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**THE USAID INDONESIA
EVALUATION PLAN**

PRO

MAY 1 1980

The USAID/Indonesia Mission Evaluation Program

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THE MISSION EVALUATION FRAMEWORK & PROCESS

INTRODUCTION:

USAID/Indonesia's evaluation program involves several approaches of varying nature and scope. The particular approach used at any time is dependent upon the type of project being evaluated and the purposes we and/or the GOI want the evaluation to serve. Philosophically and operationally, we are trying to create a continuous impact oriented frame of mind and evaluation capability among all USAID staff and GOI counterpart organizations. Included in this evaluation process is a continuing effort to improve methodology, sharpen the focus of evaluation objectives, increase their utility, and improve their documentation. In broadest terms, we have sought to operate an evaluation program that facilitates program and project implementation and at a minimum, meets Agency reporting needs. This paper describes our current and future evaluation programs, including some possible new approaches that will help improve our and the GOI's capacity to both achieve and assess impact of AID - assisted projects in terms of helping improve the condition of Indonesia's rural poor.

I. The Framework for Evaluation

A. Policy. Development of USAID/Indonesia's current evaluation policy and program began in the summer, 1976 with a set of enabling actions designed to strengthen and expand

our capabilities in this area. These actions included the designation of an Evaluation Officer and issuance of a Mission Order outlining objectives of the evaluation effort and major duties and responsibilities within the Mission. The USAID order defines evaluation as this Mission applies it with special emphasis on the uses of evaluation as a means for facilitating project implementation and measuring project and program impact. Evaluations are focused on the effectiveness of projects in achieving purposes; significance in terms of impact and contribution to higher development goals; and efficiency in terms of benefits obtained with the means employed. To the greatest extent practical evaluation is pursued as a collaborative effort with the GOI and as a means for strengthening within the GOI the operational and policy positions and staff related to specific projects.

B. Purpose

The USAID Evaluation Program has as its primary purpose the improvement of project design, relevance, implementation and impact. Our reviews are intended to challenge the targets and design of our joint undertakings with the Government of Indonesia and identify bottlenecks or other weaknesses; they also prescribe corrective actions and designate responsibilities therefor. By involving host

Government officials in the evaluation process and in other specific planning and evaluation training programs we also seek to assist the implementation of planning and evaluation within the GOI at both the AID assisted project and broader levels.

With careful attention to "lessons learned" our Evaluation Program also helps us determine policies and procedures to be followed in future project development and implementation. As increasing numbers of our people-oriented projects reach mature implementation stages or completion, we are now planning to improve our impact measuring capacities and to include in evaluation documentation more beneficiary related information.

Another major purpose of our evaluation program is to increase and improve GOI awareness of and capability in using evaluation techniques as a means for improving project and program implementation and utilization of resources. While USAID efforts in this regard are integral parts of virtually all project activities, special approaches are also used. Most prominent of these are the use of a Project Development and Evaluation course conducted by two Mission employees and the conduct of special training programs by the US Bureau of Census as integral parts of Mission-assisted projects.

C. Responsibilities.

As prescribed by Agency policy, every project officer and his technical office chief is responsible for assuring that evaluation activities are included as integral parts of the project or projects for which he is responsible. These activities cover a wide range running from baseline surveys to special socio-economic or environmental studies to regular PES efforts. The Mission Evaluation Officer provides guidance and assistance in designing and managing the many and varied aspects of the evaluation process. Regarding the last, every Mission project is reviewed at least once every 18 months; some projects may be reviewed more often depending on implementation problems encountered.

All evaluation efforts as reviewed by a Mission Evaluation Review Committee chaired by the Director or Deputy Director who assigns responsibility for follow-on action. Over the past three years Indonesian participation in all aspects of USAID assisted evaluation activities has developed to a point where virtually all activities except for a very limited number of planned "in-house" type project evaluations include substantial numbers of and often very senior GOI representatives.

II. Evaluation Plan

A. Overview

The Mission aims to be results-oriented in the conduct

of its evaluation program. Accordingly, the kind of evaluation(s) performed on any given project (or part of a project) and the way in which that evaluation is conducted will depend to a very large extent on what we would like the evaluation to accomplish. For example, if a project has only recently been started (in terms of actual implementation) and difficulties exist in organizing the required efforts or inputs, a simple regular evaluation with participation by GOI officials at a level capable of taking administrative or financial decisions might be used. On the other hand, a project that is well into implementation but that is faced with technical problems might best have its interests served by a technical field oriented evaluation. Where policy level problems or problems traceable to GOI agencies not directly involved in the project, e.g. the central planning organization (BAPPENAS) or the Ministry of Finance, are involved participation by such agencies would be sought, probably in a large scale regular evaluation held either at BAPPENAS or USAID. Where implementation seems to be moving relatively well, an in-depth evaluation, designed to assess direct and/or indirect beneficiary impact might be planned.

In effect, we do not view evaluation as an undifferentiated activity. During the past few years we have developed (or at least experimented with) a variety of evaluation approaches. Each seems to us to have special positive

features and if used well will help accomplish specific purposes better than others. Part of the challenge for AID is in selecting the right evaluation tool at the right time to achieve defined purposes.

In the following two sections are provided a brief description of the major types of evaluation approaches on which we rely in conducting our evaluation program. Also included is a tentative schedule for our planned in-house evaluation effort through FY 81 program. During this time we will evaluate all of our current portfolio (over 40 projects) at least once. At least eleven of these evaluations will follow some special in-depth evaluation activity most of which will be carried out by contractors or with major AID/W participations. The schedule will, of course, change over time as new opportunities/problems present themselves (and demand attention) and as currently planned needs call for deferred (or no) attention. It is also possible that we will increase the numbers of special evaluations either to undertake impact evaluations for completed projects or where current implementation progress indicates that New Directions - type projects started during the past 2-3 years are beginning to have measurable impact or are providing lessons requiring deeper analysis. Occasionally, special evaluations are proposed from AID/W.

B. Evaluation Approaches.

I. Regular Evaluations.

The Mission's regular evaluations thru FY 81 will continue to follow the process basically provided for in the original Mission Order. For these evaluations involving preparation of the PES, our process is relatively simple. Concerned Mission staff meet several weeks before the scheduled evaluation review to determine the proper focus for the evaluation, the necessary documentation required and basic methodology to be employed. Special stress is placed on careful site visits by the Project Officer and his GOI counterpart and whenever possible by the USAID operating and management staff. Regular evaluations normally include as an attachment to the PES document a CPI network and a Section 102(d). Beneficiary Impact Statement. In this statement we attempt to provide a picture of how the project responds to Section 102(d) criteria, what types of benefits are derived, by whom and by how many people, including their location. A final draft document is then distributed to the Mission Evaluation Review Committee and Indonesian Government officials and other interested persons prior to the formal review that is chaired by the Director or Deputy Director.

Over the past 4 years using this basic process we have conducted 67 regular evaluations. The single most important

benefit from the process has been improved awareness of problems, needs and opportunities on the part of both GOI and USAID staff, improved commonality of perceptions and resultant improved implementation. Independently of its reporting value to others we continue to consider the regular evaluation process (including documentation) as an important means to an end: improved implementation. Evaluation, as indicated above, is a tool used by USAID to focus attention on problems and experience. The final report of any regular review will be as informative and as "candid" as possible but will not always reflect in black and white all the exchange between the USAID and GOI officials.

As the schedule attached to this report indicates we intend to carry out by the end of FY81 45 regular evaluations relying primarily on the basic PES documentation. During this period we expect to focus more intensively on improving our techniques and approaches for providing information related to Section 102(d) matters. As indicated above, beneficiary analysis is becoming increasingly important for this Mission as our projects begin to reach implementation stages where impact measurement appears feasible. Our projects, of course, vary considerably and for some, such as Rural Works where physical construction is involved, project officers have a far easier time providing data than for others, for example, PDP or Assistance for Agriculture.

Increasingly, we will need to develop techniques and sources with our Indonesian counterparts for gathering the required data and this is a major priority for our future evaluation plans.

2. Special Evaluations.

Special evaluations normally imply the use of outside consultants or AID/W staff and often involve extensive field research including the use of such research tools as questionnaires and interviews with large numbers of respondents. Over the past 4 years this Mission has conducted or assisted with five major special evaluations: Rural Works, Sederhana, Malaria, ICA/Kelapa Dua Project (a proto-type PVO effort) and Family Planning. All but the ICA Project relied on the use of outside consultants or AID/W personnel. The Family Planning evaluation was most recent and perhaps the most meaningful as it focussed on one of our most successful assistance activities. This report highlighted the most important elements of project success, all of which we believe should be applicable to most of our other activities to wit: substantial field flexibility and rapid funding arrangements; USAID personnel with extensive language capacity and a bent for innovation in pursuing project purposes; equally imaginative GOI counterparts and, finally, considerable decentralized authorities on the GOI side that permitted

province level ideas and priorities to be responded to rapidly on their own merits without second guessing from central authorities.

USAID intends to carry out at least 11 special evaluations over the next 20 months for the following projects: Luwu, Rural Electrification, Aceh Road, Kabupaten Planning, Rural Works, Sederhana, Appropriate Low Cost Technology, PDP I & II, North Sumatra Regional Planning, Brackish Water Fisheries, and Citanduy II. Established approaches will be used in some cases but we also intend to utilize several other approaches which may prove to be at least as useful as have the more tested approaches but are probably less expensive and also more in keeping with the purposes of our evaluation program as outlined in Section I above.

- Field Level Evaluation Workshop

In May 1979 American and Indonesian staff who had played a key role in developing the Mission Project Development and Evaluation (PDE) Training Program (discussed below) participated in a workshop at a project field site in North Sumatra. The workshop involved consultants and Indonesian project field staff as well as provincial level planning officials and was intended to perform the evaluation of the North Sumatra Area Development Project in the field with provincial level personnel rather than at headquarters

level as has been traditional practice.

The workshop focused on the relationships of project inputs to outputs to purpose and the assumptions basic to each and included discussion of progress indicators at each level. This exercise was particularly successful in terms of developing common field/headquarters understanding of administrative, technical and socio-economic matters that both enhance and constrain project progress, at both the field and headquarters environments. The experimental exercise also appears to have helped "institutionalize" evaluation type concepts within the field project and provincial planning level staffs. This should enhance their ability to consistently assess problems and actions in terms of achievement of project objectives. Further experimentation and testing of this approach will be undertaken during the coming year.

Another successful attempt at using this approach (or a variation of it) was conducted in March 1980 at the field site (Luwu) of a major integrated area project. In the Luwu workshop we included 2½ days of travel to all sub-project sites with all USAID and GOI project and headquarters level personnel participating. Following these visits another one day session was held to discuss our findings in terms of the status of project implementation, related problems, progress toward achievement of project outputs

and purpose and lessons learned. The Kabupaten (country) level People's Assembly Chairman also participated in this last meeting. The Project Officer and other USAID personnel later cooperated in preparing the basic PES documentation for the final Mission Review which lasted 2 days and included attendance by all GOI HQ and key field level personnel for all four subproject activities. Again, the Assembly Chairman attended all sessions of this review in Jakarta. Participation is clearly the watchword for this type of evaluation approach.

- In-House Small Scale Surveys

Another new effort we are working on is the development of an in-house Mission capacity to carry out small scale evaluation or impact assessment studies relying primarily on USAID Direct Hire staff with Indonesian language capability and Indonesian staff with some social science research training and experience. We have already carried out one such exercise in the 1978 evaluation of a small PVO Project. In this case USAID local staff using a GOI-Mission designed questionnaire and self-developed interview techniques and ad-hoc sample selection techniques spent a week in the project's village site interviewing villagers. The effort was effective and revealing. Most villagers were surprisingly candid and outlined benefits and shortcomings with little inhibition. The evaluation report included a compilation of data for each question. It had a direct impact on subsequent changes

in project operations in this and two other ICA project sites.

Currently, we are discussing the possibility of similar efforts in several villages where our Sederhana Irrigation Project is operating. In addition to gathering some first hand data on our own, we will develop among Direct Hire American and Indonesian staff basic skills in interview and non-obtrusive data gathering techniques. We will learn to "see" and "hear" more about what is going on in projects in rural areas when we go out ourselves rather than relying exclusively on contract staff to report back..

- USAID Sponsored Project Evaluation Training Efforts

USAID is involved in two evaluation activities focused directly on training efforts to expand evaluation capacity and understanding within various GOI offices which have project implementation responsibilities.

Project Design and Evaluation (PDE)

The USAID PDE program is a direct result of an AID/W conducted PDE Seminar in Jakarta in November 1977 for Mission and GOI officials. Subsequent to that seminar, three Indonesian FSN employees of the Mission Indonesianized the PDE materials and conducted several training seminars in GOI agencies involved with Mission-supported Rural Development Projects. The GOI reaction was highly favorable. Many

requests were received from GOI offices, Ministries, and the private sector. The Mission responded by assigning three FSN trainers and a U.S. direct hire (on a part-time basis) to carry out training courses. Substantial modification and revision were undertaken for the PDE material. We have edited a publication called the PDE theory and a PDE handbook for trainers and prepared a special case study.

To date 21 PDE courses have been conducted with a total of 941 participating GOI officials and technicians (list of agencies and number of participants attached); this excludes short orientation and other PDE courses that have been organized independently by both the Department of Industry and the Department of Social Affairs. Special PDE training for trainers has also been provided by Mission FSN staff. Thus far 34 persons, including 4 persons from each of 8 BAPPEDAs (Aceh, Bengkulu, West Java, East Java, South Kalimantan, NTT, NTB, and Yogyakarta) and 2 from Central Java have been trained to become PDE trainers. In turn, the South Kalimantan BAPPEDA on its own has conducted similar training once, West Java 3 times and Bengkulu once with very limited supervision from USAID trainers.

Finally, USAID has conducted training for staff and trainers of the National Institute of Public Administration (LAN). Because of its position as a key GOI Agency responsible

for training in Public Administration, we hope that LAN will eventually assume the USAID role in conducting and developing the PDE. LAN's response thus far has been very positive.

U.S. Bureau of Census Evaluation Training is another USAID supported effort to assist GOI agencies to develop a planning and evaluation orientation and capacity. Over the past 12 months the U.S. Bureau of Census (BUCEN) staff have been involved in several activities to institutionalize a project evaluation capability within agencies of the GOI involved in projects with USAID. The BUCEN training program started with Cipta Karya (Department of Public Works) and was subsequently expanded to include State Power Company (PLN), Directorate General of Cooperatives (DGC) and the Highway Department (Bina Marga). Training to date has been provided for more than 30 technical staff of these four agencies which are USAID counterparts in five major projects.

The BUCEN program will continue over the next two years at least. Unlike PDE, its focus is solely on evaluation. Classes usually are held for 2-3 weeks followed by trainee exercises in the office and in the field. The trainees have regular work responsibilities within their agencies and are currently not expected to devote fulltime to the training activities. In this initial phase of the program the BUCEN instructors return to Indonesia at 3 month intervals

to continue with the classwork. Over the last 18-24 months, training will become fulltime to develop and coordinate data gathering procedures and techniques and then analysis and preparation of reports.

A particularly encouraging result of these efforts to date is the recent decision of the Director General of Cipta Karya, to create a CK Evaluation Unit (to be trained by BUCEN) because it would give his department an "added capacity for research". He saw that the team's work need not merely end with the Surakarta Potable Water Project and that it (or members of it) could go on to evaluate other CK Projects (Housing, Kampung Improvement, other Potable Water Projects, Urban Development, etc.). Additionally, he felt that creation of a CK Evaluation Unit would spur better utilization of the existing CK Data Processing Center and improve its integration into CK with more emphasis on answering and processing CK research needs.

The BUCEN training is clearly creating capacity and interest in several GOI agencies for field level evaluations. USAID plans to cooperate with these agencies using some of its own staff in carrying out impact oriented evaluations over the next 2-3 years on Aceh Road, Surakarta Water, Luwu Road and Jagorawi Highway Projects.

- Baseline Surveys.

Increasingly, USAID is concerned with improving and

expanding its efforts to gather baseline data that will later make possible meaningful evaluation of project impact, particularly in terms of Section 102(d) criteria. The BUCEN training program above, for example, will include baseline data gathering for the Rural Electrification and Surakarta Water Projects. Several universities, as indicated below, are or will be engaged in similar efforts. In addition, to the greatest extent possible we intend to include in all future projects provisions for collection of baseline data at the inception stage. These provisions will be part of the evaluation plans which are outlined in these projects planning documents.

We are currently examining the feasibility of an additional approach that will be a more concentrated attempt to develop a comprehensive information gathering capability in support of each RD project. This capability would enable us to gather baseline data, monitor implementation progress and later measure project impact for all RD projects. To date our major efforts to gather such data have centered on the Sederhana, Rural Works, Citanduy and Luwu projects and they have not been entirely successful in terms of institutionalizing a continually functioning system. Hopefully, we will be able with additional contractor assistance over the next two years to undertake the continuous effort with GOI officials to develop and implement such a system.

Short term consultancies on similar efforts in the past have not proven effective.

USAID Evaluation Linkages with Universities

Though a full accounting of each effort is beyond the scope of this report, universities, American and Indonesian, have provided particularly valuable contributions to the evaluation efforts of this Mission. They provide talented personnel who not only perform useful and important project related tasks but also strengthen in the broad sense overall Mission relations with the university community in Indonesia. They engage in baseline survey efforts or project impact assessments. In the past these efforts have sometimes not been planned well in advance as part of a comprehensive interrelated process. However, future project planning efforts, as indicated above, will include universities at the outset in gathering baseline data and later evaluating impact.

Among the USAID projects with built-in programs for evaluation that draw on Indonesian or American university experts is the Luwu Project wherein Hasanuddin University in Ujung Pandang has played a role in trying to develop baseline data and techniques for evaluation of the impact of the Luwu Project. Cornell University has also contributed to this effort in a critique of the Hasanuddin efforts to date.

Gajah Mada University and Pajajaran University will both be involved in developing and implementing a continuous social-economic survey program in the Citanduy basin. This program will gather baseline data and measure impact on the quality of life in the entire basin for the Citanduy River Basin Development Project. This effort will utilize several and perhaps all of the eleven students from these two universities who will soon be returning to Indonesia after completing graduate work under the MUCIA Program in the United States.

The Bandung Institute of Technology (ITB) is cooperating with USAID and the GOI in field level surveys collecting data for the Environmental Assessment for the Rural Electrification Project. The University of Udayana in Bali is collecting baseline data for the Village Family Planning/Mother/Child Welfare Project.

Other universities that are involved in the evaluation process include the Palangka Raya Rectorium (University) which is responsible for the collection of baseline data and evaluation of the small-school component of the Self-Instructional Learning System Project. In addition, the University of Sebelas Maret in Solo has the sole responsibility for the overall evaluation of this project. In the Graduate Agriculture School Title XII Project, the Agriculture Institute in Bogor (IPB) is currently conducting, under an

AID contract, what is in effect a baseline survey of university institutions and activities related to agriculture education in Indonesia.

Each year the American Mid-West University Consortium in Agriculture (MUCIA) holds an annual review of the Agriculture Education for Development project in which the staff of IPB in cooperation with the consortium of Indonesian Agriculture Universities does an in-depth evaluation of the project progress during the previous year. These annual reviews gradually contribute to the institutionalization of evaluation processes and concepts in Indonesian agencies.

Perhaps one of the most important of all USAID effort's to establish linkages with Indonesian universities and create capacity therein to evaluate development impact and understand constraints to wider impact or mutations of intended impact will be based on our past relationship with the Rural Dynamic Survey (RDS) at IPB. The RDS conducts a wide range of micro-economic and sociological studies focused on the constraints to development that materially benefits the poorest elements in society.

Past USAID support to the RDS, primarily for research in East Java, has had significant payoff. In addition to the reports prepared under the East Java project we have received copies of dozens of other RDS studies on rural agricultural conditions. These reports and discussions with RDS staff,

or through their participation in seminars at USAID, have provided much useful information for preparation of USAID's overall strategy, responses to Section 102(d) requests and material relevant for background condition statements in project papers.

The RDS thus, is already a direct contribution to effective evaluation of the development requirements and impact in Indonesia. It is not quantifiable. The overall impact, nonetheless, on our determination of what is most relevant to Indonesian needs is truly significant. We hope to provide limited assistance to the RDS through a PVO grant to the Agro Development Council which, in turn will support continuation and expansion of the RDS Project. The new project will support expansion of current RDS capacity to at least two more regional universities in East and Central Java and perhaps eventually to Hasanuddin University in Sulawesi. The project will enhance these universities' capacity to carry out economic and social research in rural Indonesia with particular emphasis on current development impact on the poor and on constraints to implementation of other projects more directly focused on the poorest 40% of the population.

EVALUATION SCHEDULE

CY 80-81

0266	Science and Technology	April 16, 1980
0244	Luwu Area & Transmigration I (Special Field Visit/Workshop and Evaluation Data Gathering Completed March 16-21, 1980)	April 29-30, 1980
0241	Aceh Road Betterment Project (Special Preliminary Study of Beneficiary Impact and Contracts Capability will be carried out under BUCEN Training Program NLT November 1980)	May 27, 1980
0267	Rural Electrification I (Special Beneficiary Impact Assessment will be conducted under BUCEN Training Program with final report by 1 Dec 1980)	May 29, 1980
0245	Citanduy River Basin I	May 29, 1980
0230	Health Research and Development (Final)	June 1980
0239	Malaria Control	June 17, 1980
0248	Higher Education Devel. Training	June 19, 1980
0198	Agriculture Research	June 24, 1980
0260	Agriculture Education for Development	June 26, 1980
	PL 480 Title II	July 9, 1980
0236	Brackish Water Fisheries	July 10, 1980
0225	PVO Co-Finance	Sept 9, 1980
0237	Kabupaten Planning (Final)	Sept 18, 1980
0314	Assistance to Environmental Centers	Sept 23, 1980
0240	Rural Works I (Final) (will include Special Beneficiary Impact Study)	Sept 25, 1980
0247	Rural Sanitation Manpower Devel.	Oct 2, 1980

0253	Expanded Project for Immunization I	Oct 9, 1980
0246	North Sumatra Regional Planning	Oct 16, 1980
0263	Sumatra Agricultural Research	Oct 23, 1980
0270/0271	Family Planning Dev. Services/ Oral Contraceptives	Oct 30, 1980
0242/0252	Sederhana I & II (will include Special Beneficiary Impact Assessment)	Nov 4, 1980
0280	Self Instruct. Learning System	Nov 13, 1980
0293	Eastern Islands Agri. Education	Nov 27, 1980
0290	Graduate Agri. School (Title XII)	Dec 4, 1980
0296	Education Com. Development	Dec 16, 1980
0268	Appropriate Low Cost Technology (will include Special Evaluation of Application and Impact of Project Outputs: Ferro Cement and Pyrolydic Conversion)	Dec 18, 1980
0262	Surakarta Potable Water	Jan 9, 1981
0215	West Java T&D I&II (Final)	Jan 24, 1981
0246	North Sumatra Region Planning (Final/Special)	Feb 1981
0264/0276	PDP I & II (Special focus on Devel. of BAPPEDA Planning Capacity; Project Selection Process, Implementation of Sub Project)	Feb 1981

TENTATIVE REMAINING CY 81 SCHEDULE

0204	Semarang Steam (Final)	Feb 14, 1981
0236	Brackish Water Fisheries Final (Special Impact Eval.)	Feb 1981
0273	Health Trg., Research and Devel.	Feb 21, 1981
0266	Science and Technology (Final)	Mar 20, 1981
0239	Malaria Control (Final)	Mar 1981
0244	Luwu Area & Trans. I	Apr 1981
0225	PVO Co-Fl (Final)	Apr 1981
0265	Agriculture Devel. Planning	Apr 10, 1981
0248	Higher Education Devel. Trg.	May 15, 1981
0267	Rural Electrification I	May 29, 1981
0285	Rural Works II	May 1981
	PL 480 Title II	July 1981
0260	Ag. Education for Devel. (Final)	July 1981
0314	Assist. Environ. Centers (Final)	Sept 1981
0245	Citanduy I (Final)	Oct 23, 1981
0247	Rural Sanitation Manpower (Final)	Oct 9, 1981
0253	Expanded Project for Immunization I	Oct 16, 1981
0263	Sumatra Agriculture Research	Oct 30, 1981
0270/0271	P.P. Devel. Services/Oral Contraceptives	Nov 4, 1981
0252	Sederhana II	Nov 1981
0280	Self Instruct. Learning	Nov 20, 1981
0293	Eastern Island Ag. Education	Dec 1981
0290	Graduation Agri. School Title XII	Dec 11, 1981

0296 Education Communication Devel.

Dec 16, 1981

0241 Aceh Road Betterment (Final)
(Special Eval. with Bina Marga/BUCEN
Trained Eval. Unit)

Jan 1982

Project Evaluations completed since June 1976
USAID/Indonesia

<u>FY NO.</u>	<u>Proj. Title & Number</u>	<u>Covering Period</u>	<u>Date Signed</u>
76-3	MCH-FP-POP-Manpower Dev. Project 0188.2	2/75-6/76	6/14/76
76-4	General Participant Training 0183	mid FY75-end TQ	9/10/76
NA	Major evaluation on Rural Works done by consultants, dated 11/1/76 Loan T-035	1975-1976	
77-1	Family Planning Assist- ance Services 0188.0	7/1/75-11/9/76	11/8/76
77-2	Area Dev. Proj. Planning 0238	6/75-10/76	11/8/76
77-3	Tuntang Electric Power H-019	5/10-11/76	11/18/76
77-4	Agr. Research - 0198	2/74-11/76	11/18/76
77-5	Health Res. and Develop- ment 0230	7/74-11/76	1/14/77
77-6	Educational Finance 0229	5/75-1/77	2/24/77
77-7	POP/FP Res. and Develop- ment 0188.3	10/74-2/77	3/1/77
77-8	Asst. to Agr. 0189	9/75-2/77	3/4/77
77-9	Semarang Steam Power Plant 0204	11/71-2/77	2/24/77
77-10	Volag Co-financing - 0225	2/74-9/76	3/18/77
77-11	Medan Elec. Power Rehabl. H-022	8/71-3/77	3/22/77
77-12	W-Java T&D Phase I & II - H-028 & 032	4/73-3/77	3/22/77

<u>FY No.</u>	<u>Proj. Title & Number</u>	<u>Covering Period</u>	<u>Date signed</u>
77-13	Jagorawi Highway Constr. H-031	9/75-2/77	3/24/77
77-14	Higher Agr. Edu. (FY71-76), changed to Agr. Edu. for Dev. (FY77-81) - 0260	1/1/76-12/31/76	4/25/77
77-15	Ketenger Transmission and Distr. H-	11/71-4/77	4/29/77
77-16	Aceh Road Eatterment	5/75-3/77	6/3/77
77-17	Non-formal Education	1/76-12/76	5/23/77
77-18	Brackish Water Fishery	11/1/76-5/1/77	6/2/77
77-19	Citanduy	10/76-5/77	6/29/77
77-20	Malaria (numbered but PAR was not done)		
77-21	PL480 Title II	7/75-5/77	6/3/77
<u>Project Evaluation Summary (PES)</u>			
77-22	Luwu Area & Trans. Dev.	10/75-8/77	9/29/77
78-1	GPT	9/8/76-9/30/77	11/29/77
78-2	Family Planning Asst. Services	11/76-11/77	11/30/77
78-3	Agr. Research	11/76-12/77	1/18/78
----	Padat Karya Gaya Baru Evaluation dated 12/77		
78-4	Volag Co-financing	10/76-12/77	1/30/78
78-5	Non-formal Education	2/77-2/78	3/1/78
78-6	Interim Eval. Report dated 12/10/77 for Brackish Water Fishery		

<u>FY NO.</u>	<u>Proj. Title & Number</u>	<u>Covering Period</u>	<u>Date Signed</u>	
78-7	Surakarta Potable Water	1/77-2/78	3/17/78	
78-8	Jagorawi Highway Constr.	2/77-2/78	3/28/78	
78-9	Area Dev. Proj. Planning	11/1/76-12/31/78	4/6/78	
78-10	Asst. to Agr.	2/77-2/78	4/24/78	
78-11	Semarang Steam Power Plant	11/71-3/78	4/27/78	
78-12	Educational Finance	2/77-2/78	4/27/78	
78-13	Aceh Road Betterment	3/77-4/78	5/3/78	
78-14	Agr. Edu. for Dev.	5/77-6/78	6/21/78	
79-1	W.J. T&D I and II Loan 028/032, Proj. No. 0215/ 9232	3/77-9/78	12/14/78)	Date Sent t
79-2	Surakarta Potable Water Loan 044, Proj. 0262	4/78-11/78	12/28/78)	AID/W 1/9/79)
79-3	Luwu Area And Transm. Dev. Loan 038 Proj. 0244	9/77-12/78	1/18/79)	A-05
79-4	Rural Works I Loan 035, Proj. 0240	12/77-11/78	1/29/79)	
79-5	Aceh Road Betterment Loan 036, Proj. 0241	4/78-12/78	1/29/79)	
79-6	Higher Edu. Dev. Trg. Loan 042, Proj. 0248	7/1/76-11/1/78	1/29/79)	3/6/79 A-24
79-7	Kelapa Dua Human Dev. subproject 0225	2/78-12/78	2/7/79)	
79-8	Rural Sanitation Manpower Dev. Loan 043 Proj. 0247	10/76-9/78	3/1/79)	
79-9	Edu. Finance Proj. No. 0229	4/78-1/79	2/12/78)	
79-10	Citanduy River Basin Dev. Loan 039, Pri. 0245	6/77-11/78	2/23/79)	

<u>FY No.</u>	<u>Proj. Title & Number</u>	<u>Covering Period</u>	<u>Date Signed</u>	<u>Date Sent to AID/W</u>	
79-11	Non-formal Education	2/78-2/79	3/21/79	}	
79-12	Edu.Tech. Subproject Loan 040	10/77-3/79	4/23/79		
79-13	Science and Tech.Proj. No. 0266	1/78-1/79	4/24/79		
79-14	Jragung Dam Subproject Loan 040	3/77-4/79	4/23/79		9/6/79 memo
79-15	Agr. Edu. for Dev. Loan 041 Proj.0260	6/78-3/79	4/30/79		
79-16	Agr. Research Proj. 0198	1/78-12/78	8/20/79		
79-17	Kabupaten Planning & Mgt. (Became 80-1)				
79-18	Semarang Steam Plant Loan 024 Proj. 0204	3/78-4/79	6/26/79		
79-19	Malaria Control Loan 034 Proj. 0239	3/77-5/79	5/79		9/6/79 memo
79-20	Distribution Conv. Trg.	5/77-5/79	9/28/79		10/16/79 memo
79-21	Appropriate and Low Cost Tech.Proj.0268	4/78-5/79	6/6/79		
79-1	not numbered by PRO - Rural Electrification Proj. 0267	3/78-6/79	6/15/79		9/6/79 memo
79-22	PVO co-financing Proj.0225	1/78-6/79	8/9/79		
79-23	Sumatra Agr.Res. 0263	3/78-8/79	8/20/79		9/6/79 memo
79-24	Brackish Water Fisheries	11/76-7/79	8/28/79		
79-25 LOU	Jagorawi Highway Constr. Loan H-031 Proj. 0223	2/78-2/79	8/30/79		

<u>FY No.</u>	<u>Proj. Title & Number</u>	<u>Covering Period</u>	<u>Date Signed</u>	<u>Date sent to AID/W</u>
80-1	Kabupaten Planning & Mgt. Trg. 0237	7/78-4/79	10/25/79	10/26/79
80-2	Northern Sumatra Reg. Planning 0246	8/78-5/79	10/25/79	10/26/79
80-3	Sederhana Irrigation I 0242	6/75-10/79	11/14/79	11/16/79
80-4	Prov. Area Dev. Program I & II 497-9264/0276	9/77-10/79	12/21/79	12/27/79
80-5	Health Research & Dev.0273	9/78-11/79	1/10/80	1/11/80
80-6	West Java Trans./Distr. I & II 497-0215/0232	9/78-3/80	3/24/80	3/25/80

LIST OF AGENCIES/NUMBER OF PDE PARTICIPANTS

1978: Training for Trainees by USAID Trainers

<u>Name of Agency</u>	<u>Participants</u>
1. Mineral Technology RDev. Center Dept of Mines, March	45
2. Dept of Social Affairs, May (Training for Trainers)	10
3. Dept of Social Affairs, June	75
4. Luwu Area Development Project, Nov.	30
5. Provincial Office of Dept. of Industry, South Sulawesi, Dec.	72
	<hr/>
TOTAL	232

1979: Training for Trainees by USAID Trainers

<u>Name of Agency</u>	<u>Participants</u>
1. BAPPEDA Bengkulu, 8-13 Jan	30
2. Lembaga Pusat Penelitian Pertanian (LP3) 12-14 Feb.	31
3. Directorate General of General Mines 2-7 April	45
4. Department of Mines and Energy, 17-21 April	152
5. BAPPEDA East Java, 25-30 June	30

6. Church World Service, 8-12 July	30
7. Northern Sumatra Regional Planning Project, 22-27 Oct.	30
8. KOWANI (Indonesia Women Congress) 29 Oct - 3 Nov	43
9. BAPPEDA, East Nusa Tenggara, 12-17 Nov	54
10. BAPPEDA, West Nusa Tenggara, 12-17 Nov	32
11. BAPPEDA, West Java, 19-24 Nov	37
12. BAPPEDA, Jogjakarta, 29 Nov - 1 Dec	38

Total: 552

1980: Training for Trainees by USAID Trainers

Nine BAPPEDA, 14-17 Jan 34

1980: Training for Trainees by GOI Trainers under USAID
Trainers Limited Supervision.

1. BAPPEDA South Kalimantan, 4-9 Feb	30
2. BAPPEDA West Java, 14-21 Feb	65
3. BAPPEDA Bengkulu, 25 Feb - 1 March	28

Total: 123

USAID ORDER

UNITED STATES A. I. D. MISSION TO INDONESIA

DATE ISSUED October 7, 1976	EFFECTIVE October 7, 1976	OFFICE PROGRAM Issuance No. 11	ORDER No. 1370.5
SUBJECT: Program Evaluation Committee for Assistance & Guidance to Project Officers & for Review of Project Evaluation		SUPERSEDES Issuance No. 11 Order No. 220, dated May 10, 1974	

I. PURPOSE

This Mission Order is intended to serve as the basis for a consistent and effective evaluation process for all USAID/GOI projects. This order will define evaluation as we intend to apply it, outline the process to be followed and identify responsibilities.

II. EVALUATION DEFINED

It should be clear at the outset, that evaluation and implementation monitoring are two different processes with different purposes. Implementation monitoring is the means for assuring that resources for a given project are available and adequate, that implementation actions are occurring on schedule and that planned outputs are being achieved.

Evaluation, on the other hand, seeks to answer three basic questions relevant to all forms of economic assistance:

Effectiveness - Are the targets for outputs and purposes being achieved? What are the reasons for success or failure?

Significance - Will the achievement of the targets contribute to economic development or other higher goals beyond the project purpose? To what extent? What are the activity's advantages over possible alternatives? What about side effects?

Efficiency - Do the benefits justify the cost? Are there more efficient means of achieving the same targets?

Evaluation challenges all aspects of the project design including the feasibility of purpose and output targets, the viability of the causative linkages between outputs and project objectives, and the underlying implicit and explicit assumptions.

III. PROJECT EVALUATION REVIEW

The best evaluative conclusions and determinations for future actions arise out of a group review -- an interactive process among interested parties. These reviews should be carried out as collaborative efforts not judicial inquiries.

A Mission Evaluation Review Committee is hereby designated to review and examine completed program evaluation reports, PARs or equivalents, as they are submitted. The committee is composed of the following members:

1. Chairman: Director or Deputy Director
2. Program Officer
3. Evaluation Officer
4. Controller and
5. Project Manager

supplemented by other interested parties. Wherever possible appropriate GOI officials should be encouraged to participate. Project evaluation will be carried out annually for each ongoing project (Grants and Loans).

Several weeks prior to the scheduled group evaluation review, the Project Manager should meet with the Mission Evaluation Officer to discuss the format for the review as well as the methodology and substance of the evaluation itself. If a special evaluation team is conducting an in depth evaluation, the final report or a summary thereof will form the basis for the final group review. Where the evaluation is a simple annual review and involves only USAID personnel and, if possible, GOI counterparts, the Project Appraisal Report (PAR) format will be followed and will serve as the basic document for the group review.

The Project Manager will distribute the draft PAR or copies of an in depth evaluation to those officers participating in the group review one week prior to the review so that they may attend prepared to discuss any issues outlined therein. The Project Manager and the Evaluation Officer will prepare a final PAR after each review in order to provide a permanent record of the findings and decisions arrived at during the evaluation group review.

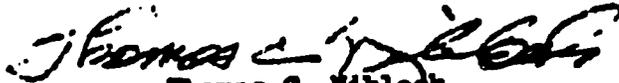
IV. RESPONSIBILITIES

- A. The Mission Director is the final authority and primary mission evaluation officer. He makes the final decisions.

- B. The Project Manager is the person primarily responsible for evaluating his project.
- C. The Mission Evaluation Officer is the process manager. He sees that an evaluation schedule is set and met. He helps project personnel analyze progress in accordance with the logical framework and provides assistance as necessary regarding appropriate evaluation methodology and documentation. The Evaluation Officer, therefore, should have a chance to review projects when they are in the proposal design stage in order to help ensure that the project design sets the stage for later evaluation. Finally, the Evaluation Officer arranges for and follows up on group reviews.

REFERENCE

This order draws on the AID Evaluation Handbook (MC 1026.1 Supplement II) and AIDTO CIRCULAR A-603 "Improved Program Design and Evaluation" (dated 8/28/76).


Thomas C. Niblock
Director

BENEFICIARY IMPACT STATEMENT

PROJECT TITLE:

I. Impact re Section 102(d) Criteria: (Explain How)

Increase Agricultural Productivity

Reduce Infant Mortality

Control Population Growth

Promote Greater Income Distribution

Reduce Un-Under Employment

And related criteria:

Strengthen/Create institutions which aid social/economic development

Improve condition of women: Social/Economic/Political

II. Benefit Incidence* (Please specify effect on women wherever possible)

A. Direct Beneficiaries

(Number) (Who) (Where)

Income

Labor

Agricultural Production

Education/Training/Management

Medical Treatment (Reduction of Disease, available facilities/services)

Living Conditions Improved (water, housing, sanitation, nutrition, institutions, decrease cost of living)

Provision of Power/Transportation

Estimated Overall Total Without Double Counting _____

B. General Population in an Area that indirectly benefits from:

increased availability of food _____

increased mobility in area _____

general health improvement _____

or overall economic improvement _____

Overall _____

C. People in Area not affected. Why?

D. People in Area adversely affected. How?

* Most of these figures are not mutually exclusive and many will include people who benefit in two or more ways.