced a number of problems related to detailed planning and beneficiary targeting. In IFY 1990/91 this program was expanded to 26 provinces, with several major improvements in the concept and guidance to the provincial and local administrations. Strong central level institutional leadership is still missing and responsibility for the initiative is still unclear. BANGDES (Directorate General for Rural Development) coordinates the PKT under Ministerial Decree No. 59. The decision to involve BANGDES in the PKT has caused some friction within the Ministry and confusion in the provinces, since BANGDA had in the past routinely been designated the lead agency for regional development programs.

## V. LESSONS LEARNED

The PDP has had significant, positive impact on the institutional development of central and local administrations and on subproject beneficiaries. There are also firm commitments by the GOI to continue PDP approaches and systems. A section on integrated area development (IADP) is included in Repelita V (Five-Year Development Plan). However, USAID's current strategy rules out further assistance for integrated rural development in the form of a new PDP. It is important therefore, to capture some of the lessons learned from the PDP experience so the GOI and the USAID Mission can use this foundation to build on. Among the more important lessons are:

### 1. Institutionalizing and Decentralizing Through PDP

The PDP experience has clearly demonstrated the **feasibility** and the **viability** of decentralized development involving provincial, district, subdistrict and village levels of administration and governance.

- PDP is a timely, innovative and successful experimental project that has reached a selected segment of the rural poor and assisted many of them to improve incomes and productivity.
- The PDP project provided for the first time funds with which both the BAPPEDAs and the technical service agencies, working together, could plan and implement integrated regional development programs consistent with local priority. The experience gained from this process generated a local confidence and a mobilization and commitment of local resources for subprojects.
- Many local successes in the PDP project were readily transferred to other regions and districts. The credit program is the best example of this dissemination process. Innovative programs such as the PDP must include an apparatus designed to satisfy not only routine data requirements, but be able to document the progress and impact of selected, experimental activities so that the information can be used elsewhere within and outside the project boundaries.

2. Mobilizing the Resources to Sustain PDP

- Local governments committed to continue PDP type activities. The central government made similar commitments, but these inputs would have only minimal impact. In future years, local financing should gradually supplant central grants as the source of financing for most PDP interventions, except those intended as inter-regional resources transfer.

3. Democratic Plurality

- PDP and PDP-like activities accommodated and responded to leadership and technical assistance provided by elements of the private, voluntary or informal sectors, such as NGOs, PVOs and women's organizations. Wide citizen participation outside official governmental agencies reinforced the "bottom-up" approach to development.

4. Managing the PDP

- Local governments that implemented PDP activities functioned under ambiguous and often contradictory directives. Differences in project administration occurred in local offices that sometimes managed two or more BANGDA coordinated projects. A special effort is needed to clarify these directives.
- The management of subprojects, particularly among small-scale industries, the benefits of new technology or innovation were not fully realized due to the lack of market development.
- Problems concerning funding delivery mechanisms utilized by the GOI and the PDP were frequent. Efforts to resolve the difficulties were not always effective, since the problems affecting disbursements were apparently deep rooted.
- The PDP benefitted from exceptionally dedicated BANGDA sub-directorate staff who provided strong management leadership. The lead agency however was structured so that project management was compartmentalized and little exchange of information occurred between the projects. Contradictory directives were frequently issued to project managers, resulting in confusion and delays in implementation. Future projects must carefully consider the overall capacity of the lead agency and include provisions for strengthening management capabilities of the organization.

This Project Assistance Completion Report on the Provincial Area Development (PDP) II has been:

Approved :   
Norman Rifkin  
Acting Deputy Director

Date : August 1, 1991

Disapproved : \_\_\_\_\_  
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A N N E X    I I  
L I S T   O F   C O N S U L T A N T S

LIST OF PDP II CONSULTANTSA: Long-term Consultants:Jakarta

1.	Dr. Colin MacAndrews	Chief of Party	Jul.79 - Dec.84
2.	James Johnson	Training Adv.	Feb.82 - Jun.88
3.	Dr. James R. Kern	Credit Adv.	Aug.83 - Jan.85
4.	Richard Patten	Credit Adv.	Oct.82 - Oct.83
5.	Dr. E. Edward MacKinnon	Chief of Party	Dec.84 - Oct.88
6.	Dallas S. Garland	Fin.Syst.Adv.	Jul.85 - Jun.88

Bengkulu

7.	Dr. John Miksic	Planner	Jul.79 - Jul.81
8.	Ir. Max E. Allaries	Agriculturist	Jul.79 - Mar.82
9.	Dr. E. Edward MacKinnon	Planner	Sep.81 - Mar.83
10.	Victor Bottini	Planner	May 86 - Jun.88
11.	Peter Crooke	Credit Adv.	May 86 - Jun.88

South Kalimantan

12.	David M. Quane	Planner	Jul.79 - Jul.81
13.	Paul Lippold	Agriculturist	Jul.79 - Sep.80
14.	Mark Bordsen	Planner	Nov.80 - Jun.83
15.	Henry Tucker	Planner	Oct.83 - Oct.86
16.	Gary Stein	Credit Adv.	Jul.84 - Jun.88
17.	Ir. Luc Z. deMeester	Planner	Mar.86 - Jun.88

East Java

18.	Dr. James R. Kern	Credit Adv.	Jul.79 - Jan.83
19.	David Deppner	Livestock Adv.	Jul.79 - Jul.81
20.	James Hoath	Planner	Oct.83 - Oct.85
21.	Dirk van Hook	Credit Adv.	Oct.83 - Jun.88
22.	Roberto A. Monserrat	Agronomist	Apr.84 - Jun.88
23.	Paul Lundberg	Planner	Nov.83 - Nov.84

East Nusa Tenggara

24.	Frank M. Welsh	Planner	Jul.79 - Jun.81
25.	Roberto A. Monserrat	Agronomist	Jul.79 - May 83
26.	Paul Lundberg	Planner	Sep.81 - Aug.83
27.	Mark Bordsen	Planner	Sep.83 - Aug.84
28.	Jose Ona	Agriculturist	Oct.83 - Jun.88
29.	Dr. Eugene Galbraith	Planner	Oct.84 - Jun.84

West Java

30.	Dr. David Hopkins	Planner	Feb.81 - Jul.84
31.	James Johnson	Com. Dev. Adv.	Feb.81 - Jan.83
32.	Charlie Shiraishi	Agriculturist	Feb.81 - Feb.83
33.	Dr. E. Edward MacKinnon	Agriculturist	Apr.83 - Dec.84
34.	Karl F. Jensen	Credit Adv.	Jan.83 - Jan.85
35.	Dr. Joseph A. Weinstock	Planner	Sep.84 - Jun.88
36.	Jahod Sumabrata	Field Sta.Adv.	Nov.85 - Jun.88
37.	Ir. Syahroni	Agriculturist	Jan.86 - Jun.88

West Nusa Tenggara

38.	Leroy Hollenbeck	Planner	Feb.81 - Feb.84
39.	Frank Armitage	Small Ind.Adv.	Feb.81 - Sep.81
40.	James Keddie	Small Ind.Adv.	Feb.82 - Feb.84
41.	Agapito Gonzalvo	Agriculturist	Feb.81 - Feb.83
42.	Joel Levine	Livestock Adv.	Oct.83 - Oct.84
43.	Dr. Gerald Becker	Planner	Oct.84 - Jun.88
44.	Drs. A. R. Artoyo	Small Ind.Adv.	Jul.86 - Jun.88

B: Short-term Consultants:

1. Joachim Metzner - Lamtoronization and Ecological Problems in NTT and Madura, October 1979
2. Apacible - Sugarcane , East Java, Nov. 1979
3. Leroy Hollenbeck - Seaweed Production and Inland Fisheries in Madura and Lombok, June-July 1980
4. Barbara Brouwer - Handicraft Production and Marketing in NTT, June-July 1980
5. Hidayat ) - Institution Building in PDP II Provinces
6. Sofyan Effendi ) July-August 1980
7. Mochtar Buchori )
8. Marmanto )
9. James Hoath - Planning, East Java, September 1980
10. Mustadjab - Lamtoronization in East Java, October '80
11. Jun Gonzalvo - Agriculturist in Bengkulu, Oct.80 - Feb.81
12. Abdul Bari - Sugarcane in Bengkulu, March-April 1981
13. Ben Revilla - Agriculturist in NTT/Alor, Jan. - Dec.81
14. Frank Armitage - Small Scale Industry, NTB, Feb.-Dec.1981
15. James Brewbaker - Lamtoronization, East Java, Dec.5-10, 1981

- 16. W. Larsen - Fisheries, South Kalimantan, Oct.1981
- 17. Yamani - Food Storage in NTT, Dec. 1981
- 18. Michael Locke - Crop Storage in NTT, 1981-1982
- 19. Nicholas Owens - Financial Analysis of PDP Projects, NTB and East Java, Sept.83-Jan.84
- 20. John Ihalauw ) - Evaluation of the Village Motivator
- 21. Mary Johnson ) System in NTT, June 1984
- 22. Jenny Eoh )
- 23. Soemartono - Management Training, Jakarta/NTB, West Java, Jan.-Jun.1984.
- 24. Gary Stein - Credit Systems in West Java and South Kalimantan, Jul.-Dec.1984
- 25. Michael Dove - Environmental Problems, Jakarta, July 1984
- 26. Joachim Metzner ) - Evaluation of Sukabitetek Dryland
- 27. Fred Rumawas ) Fieldstation, NTT, Jul.-Aug.84
- 28. Salem Amareko MS)
- 29. Peter Hagul ) - Evaluation of the Balai Karya Project,
- 30. Abu Chair Thaib ) NTB, May-Jun.85
- 31. Sam Lenggu )
- 32. Nicholas Owens )
- 33. Rochman Achwan - Institutional Training, Bengkulu, Oct.85-Jun.86
- 34. Asjhar Imron - Computer Training, South Kalimantan, 1986
- 35. Geoffrey Peters - Credit (BKK) Asssessment, Bengkulu, Feb.-Mar,86
- 36. Robert A. Dewhirst - Fieldstation Windmill Pump Appraisal, Serang, West Java, May '86
- 37. Kutut Suwondo - Water Resource Management, West Java, Dec.86
- 38. Robyn Stewart - Ceramic Development, South Kalimantan, Dec.87
- 39. A. Munir Mansyur - Computer Training, Bengkulu, 1987
- 40. Amir S. Samirin - Computer Training, NTT, 1987
- 41. Peter J. Robinson - Credit System (LPK) Development in NTB, Nov.87-Jun.88

- 42. Bruce F. Dear - Credit System (BKK) Development, Aceh, Dec.87-Jun.88
- 43. Goutara - Project Management Inventory & Evaluation, West Java, Jan.-Jun.88
- 44. Yonatmaji - Ceramic Development, NTB, Jan.-Jun.88
- 45. Abu Chair Thaib - Tree Crops Development, Bengkulu, Apr.-Jun.88
- 46. Sumpeno Bustam - Ceramic Development, South Kalimantan, June 1988
- 47. Firman B.Aji - Evaluation of PDP Planning System, Jakarta, Aug.-Sep.88

c:Anx2-PDP:8/19/91

A N N E X    I I I  
LIST OF MASTER DEGREE TRAINEES

## LIST OF MASTER DEGREE TRAINEES

No.	Name	Field of Training	Educational Institution	Finish Date
1.	Muhammad Sam'ani	Dev. Planning	Syracuse University	06-25-82
2.	Amin Djafar	Socio-economic Development	University of Pittsburgh	08-03-86
3.	Herman	International Affairs	Ohio University	04-15-87
4.	Remi Tjahari	Mgt. & Planning	University of Pittsburgh	04-25-87
5.	Fazli Siregar	Mgt. & Planning	University of Pittsburgh	05-25-87
6.	Mathur Riady	Development Studies	Ohio University	05-25-87
7.	Yaya Sudarya	Development Studies	Ohio University	05-30-87
8.	Musiardanis	Dev. Management	American University	05-30-87
9.	Tarmizi Karim	Dev. Management	American University	05-30-87
10.	Saut Situmorang	Dev. Management	American University	05-30-87
11.	Subekti	Pub. Administration	Univ. Santo Thomas Philippines	06-21-87
12.	Dodo Perdata	International Affairs	Ohio University	06-23-87
13.	Syarifuddin Cholik	Development Studies	Ohio University	08-30-87
14.	Muzakkir Ismail	Dev. Management	Ohio University	09-30-87
15.	Haryo Sasongko	Dev. Management	American University	09-30-87
16.	Mangasi Siadari	Dev. Management	University of Pittsburgh	05-07-88
17.	Yusuf Supiandi	Pub. Administration	Ohio University	06-15-88
18.	Wayan Yona	Int'l Administration	Ohio University	06-15-88
19.	Sahat Marulitua	Regional Planning	Cornell University	06-20-88
20.	Widoyo Widodo	Pub. Mgt. & Policy	Carnegie-Mellon University	06-20-88
21.	Tristan Hutapea	Int'l Administration	Ohio University	07-08-88
22.	Djoko Srihono	Dev. Management	American University	09-07-88
23.	Abas Baharullah	Development Studies	Ohio University	11-28-88
24.	Afriadi Hasibuan	Pub. Administration	Univ. of Southern California	12-23-88
25.	Sapari Ranuwidjaja	Dev. Management	American University	12-29-88
26.	Paul Nyoko	Dev. Management	American University	12-29-88
27.	Agus Yusuf	Dev. Management	American University	12-29-88
28.	Amandjaja Pakpahan	International Affairs	Ohio University	02-01-89
29.	Dudung Sumahdumin	Pub. Administration	University of Pittsburgh	05-02-89
30.	Nurul Hayati	Pub. Management	University of Pittsburgh	05-30-89
31.	Matius Suparwi	International Affairs	University of Pittsburgh	05-30-89
32.	Yan Nuryanto	Pub. Administration	Syracuse University	05-30-89
33.	Muhammad Puryanto	Pub. Management	Carnegie-Mellon University	08-19-89
34.	Lukmansyah Chalil	Pub. Management	Syracuse University	08-19-89
35.	Alo Pasi	Pub. Management	Carnegie-Mellon University	08-19-89
36.	Suhara Patah	International Affairs	University of Pittsburgh	08-30-89
37.	Henky Hermantoro	International Affairs	University of Pittsburgh	12-01-89
38.	Memet Hamdan	Regional Planning	American University	08-23-90
39.	Wahyu Hartomo	Reg. Dev. Planning	AIT, Thailand	12-30-89
40.	Abdul Latif Hanafiah	Reg. Dev. Planning	AIT, Thailand	12-30-89
41.	Sofyan Bakar	Reg. Dev. Planning	AIT, Thailand	12-30-89