

EVALUATION REPORT

EVALUATION OF CBED AND SED-BASED COMMUNITY DEVELOPMENT PROJECT IN WEST MANGGARAI



Collaboration between
FACULTY OF ECONOMY AND BUSINESS
UNIVERSITY OF UDAYANA
and
DAYA PERTWI FOUNDATION
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Preface



By the blessing and grace of God Almighty, this monev report entitled "Monev of CBED and SED Program from Daya Pertiwi Foundation in West Mangarai, Flores, East Nusa Tenggara Province", can be completed in a timely manner.

In preparing the report on "Monev of CBED and SED Program from Daya Pertiwi Foundation in West Mangarai, Flores, East Nusa Tenggara Province", we had gained support, guidance, and reference from various parties. Therefore, in this occasion, we would like to extend our highest appreciation to:

- 1. Mr. Drs. Nyoman Mendra, M.Par, as the Executive Director of Daya Pertiwi Foundaton for putting his trust on us as the authors.*
- 2. Other Site Coordinators who have supported and provided us with information related to the preparation of this monev report.*
- 3. Mr. Prof. Dr. I Gusti Bagus Wiksuana, SE., MS, as the Dean of the Faculty of Economy, University of Udayana, for trusting us as the authors.*

It is expected that what we have presented herein can be a golden bridge to a sustainable cooperation. Also, we apologize for any inconveniences caused during the preparation of this proposal, mainly because of our limitations as human being.

Hopefully, the study of this proposal can be utilized accordingly.

Denpasar, 30 October 2015

Authors

PERFORMANCE EVALUATION OF CBED AND SED REVOLVING PROGRAM

YAYASAN DAYA PERTIWI (*THE DAYA PERTIWI FOUNDATION*)

IN WEST MANGGARAI DISTRICT

Executive Summary

In 2013, Daya Pertiwi Foundation (DPF) and Bröt für die Welt abbreviated BfdW (merger of EED and BFDW, Germany based NGO) agreed to collaborate in the implementation of community development project. The project was carried out in one of the less developed regions in Indonesia, namely West Manggarai District, East Nusa Tenggara. The project implemented by DPF and BFDW is called "Community-based rural development and small scale economic development in West Manggarai District, Flores Island, East Nusa Tenggara Province, Indonesia". DPF and BFDW divided the project into two programs, such as CBED and SED, in the period of January 2013 to December 2015. CBED and SED are funded by BFDW with project No. 20120394 G.

The evaluation was conducted by Evaluator Team from the Faculty of Economy and Business, University of Udayana, which aims at assessing the suitability of CBED and SED achievements by analyzing the achievement level based on the proposed plan, for further action in the next project. Based on interview with beneficiaries, DPF team, and field observations, there are some facts found in the ground.

- 1) In general, *Self-Help Group* members found it difficult to fulfill their basic needs, but the financial hardship began to wane after receiving CBED and SED assistance.
- 2) Program beneficiaries and village head stated that there is no more illegal logging found within their village territory. Community members cut down the trees only in their own farming land or the village's farming land upon approval of the village head concerned.
- 3) *Self-Help Group* members had taken the initiative to promote the success of their group under CEED and SED grants. It has attracted the people who lives in the surrounding area of CBED and SED beneficiary villages.
- 4) Provision of swine breeds has given the farmers additional source of income and productive asset. Additional productive asset earned by the swine breeders ranges from IDR 1.000.000 – IDR 6.000.000, with additional monthly income from IDR 80.000 to IDR 500.000. While, CBED catfish program has yet to provide additional asset and income for farmers due to obstacles in the supply of breeds and feed, as well as water shortage during dry season. Provision of working capital to small entrepreneurs through SED has successfully improved working capital turnover of the whole group members by 20% and increased the amount of income before tax between 30% - 70%.
- 5) CBED and SED project implementer involved more than 40% women participation. In CBED swine and catfish, women participation is around 60% and 40% respectively. The same thing occurs in SED, which has more than 40% women participation.

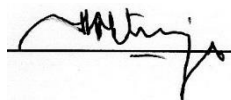
Analysis showed that CBED Swine and SED are relevant, effective, and efficient, resulting in people's welfare and more women participation. Instead, CBED Catfish failed in its attempt to achieve the desired results due to problems in the supply of breeds, feed, and water shortage. CBED and SED program have some positive impacts on economic, social and environmental aspect. The positive economic impact includes an increase in productive assets, additional income, and working capital turnover. Besides, Swine breeding with pigpen system has reduced crop damage and improved environmental hygiene. CBED and SED program also enhanced the collaboration among community members to achieve the expected goals.

CBED Swine and SED may sustainably maintained as almost all group members met the desired goals, and that the beneficiary groups are expected to return the working capital to DPF through the group leader for distribution to new members in need. On the other hand, CBED Catfish failed to achieve the expected goals, thus it is important to find the best solution to address the problem in breeds and feed supply as well as water shortage during dry season. It is advisable to switch to other form of animal breeding in accordance with the potential of this region, such as goat and pig.

DPF is the party with function to identify the problems and find the best solution. For this purpose, DPF should coordinate with other related parties i.e. financial institutions, higher educational institutions, and prominent figures. To further identify the problem and gain support from the government, financial institutions, higher educational institutions, and prominent figures, it is advisable to conduct Focus Group Discussion (FGD). Outcomes of the FGD shall contain commitment of all stakeholders to succeed the project and to create stakeholders forum for monitoring the project implementation.

Denpasar, 30 October 2015

Chief of Evaluation Team, FEB Unud,



Dr. I Putu Gde Sukaatmadja, SE, MP

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TABLE OF CONTENT



AUTHORS	i
PREFACE.....	ii
EXECUTIVE SUMMARY.....	iii
TABLE OF CONTENT.....	v
LIST OF TABLE.....	vi

CHAPTER I INTRODUCTION 1

1.1	Description Of Evaluated Project	1
1.2	Monev Objectives	3

CHAPTER II EVALUATION PROCESS 5

2.1	Competences Of The Monev Team	5
2.2	Evaluation Process.....	5
2.3	Role And Responsibility.....	6
2.4	Evaluation Preparation	6
2.5	Evaluation Implementation.....	6

CHAPTER III EVALUATION METHOD 20

3.1	Scope Of Evaluation.....	20
3.2	Population And Sample	20
3.3	Evaluation Instruments.....	22
3.4	Place And Time.....	22

3.5	Type And Source Data.....	22
3.6	Data Collection Method.....	23
3.7	Analysis Technique.....	23

CHAPTER IV	MONEV REPORT AND CORRECTIVE ACTION	24
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4.1	Project's Relevancy.....	24
4.2	DPF Role in Indonesia	26
4.3	DPF Project Impact.....	31

CHAPTER V	CLOSING	32
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5.1	Conclusion.....	32
5.2	Recommendation.....	34

LIST OF TABLES



2.1	Role and Responsibility of Evaluator Team.....	6
2.2	Required Expertise.....	7
2.3	Fulfillment of Basic Needs of The CBED Swine And Catfish Beneficiaries.....	8
2.4	Descriptive Statistics of Additional Productive Assets From CBED-Swine Program.....	11
2.5	Descriptive Statistics of Monthly Income Earned by CBED-Swine Beneficiaries.....	12
2.6	Descriptive Statistics of Baby Piglets Yield By CBED Swine Beneficiaries	13
2.7	Descriptive Statistics of Women Participation In CBED-Swine and CBED-Catfish Program.....	14
2.8	Respondents' Demographic Characteristics	14
2.9	Fulfillment of Basic Needs of The SED MSEs Beneficiaries	16
2.10	Respondents' Perception on Deforestation From <i>Illegal Logging</i>	17

2.11	Average Increase of Business Capital In SED MSEs Program.....	18
2.12	Increased Women Participation In MSEs	19
3.1	Population and Sample For Evaluation Process.....	21

1.1. Description of Evaluated Project

In 2013, Daya Pertiwi Foundation (DPF) and Bröt für die Welt abbreviated BfdW (merger of EED and BFDW, Germany based NGO) agreed to collaborate in the implementation of community development project. The project was carried out in one of the less developed regions in Indonesia, namely the West Manggarai District, East Nusa Tenggara. The project implemented by the DPF and BFDW is called "*Community-based rural development and small scale economic development in West Manggarai District, Flores Island, East Nusa Tenggara Province, Indonesia*". DPF and BFDW divided the project into two programs, such as CBED and SED, in the period of January 2013 to December 2015. CBED and SED are funded by BfdW with project No. 20120394 G.

The two programs were conducted on less developed society located in West Mangarai District. CBED program is dedicated for farmers and stockbreeders, while SED is intended for group of people who want to increase their income through micro and small enterprises. The project will be successful if the general and specific objectives achieved during the specified period. The level of success of the project can be seen from the evaluation conducted by evaluator team from the Faculty of Economics and Business, University of Udayana.

The programs implemented in Komodo Subdistrict, West Manggarai District, East Nusa Tenggara Province are in the form of *Community-Based Rural Development (CBED)* and *Small scale Economic Development (SED)*.

a) CBED

CBED program beneficiary are farmers, whose main job is to plant rice in the paddy fields. Some farmers also have dry farming land planted with vegetables, cashew, candlenut, cacao, coffee, cloves, and other crops. CBED program conducted by DPF in Komodo Subdistrict, West Manggarai District, East Nusa Tenggara Province, provides assistance in the form of swine and catfish breeds to *self-help group*.

1) CBED-Swine Breeders

Each group gets 2 (two) male and female swine breeds at 3 (three) months of age with *revolving* system. The value of individual swine breeds is IDR 600.000,-, making 2 (two) piglets worth IDR 1.200.000,-. In CBED-Swine Breeders, the swine breeders use 2 (two) methods namely *fattening* and *crossbreeding*. Breeders focusing on *fattening* will sell the swine when it reaches maturity age, while breeders

focusing on *crossbreeding* will maintain the sow for breeding stock. Baby pigs will be sold at 3-4 months of age. The proceeds of selling mature swine and baby pigs amounting IDR 1.200.000,- shall be returned to the project implementer through the group leader, which then distributed to other local farmers in need.

At the beginning of the project, socialization on program activities was done to farmers. The farmers are also skilled with swine breeding methods, including how to make pigpen, give medicine and feed the pigs. At the initial stage, farmers were taught about breeding swine with pigpen system, because in foregoing time swine breeding was done by releasing the pigs in the farming land or tied them under the shade of a tree.

The reason of providing swine breeds to farmers are:

- a. Both young and mature pigs are easy to sell. Mature pigs can be sold to the surrounding community for consumption as well as traditional and religious ceremony. Generally, baby pigs are needed by the local community for breeding until ready for sale.
- b. It turns out that all farmers' wife have been participating in swine breeding to fulfill their family needs such children education fund, traditional and religious ceremony. Provision of swine breeds to farmers is considered as working capital to develop their business.

2) CBED-Catfish Farmers

DPF also provided the farmers with catfish breeds for breeding and cultivation in several villages with relevant potential. The reason of providing catfish breeds is to fulfill demand from food sellers in Labuanbajo. However, catfish farmers faced many obstacles in catfish farming, such as transportation constraint in providing catfish breeds from Yogyakarta, feed supply, and water shortage especially in dry season. In order to identify the achievements of farmers and micro and small enterprises supported by CBED and SED programs, in fiscal year 2015 Daya Pertiwi Foundation set a program called "*Evaluation of CBED and SED Program in West Manggarai, Flores Island, East Nusa Tenggara Province , Indonesia*".

b) SED

Beneficiaries of SED program are primarily women. They are housewives who own small trade business, with the minority of them have no permanent job at the time. DPF conducted this SED program in Komodo Subdistrict, West Manggarai District, East Nusa Tenggara Province, by providing assistance in the form of capital and additional capital to open a new business and expand existing business.

1.2. Evaluation Objectives

Evaluation performed by evaluator team of the Faculty of Economy and Business, University of Udayana, aims at assessing the achievement suitability of *Community-Based Rural Development (CBED)* and *Small scale Economic Development (SED)* as outlined in the proposal and giving recommendation in

respect of challenges encountered during the project. As for the general objectives of CBED and SED are:

- a) Increasing the income of the target groups
- b) Increasing the role of women in economic activity
- c) Improving the socio-economic position of the target groups
- d) Increasing employment opportunity
- e) Introducing and strengthening an organization, which is able to effectively protect the rights and interests of its members to actively and effectively participate in the development process, and to perpetuate the development momentum generated from this project.

The objective of this project is to improve the performance of target groups' economic activity in addition to conduct environmental reservation. The impacts of the project are expected to meet the following indicators:

- a) In three years after the commencement of the project, 90% of farmers' family are not having difficulties in meeting their basic needs.
- b) In two years after the commencement of the project, no more illegal logging activity committed by the community members that could bring negative impacts on the surrounding environment.
- c) In two years after the commencement of the project, there is 20% additional employment opportunity in small business groups.
- d) In three years after the commencement of the project, the group members has made efforts to take the initiative to promote the group.

In order to assess the success of this project, evaluator team conducted interviews, observations, and discussions with stakeholders, project implementer (DPF), and beneficiaries (farmers and small entrepreneurs).

2.1 Competences of Evaluator Team

Evaluator team from the Faculty of Economy and Business, University of Udayana (FEB Unud), who evaluate the program performance, have an extensive experience in evaluation of various research programs and community services, both in Bali and outside Bali. Besides, this evaluation is also supported by the university leaders. The background of each evaluator will work together to evaluate and prepare a written evaluation report in two languages i.e. Indonesian and English. Chief Evaluator, Dr. I Putu Gde Sukaatmadja, SE, MP, whose expertise in Marketing Management, has a research roadmap in small and medium enterprises (MSEs), in addition to his experience in conducting research on community service. Secretary of team, Dr. Ni Nyoman Kerti Yasa, SE, MS, has expertise in Strategic Management and experience in conducting research on micro and small enterprises. Team members comprise of three persons, namely Dr. I Gusti Ayu Ketut Giantari, SE, MSi.; Dr. I Gusti Ngurah Agung Suaryana, SE, MSi., Ak.; dan Agoes Ganesha Rahyuda, SE, MT, PhD with field of expertise in Operational Management, Financial Management, and HR Management respectively. The three of whom already have experience in micro and small enterprises-related researches and services. Armed with expertise and experience, certainly enable them to objectively evaluate the outcomes of CBED and SED program by Daya Pertiwi Foundation (DPF) in terms of the ability to improve people's welfare. All team members have a strong commitment to do the job as shown at the time of conducting the evaluation in the ground, despite the hot air temperature and challenging landscape, they showed high spirits.

2.2. Evaluation Process

The evaluation process includes: 1) identifying discrepancies between the real conditions in the field and the specified standards; 2) identifying the root problem through indepth interview with respondents; 3) evaluating the actions required to ensure compliance; 4) determining and implementing corrective actions; 5) recording of corrective actions; and 6) reviewing the corrective actions that have been done and assuring their effectiveness.

2.3. Role and Responsibility

Table 2.1 shows the role and responsibility of of the evaluator team in the implementation of CBED and SED program in West Manggarai District.

Table 2.1
Role and Responsibility of Evaluator Team

No	Name and Academic Title	Role	Responsibility
1	Dr. I Putu Gde Sukaatmadja, SE, MP	Chief	Responsible Person
2	Dr. Ni Nyoman Kerti Yasa, SE, MS	Secretary	SED Evaluator
3	Dr. I G.A. Ketut Giantari, SE, MSi	Member	SED Evaluator
4	Agoes Ganesha Rahyuda, SE, MT, PhD.	Member	CBED Evaluator
5	Dr. I Gusti Agung Suaryana, SE, MSi., Ak	Member	CBED Evaluator

2.4. Evaluation Preparation

The preparation of this evaluation includes: 1) identification of CBED and SED beneficiaries to be included in the evaluation; 2) determining achievement indicators to measure the success of fund disbursement to farmers and MSEs in West Manggarai District in accordance with TOR from DPF; 3) preparing questionnaire for interview with CBED and SED beneficiaries, group leaders, and village head; and 4) determining the number of respondents for interview to represent CBED and SED population.

2.5. Evaluation Implementation

The evaluation implementation in West Manggarai consists of: 1) brainstorming with evaluators and DPF team in West Manggarai to determine the technical implementation of the evaluation; 2) dividing the team into two groups to evaluate CBED and SED activities; 3) interview with the respondents in the specified regions; 4) data entry, and 5) preparing evaluation report.

2.5.1. Evaluator *Brainstorming*

Right before the evaluator team visited the field for evaluation, they had an internal brainstorming followed by coordination with Daya Pertiwi Foundation to have the same perception toward the core and process of the evaluation. Once agreed, the evaluator team conducted field visits to explore the level of achievement of CBED and SED program in West Manggarai District.

2.5.2. Required Expertise

Table 2.2
Required Expertise

	Name and Academic Title	Expertise	Role	Time Allocation/week
1	Dr. I Putu Gde Sukaatmadja, SE, MP	Marketing Management and SMEs	Chief	10 hours/week
2	Dr. Ni Nyoman Kerti Yasa, SE.,MS	Strategic Management and SMEs	Secretary	10 hours/week
3	Dr. I G.A. Ketut Giantari, SE, MSi	Operasional Management and SMEs	Member	10 hours/week
4	Agoes Ganesha Rahyuda, SE.,MT.,PhD.	HR Management and SMEs	Member	10 hours/week
5	Dr. I Gusti Agung Suaryana, SE, MSi., Ak.	Financial Management and SMEs	Member	10 hours/week

Source: data processed from *curriculum vitae*, 2015

2.5.3. Findings

CBED program involved 500 beneficiaries of swine breeds and 100 beneficiaries of catfish breeds, while SED program involved 100 loan beneficiaries. These findings are based on structured interviews with some of the respondents who are beneficiaries of CBED and SED program. *Nonprobability convenience sampling method* was employed in the sampling process. The number of sample from CBED and SED program are 120 people or 20% and 30 people or 30% respectively. The number is considered representative for a homogeneous population. Therefore, the samples were chosen to represent the population. Some findings in the field are presented as follow.

2.5.3.1. CBED Program

1) Fulfilment of basic needs

The first indicator is the members' ability to meet their basic needs, such as daily necessities, children education, healthcare, social costs, as well as traditional and religious ceremonies. Results of interview with members of *self-help groups* showed that generally it was difficult for them to meet their basic needs, but the financial hardship reduced after receiving CBED aid in the form of swine and catfish breeds. In fact, the number of beneficiaries in CBED-Swine is 500 people and CBED-Catfish is 100 people. However, the beneficiaries are homogeneous in nature and due to

their activity load, only 20% of them were chosen as sample by using *nonprobability convenience sampling method*, of which number is already considered representative.

Table 2.3
Fulfillment of Basic Needs of the CBED Swine and Catfish Beneficiaries

Fulfillment of Basic Needs	Number (people)	Percent (%)
Not difficult	120	100
difficult	0	0
Total	120	100

Source: processed data, 2015

Based on interview with beneficiaries of CBED swine breeding, it was found that the beneficiaries generally benefit the program in the form of additional income for meeting their basic needs. Additional income can be used to afford daily needs, school fees, healthcare, social costs, as well as religious ceremonies. The findings related to the fulfillment of basic needs are as follow.

- a) Some members still find it difficult to cover healthcare expenses as they are not included in health insurance for the poor (*Jamkesmas*).
- b) The beneficiaries are able to pay for their children education. Even some members are able of sending their children up to university level outside East Nusa Tenggara, such as Makassar, South Sulawesi and Denpasar, Bali. Sources of funds to finance their children education derived from the proceeds of selling mature pigs and/or baby piglets.
- c) In general, the beneficiaries do not have difficulties to finance their social cost and religious ceremony. The amount of social cost e.g. levy, contribution, depends on financial capacity of the community and is voluntary in nature, such as contribution to help a neighbor conducting traditional and religious ceremony.

Health insurance is highly recommended for the fulfillment of basic needs, in this instance healthcare expenses. The society should be included in the Health Insurance for the poor (*Jamkesmas*) to reduce the burden of healthcare expenses.

2) Reduction of deforestation from *illegal logging*

The second achievement expected from CBED program is the reduction of deforestation from *illegal logging*. After receiving this *revolving* grant, both beneficiaries and village head are expected to no longer cut the trees illegally within the village territory, except in their own farming land or land belonging to the village by first asking permission from the village head, mainly for housing purpose.

3) Group members take the initiative to promote their group.

Successful members had taken the initiative to promote the success of the group after receiving assistance from CBED-Swine program. It have attracted people in the

surrounding villages of CBED-Swine beneficiaries, driving the formation of *self-help group*. People of the surrounding villages expect to obtain the initial working capital in the form of baby swine for breeding.

The villagers' expectation had been anticipated by DPF by distributing funds derived from the business profit returned by the leader of *self-help groups* that already become independent. *Self-help group* managed to raise the swine until mature and usually sell the boars for fulfilling the family needs, while maintaining the sow for breeding. Boars are usually sold at price ranging between IDR 1,500,000,- to IDR 2,000,000,- per head, while the selling price of piglets at 3 (three) months of age ranges between IDR 500,000,- to IDR 600,000,- per head. One year after the successful breeding, the beneficiary groups through their respective leader returned two piglets to DPF for distribution to the new *self-help group*.

Meanwhile, obstacles found in catfish *self-help group* is difficulty in providing catfish breeds, feed supply, and water shortage. Generally, they have not been able to produce healthy mature catfish, making them unable to return the working capital given by DPF. Initially, catfish breeds were imported from Yogyakarta via Wings Air aircraft, but due to flight rules it is no longer possible to transport wet package. Another difficulty was the feed imported from Surabaya, and that the air transport price hike leads to increasingly unaffordable feed price. No local government efforts through the Marine and Fisheries Agency to supply catfish breeds and feed in West Manggarai. This further complicates the continuity of CBED-Catfish program.

4) Additional source of income

Provision of swine breeds to farmers has given additional source of income from breeding the swine itself, and even additional productive assets. In general, the beneficiaries are farmers working in the rice fields. They also have dry farming land planted with coffee, cacao, coconut, candlenut, cloves, and cashew. For everyday purposes they grow vegetables. Housewives usually helped their husband to raise pigs and chickens as an additional source of income for the family.

Farmers have enjoyed the benefits from the provision of swine breeds as it adds their working capital. Besides, additional knowledge from the training and mentoring done by the facilitators has improved the farmers' economic performance. Farmers were taught about breeding swine with pigpen system, how to feed the swine, and give drugs to prevent disease as well as to increase the weight of mature pig. Farmers were also taught to utilize readily available feed resources in the village, such as bran, sweet potato leaves, watercress that easily obtained along the river in the village, banana stems, and tofu residue.

Catfish breeds beneficiaries are generally less fortunate as this program is a new thing for them, so the result is less satisfactory. In addition, there are other external aggravating factors as described above. Thus, until now they have not been able to return the working capital provided by DPF. While it was impossible to further breed the catfish due to various limitations, the farmers consumed the catfish to add nutrition of family members. Despite the failure of most beneficiaries, some of them

are successful in the early stages, they have been able to sell the catfish in Labuan Bajo market at IDR 35,000, - per kilogram, with 10 kilograms of fresh catfish in one trip to Labuan Bajo, not including the expensive transportation cost i.e. IDR 25,000,- per return trip. If only breeds, feed, and medicine are easy to get, catfish farming is actually quite promising.

5) Additional productive asset for the group members

CBED-Swine Breeders program has successfully increase the farmers' productive assets. The following three conditions were found in the field:

- a) First, farmers successfully raise the young female and male pigs until reach maturity age. They also succeeded in swine breeding to produce piglets for sale. In the event of this condition, they get additional productive assets from swine fattening and crossbreeding. Mature pigs will fetch a market price of IDR 1.500.000,- to IDR 2.000.000, -, while the average price of swine breeds is IDR 600,000,-. Additional productive assets earned by farmers from swine fattening ranges between IDR 1.800.000 to IDR 2.800.000, and from crossbreeding IDR 3.000.000 with an average of 5 piglets per sow.
- b) Second, the farmers managed to raise the young female and male pigs until become mature and ready for sale at a price of IDR 1.500.000,- to IDR 2.000.000,- per head. Proceeds of the sale are used to return the working capital amounted to IDR 1.200.000 to DPF, the remaining is used to buy swine breeds. Additional assets generated by farmers ranging from IDR 1.800.000,- to IDR 2.800.000,-.
- c) Third, some farmers failed to raise the swine breeds until mature because one or two baby pigs die before reaching the maturity age. This mortality occurred because the baby pigs are too young to become breeds and are not ready to be separated from their mother. In case of one baby pig dies, the farmer still obtain additional productive assets from the surviving pigs. Additional productive assets ranges between IDR 900.000,- to IDR 1.400.000,-.

The maximum, minimum, and average value of additional productive assets can be seen in table 2.4 below.

Table 2.4
Descriptive Statistics of Additional Productive Assets from CBED-Swine Program

Descriptive Statistics	Value (IDR)	Remark (IDR)
Maximum value	7.000.000,-	> 2.500.000,-
Minimum value	900.000,-	<2.500.000,-
Average	3.857.447,-	>2.500.000,-

Source: Processed data, 2015

Average value of additional productive asset obtained by CBED-Swine beneficiaries is IDR 3.857.447,-. This additional productive asset is greater than the targeted

value of IDR 2.500.000,-. The greatest additional asset they have ever earned was IDR 7.000.000,-, while the smallest was IDR 900.000,-.

CBED for catfish farmers has not yielded the expected result i.e. the growth of the productive assets by IDR 2.500.000,- within two years. DPF has made several efforts in the provision of catfish breeds under CBED program. Firstly, provided some 10.000 catfish breeds, which then distributed equally to each farmer. Result of the first batch was quite good. Secondly, provided some 6,400 catfish breeds and distributed them equally to each farmer. Result of the second batch was not good enough. Thirdly, DPF has made revitalizing efforts by learning from the failure of the second catfish breeds distribution. Revitalization was done in the process of creating catfish ponds, so that DPF and farmers can manage permanent ponds. Lastly, DPF provided 20.475 baby catfishes for breeding, which are still maintained under unsanitary conditions. The next obstacle was difficulty to obtain feed and water shortage in dry season, so the catfish could not grow optimally.

6) Additional monthly income

Based on three possibilities, the additional income earned by beneficiary farmers can be calculated as follow.

- a) Farmer who successfully raise and breed the swine as well as managed to generate swine breeds out of them may get maximum earning at the amount of IDR 400.000,- to IDR 600.000,- per month.
- b) Farmer who successfully raise the swine until ready for sale normally earn IDR 150.000,- to IDR 200.000,- per month.
- c) Farmer who managess to raise only one swine until ready for sale, get additional income of IDR 75.000 to IDR 150.000,- per month.

The maximum, minimum, and average value of additional monthly income earned by CBED-Swine beneficiaries are presented in Table below.

Table 2.5
Descriptive Statistics of Monthly Income Earned by
CBED-Swine Beneficiaries

Descriptive Statistics	Value (IDR)	Remark
Maximum value	583.333,-	> 120.000,-/month
Minimum value	75.000,-	<120.000,-/month
Average	312.355,-	>120.000,-/month

Source: Processed data, 2015

The average additional income earned by CBED-Swine beneficiaries amounts to IDR 312.000,-, which is greater than the targeted value of IDR 120.000 per month. The highest additional income amounts to IDR 583.333,-, while the lowest additional income is IDR 75.000

On the other side of the program, farmers get no additional income from catfish farming to date. However, for the time being, the yields of catfish farming can be used only for family consumption.

7) Weight of mature swine

During this time, pigs raised by farmers has never been weighed to determine their weight as mature, because when put on sale, the weight is not used as the basis of pricing, but the head unit instead. Based on the estimated size, weight of mature pigs raised by the farmers can reach more than 50 kilograms. This achievement successfully meets the expected target.

8) Number of piglets produced

Some farmers focus on pig fattening, while the others do crossbreeding and combination of both methods. Farmers focusing on crossbreeding are less successful, only few of them managed to produce more than 12 swine breeds for sale. In general, their swine breeding effort only yield 2 to 7 baby piglets per year. The following table presents descriptive statistics of baby piglets yielded by farmers.

Table 2.6
Descriptive Statistics of Baby Piglets Yield by CBED Swine Beneficiaries

Descriptive Statistics	Number of Piglets	Remark
Nilai Maksimum	13 piglets	> 12 head
Nilai minimum	0 piglets	< 12 head
Rata-rata	4 piglets	< 12 head

Source: Processed data, 2015

The sow can produce as many as four piglets on average, this figure is below the target of 12 piglets. The highest number yielded by farmers is 13 piglets, while the lowest was 0 (zero). Some participants under CBED-Swine program did not yield piglets because the sow is not pregnant, and that they more focus on fattening pigs.

9) Catfish yielded per square meter

Catfish breeds, feed, and water supply became major obstacles encountered by farmers in producing the expected number of catfish. The problem in terms of continuous breeds and feed supply disallowed catfish from maximum growing.

10) Women participation

CBED program has successfully involved more women in the groups. CBED-Swine beneficiaries has women participation from 25% to 75%, making an average women participation of 51%. This achievement is greater than the expected target i.e. 40% women participation. Table 2.7 reports the descriptive statistics of women participation in the groups.

Table 2.7
Descriptive Statistics of Women Participation in
CBED-Swine and CBED-Catfish Program

Descriptive Statistics	Women Participation	Remark
Maximum value	75%	> 40%
Minimum value	25%	< 40%
Average	51%	> 40%

Source: Processed data, 2015

CBED Catfish program has 50% women participation in its groups. Each group consists of 2 members, 1 woman and 1 man.

2.5.3.2 SED Program

Participants of SED program in West Manggarai are divided into several groups, including Merombok, Labuan Bajo, Cawang Dereng, Macang Tanggar, Poros Selatan, Rangka Sueng, Rangka Watu, and Way Kelambu. The existing businesses in this region among others handicraft business, broilers selling, food stall, vegetables trades, swine and chicken breeding. SED program has 100 beneficiaries, and 30 or 30% of whom were selected as respondents for evaluation interviews.

Table 2.8
Respondents' Demographic Characteristics

No	Business	Number of Respondent	Group Name
1	Grocery MSEs	8	Rangka Watu, Poros Selatan
2	Broilers selling	5	Poros Selatan dan Labuan Bajo, Merombok, Cowang Dereng
3	Swine breeding	2	Labuan Bajo dan Rangka Sueng
4	Handicraft MSEs	13	Rangka Sueng
5	Canteen business	1	Way Kelambu
6	Fresh vegetables business	1	Macang Tanggar
Total		30	

Source: Result of Survey, 2015.

Respondents' answers are relatively similar, thus it can be stated that the sample is able to represent the whole participants of SED program. Demographically, the respondents' livelihood is presented in Table 2.8.

Some benefits of DPF working capital injected to SED MSEs in West Manggarai are presented as follow.

a. Fulfillment of basic needs

Akin to CBED, the ability of SED MSEs beneficiaries to fulfill their daily needs was measured from the ability of group members to provide their family with food, clothes, house, children education, healthcare, social costs (social activity), as well as traditional and religious ceremony. Based on *indepth interview* with members of *sefl-help group*, in general they still find it difficult to fulfill their basic needs. However, the financial hardship gradually decreased after obtaining soft loan from SED program. The amount of this soft loan ranges from IDR 1.500.000,- to IDR 7.000.000,- depending on the capacity of each people in managing business.

Based on interview with 33 SED beneficiaries (merchants, canteens owers, vegetables traders, chicken traders and handicarft businessman) it was found that:

- a) Twenty eight (28) beneficiaries have been able to fulfill their daily life expenses, while the other two (2) still find it difficult in meeting their daily needs for food, clothes, and housing.
- b) Twenty seven (28) respondents have been able to send their children to school, while the other two(2) are still having financial problem, especially to finance their children education at university level.
- c) Twenty one (21) respondents have been able to cover healthcare expenses, while the other nine (9) have not been able to do so, especially for severe disease, as they are not protected by health insurance for the poor (*Jamkesmas*).
- d) Twenty four (24) respondents have been able to cover the social costs, while the other nine (9) still have difficulty in meeting the social costs.
- e) Twenty three (23) respondents have been able to meet the religious ceremony-related costs, while the other seven (7) have not been able to cover the traditional and religious ceremony-related costs.

Details on the ability of SED MSEs beneficiaries to fulfill their basic needs is presented in Table 2.9 below.

Table 2.9
Fulfillment of Basic Needs of the SED MSEs beneficiaries

Fulfillment of Basic Needs	Number (people)	Persent (%)
Not difficult	28	93,33
Difficult	2	6,67
Total	33	100
Children Education		
Not difficult	27	90,00
Difficult	3	10,00
Total	30	100

Fulfillment of Basic Needs	Number (people)	Persent (%)
Healthcare		
Not difficult	28	93,33
Difficult	2	6,67
Total	30	100
Social Costs		
Not difficult	24	80,00
Difficult	6	20,00
Total	30	100
Religious Ceremony Costs		
Not difficult	26	86,67
Difficult	4	13,33
Total	30	100

Source: Processed data, 2015

Recommendation regarding the fulfillment of basic needs is to include the community in Social Security for Health Program (*Jamkesmas* or *BPJS Kesehatan*) for ensuring public health.

b. Reduction of Deforestation from *illegal logging*

Based on the interview with program beneficiaries, group leader, and village head, an information was obtained stating the local people have never committed any illegal logging activities, both before and after the implementation of DPF program. Some of the beneficiaries only cut the trees existing in their own farming land, or that of the village's farming land upon approval of the village head, mainly for housing purpose. They did not take any wood from the state forests. In order to combat illegal logging, DPF and the local government economic experts have been performing surveillance, although it is not the core activity of DPF program.

Table 2.10

Respondents' Perception on Deforestation from *Illegal Logging*

No	Respondent	Number of respondents (people)	
		Deforestation	No Deforestation Occured
1	SED Respondents	0	30
2	Village Head	0	1
3	Group Leader	0	1
	Total	0	32

Source: Survey result, 2015

Recommendations:

- a) DPF needs to provide seedling of crops suitable for the climate in West Manggarai District. For example, papaya, candlenut, cloves, coffee, or mango that has high economic value. This measure can be done to preserve the green environment, provide value added, and also increase the family income of SED beneficiaries in this region.
- b) DPF needs to urge the community for replacing felled trees with new seedlings. New trees will replace the old, felled trees. This is done to ensure continuous reforestation program in the area around the village.

c. Increases in business capital

From 30 SED respondents, all of them claimed to experience more than 20% increase in business capital during the past year. Not all beneficiaries have attended course or training, only 30 percent did, both on selling technique (for groceries stall MSEs) and handicraft business skills. Basically, they wish to attend training to improve their capacity, both in sales and handicraft-related trainings. The number of SED MSEs beneficiaries is presented below.

DPF is recommended to provide the beneficiaries with more trainings in order to improve their capacity.

Table 2.11
Average Increase of Business Capital in SED MSEs Program

Increase in business capital	Number (people)	Percent
> 20%	30	100
≤ 20%	0	0
Total	30	100

Source: Survey result, 2015

d. Participation in association, soft loan from DPF

All SED beneficiaries have participated in associations or groups such as Labuan Bajo, Cowang Dereng, Macang Tangga, and Poros Selatan, with respective group leader serves as coordinator. This participation, according to the beneficiaries, is very important for sharing information on business opportunities and challenges. Each member of this association gets a soft loan from Daya Pertiwi Foundation (DPF) with amount ranging from IDR 2.000.000 to IDR 12.000.000. The advantages of this soft loan – with very low interest – have been enjoyed by SED group members. This soft loan can only be obtained from DPF, not other financial institutions.

DPF is recommended to foster good relationship with group leaders and maintain solidarity of the groups to avoid conflict among beneficiaries. It is also important to give attention on the development of each group for their sound development.

e. Performance of DPF Staffs

Based on interview with 30 SED members regarding performance of DPF staffs, the respondents consider that DPF staffs performed very well since the facilitators did regular mentoring activities in the field each month. Respondents admitted for being regularly visited and monitored by DPF in doing their business, making them feel cared.

Therefore, DPF needs to maintain good relationship with group leaders and members of SED MSEs, giving them the spirit to run their business. Give them a breakthrough in doing business activities for their own welfare.

f. Increase in profit after training

Based on interview with 30 members of SED, it was found that 3 people never attended any training. The training includes selling techniques from experts. Interviews showed an increase in profit by 20% after SED members attended training provided by DPF.

g. Increased women participation in business

Attention given by DPF has impact on the number of women doing business in West Manggarai District. Results of investigation and interview with SED group leader and members showed the number of women participating in business activities has significantly increased, with an average of 36.1%. The following table shows an increase in women participation after each group obtained soft loan from DPF.

Table 2.12
Increased Women Participation in MSEs

No	Group Name	Prior to DPF Loan Program (people)	After DPF Loan Program (people)	Increase (percent)
1	Labuan Bajo	16	24	50
2	Poros Selatan	16	24	50
3	Rangga Sueng	15	17	13,3
4	Rangga Watu	5	7	40
5	Merombok	16	24	50
6	Macang Tanggang	15	17	13,3
7	Cowang Dereng	16	24	50
Average				36,1

Source: Survey result, 2015

DPF is suggested to always pay attention to the business progress made by each member of SED groups in order to improve their welfare. The more women involved, of course, the more support for improving family's welfare.

3.1. Scope of Evaluation

The evaluation was conducted by evaluator team from Faculty of Economics and Business, University of Udayana and uses descriptive approach. Individual is the unit of analysis in this evaluation, which includes interviews with CBED and SED program beneficiaries, and confirmation with the project implementer, Daya Pertiwi Foundation (DPF). The evaluation consists of four stages. First, collecting secondary data related to CBED and SED program details, as well as list beneficiaries name from DPF facilitator team. This data is very useful for the evaluator team to identify the population within the scope of evaluation. Second, finalizing the evaluator team, determining the number of sample used, and data collection schedule, with the last two were done collectively with DPF. Third stage is interviews with the beneficiaries, which was conducted by the evaluator team at the location of the beneficiary, accompanied by the DPF. Fourth, analyzing the results of interviews and preparing written evaluation report.

3.2. Population and Sample

Population of this evaluation are CBED and SED program beneficiaries. CBED beneficiaries are farmers breeding swine and catfish, while SED beneficiaries are small businesses scattered across West Manggarai District, Flores Island, East Nusa Tenggara Province. Specifically, CBED-Swine beneficiaries are 500 people and CBED-Catfish beneficiaries are 100 people, divided into 54 groups scattered in 5 villages of Waemoto, Compang Longgo, Pantar, Golo Pongkor, and Mberata. In addition, SED beneficiaries are 100 people, divided into 18 types of businesses in West Manggarai. The total number of beneficiaries will be sampled in the framework of this evaluation.

After the population and sample framework are identified, the next step is determining appropriate size of sample to be used as verifier in the evaluation of CBED and SED program. *Nonprobability* approach is used with *convenience sampling* method. It is a method of selecting samples from the population based on their accessibility and willingness to be involved in the evaluation. The selected members are expected to understand the key information related to CBED and SED program. In addition to members of the population, the evaluators also made the DPF facilitator as one of the respondents to this evaluation in order to obtain an overview of the project that has been running and the obstacles encountered in the implementation of the project.

**Table 3.1.
Population and Sample for Evaluation Process**

CBED-Swine Program				
No	Village	Number of Group	Members	Sample
1	Compang Liang Ndara, Waemoto	12	104	23
2	Compang Longgo	13	120	20
3	Pantar	6	60	14
4	Golo Pongkor	11	110	25
5	Macang Tanggar, Mberata	12	106	18
CBED-Catfish Program				
No	Village	Number of Group	Members	Sample
1	Poco Golo Kempo, Dusun Limbung	10	50	9
2	Cunca Wulang, Dusun Wersawe	15	50	11
SED Program				
No	Location	Number of Business	Entrepreneur	Sample
1	West Manggarai District, Flores, East Nusa Tenggara	18	100	30

Source: Survey result, 2015

Table 3.1 shows the population and sample in the evaluation process using *nonprobability convenience sampling* approach.

In the ongoing period of 2015, it turns out that the number of SED beneficiaries increased from 100 to 152 people as the accumulative amount from the first to the fifth period of *Request Transfer Fund (RTF)*, which experienced decline in currency exchange rate of Rupiah against Euro, resulted in excess funds contributed to the community.

3.3. Evaluation Instrument

Questionnaire become the instrument of this evaluation, comprising both open and closed questions. The list of questions is developed from the achievements proposed in the project proposal. Evaluation indicators include the general and specific objectives expected by the project implementer. The evaluation was conducted to assess whether the following CBED and SED objectives are achieved:

- a) In three years after the commencement of the project, 90% of farmers' family are not having problems in meeting their basic needs.
- b) In two years after the commencement of the project, no more illegal logging activity committed by the community members that could bring negative impacts to the surrounding environment.
- c) In three years after the commencement of the project, the group had made efforts to take the initiative to promote the group.

Evaluation was done to the specific objectives of CBED and SED program. CBED specific objective includes:

- a) Additional source of income for the family of beneficiaries.
- b) Two years after project implementation, members of *self-help group* will have productive additional asset amounting IDR 2.500.000,-.
- c) Two years after project implementation, anggota members of *self-help group* will have additional income amounting IDR Rp 120.000,- per month.
- d) Forty percent (40%) women participation .

SED specific objective includes:

- a) Small businesses can improve working capital turnover by 20% after training.
- b) Small businesses can increase net profit before tax by 20% after training.
- c) The project is expected to have more than 40% women participation.

3.4. Place and Time

Evaluation was carried out in beneficiary village in Komodo Subdistrict, West Manggarai District, East Nusa Tenggara Province. It was done intensively on 24 - 27 September 2015.

3.5. Type and Source of Data

The type of data required in the evaluation are primary and secondary data. Primary data includes interview with beneficiaries, containing data on economic performance achieved by the beneficiaries, obstacles encountered during the implementation of the project, and proposal for future projects. Secondary data includes a list of CBED and SED program beneficiaries.

Data containing list of program beneficiaries was obtained from DPF facilitator team. Whilst, data on economic performance achieved by the beneficiaries, obstacles encountered during the implementation of the project, and proposal for future project, was obtained through interview with respondents in the field.

3.6. Data Collection Method

Data containing list of project beneficiaries was obtained through non participant observation method, whilst data on economic performance achieved by the beneficiaries, obstacles encountered during the implementation of the project, and proposal for future project, was obtained through interview with beneficiaries and project implementer. Interview results were confirmed by field observations.

3.7. Analysis Technique

The analysis technique applied in this evaluation is descriptive statistical analysis i.e. average, maximum, and minimum value. Descriptive statistics were applied to quantitative data, such as the number of additional net assets, amount of additional income, number of piglets generated, number of catfish breeds received, number of catfish, working capital turnover, and additional profits. The average value then compared with the expected goals to determine the level of success of the project. Data with problems encountered in fulfilling basic needs and occurrence of *illegal logging* require qualitative analysis.

EVALUATION RESULT AND CORRECTIVE ACTION

4.1. Project's Relevancy

4.1.1 CBED Program's relevancy in order to improve local economy

The two evaluated programs, CBED and SED, are relevant strategy to address economic problem faced by the people of West Manggarai. CBED Program is dedicated to farmers facing economic problems to meet basic needs. Support given by project implementer is in the form of swine and catfish breeds. Farmer also equipped with training on swine and catfish breeding. Based on interview with beneficiaries and project implementer, confirmed by field observations, CBED-Swine program and training for swine breeders have reached the expected result, in which all swine breeds beneficiaries have increased income to meet their basic needs, such as daily necessities, healthcare, children education, social costs, as well as traditional and religious ceremony-related costs. Training given to swine breeders on how to make pigpen, feed the swine, and give medicine had improved the performance of the swine breeders.

The evaluation showed that catfish farming was initially satisfying, but then there are many obstacles resulting in less satisfactory result. Various problems encountered in the implementation, such as catfish breeds procurement, feed supply, and water shortage, especially in dry season. Catfish breeds imported from Yogyakarta has transportation constraint in its provision. Similarly, feed imported from Surabaya also deal with transportation constraints. Farmers also have problem of water shortages during dry season.

4.1.2. The roles of project in solving problems faced by farmers

CBD program has managed to overcome some of the problems encountered by farmers, particularly those related to family income that still relatively low. Provision of swine breeds has managed to increase the income of the beneficiary farmers, so as to reduce farmers' problems in the fulfillment of basic needs, such as daily necessities, children education, healthcare, social costs, as well as traditional and religious ceremonies.

4.1.3. The roles of project to meet the specific needs of women and children

One of the project goals is to involve 40% of women in the project. Women's involvement in the project help meeting the needs of women and children. Interview with beneficiaries indicated that the revolving aid of CBED program in the form of swine breeds have been successfully meeting the needs of children in the terms of

education and healthcare. Sources of income from swine breeding helped beneficiaries to pay school fees, even to send their children to universities in Makassar and Bali. To cover healthcare expenses for mothers and children, socialization on Social Security for Health Program (*Jamkesmas* and *BPJS Kesehatan*) is still needed in order to reduce the financial burden of going to a clinic or healthcare center.

4.1.4 . The roles of project to reduce environmental degradation

CBED program by giving swine breeds has successfully reduce the environmental damage caused by uncage swine farming method. Uncage swine farming has caused environmental damage, such as damage to people's crops by swine. This causes losses to the crops owners and environmental damage. CBED program requires beneficiaries to impound swine so that the negative impact on the environment caused by uncage swine farming method can be eliminated.

CBED program also provides training to beneficiaries for planting cassava in the yard or garden, where the leaves of cassava can be a source of livestock feed. Planting cassava in the yard and garden make the environment around the village remains green.

4.1 5. Project's compliance with government projects and other actors

Beneficiaries claimed to have received no assistance from institutions other than DPF. It means there is no assistance provided by the government and private sector directly received by the villagers. However, the government of Komodo Subdistrict, West Manggarai District, East Nusa Tenggara Province certainly have work programs to improve the society's welfare. Results of field observations, showed that there is government project to improve rural infrastructure e.g. roads, bridges, and irrigation canals. These government projects indirectly support programs conducted by DPF. Roads and bridges are good and easily for rural transport vehicles, making it easier for people to transport their livestock and agriculture products for sale. This can reduce the costs spent to sell their cattle products, crops from rice fields and gardens, outside of the village.

To enhance conformity between DPF and the government program, coordination is critical between DPF and the related institutions like the department of agriculture, animal husbandry, and trade. People still need additional knowledge to improve performance, such as training on swine breeding and catfish farming. Training can be obtained from the relevant agencies such as the department of animal husbandry and fisheries.

Problems faced by catfish farmers, such as breeds procurement and feed supply can be informed to the authorities to find the possible efficient and effective solution. For example, the Department of Marine and Fisheries donated baby catfish and feed needed by farmers.

4.2. DPF Role in Indonesia

DPF is really needed in Indonesia in order to carry out the programs that can increase the people's welfare. The target participants of DPF programs are low income people in rural area such as the people in West Manggarai District and East Nusa Tenggara Province. Similar programs may also be implemented in other areas across Indonesia with low income level.

The programs by DPF helped the beneficiaries. The beneficiaries and the government (village head) highly appreciate the existence of these programs in order to increase the people's income and to enhance women role in supporting family income. The people are truly assisted by DPF programs, and to date there is no similar program being provided by other organization or the government.

DPF can meet the needs of the villagers that have not been fulfilled by the government, namely, assistances to overcome problems encountered by the society. One of the assistances is working capital for farmers and small business owners in accordance with the condition of their villages. So far, the government has not touched such kind of problems. In West Manggarai, the government has tried to improve the infrastructures e.g. road, bridge, and irrigation canal, while DPF contributes to support the people by providing working capital and training for farmers and small business owners. In order to improve the compatibility between the government and DPF programs, better coordination and cooperation between DPF and the government are needed.

DPF can obtain data from the government in order to identify any village in need of support. DPF can refer to a village with low income level. After finding a location (village) to be supported, then DPF can identify the problems faced by the people in increasing their income. In solving the problems, for instance, the difficulties of the people in improving their swine breeding, DPF can cooperate with the government, high educational institutions, and other parties. DPF can help them by providing working capital and mentoring team to accompany the beneficiaries in the field. The government can give support by providing infrastructure such as improvement of road quality, bridge, and irrigation canal at the village. The road will ease the farmers to sell their wet and dry farm products and also their livestock products. The government and DPF can provide the farmers with good quality swine breeds and medicines needed by the villagers to succeed the program. In addition, any support from the academics is needed in order to train the farmers and the craftsmen in managing their business. DPF can cooperate with financial institution to improve the access of the independent and eligible beneficiaries to gain credit for their business development. The higher educational institution can provide training on how to manage small business e.g. financial management training, market management training, and operational management training. The higher educational institution can also provide training on the updated technology in swine breeding and catfish farming.

Based on the above explanation, DPF can become the party observing the problems encountered by the society and then find out the possible solution. In order

to solve the problems faced by the society, DPF needs to coordinate with some related institutions such as technical institution, financial institution, higher educational institution, and prominent figures of the village. It is also advisable to perform Focused Group Discussion (FGD). The results of the FGD are the agreement among the related institutions in order to succeed the program and to create a forum comprising some peoples from the related institutions for monitoring the program implementation. Based on the FGD, advanced program to solve the problems faced by the society will be found.

4.2.1 Effectiveness

The implementation of CBED and SED program has been done effectively to solve the problems of the villagers. All of the swine breeds beneficiaries have managed to earn additional income from selling swine breeds and mature pigs. Decision to provide working capital in the form of swine breeds has been really effective to increase the villagers' income. The factors that make it an effective effort to achieve the the program objectives are:

- a) Swines are domesticated animals needed by the people in East Nusa Tenggara Province, both for consumption and traditional ceremony. Therefore, swine breeds and mature swines are easily sold to the people.
- b) Local swine breeds are easily purchased from the villagers. However, to get better product, it is important to provide them with improved swine breeds.
- c) Swine feed is easily found around the village. The main feed of the swine is bran which comes from the rice mill waste. Due to the swine stock, the bran can be used in pigs fattening process. The other swine feed such as cassava leaves, watercress, tofu residue, and household food waste can be easily found around the village.
- d) The villagers, especially women, are familiar with swine breeding. However, they need to be equipped with updated technique in farming swines, for instance, a technique on how to make pigpen, how to feed and give medicine the swines in order to improve and speed up their growth.

Based on the above factors, almost no obstacle faced by the swine breeders. The only problem they had was some breeds they received were too young and it was not the right time for the swine breeds to be separated from their mother, and it results in swine breeds mortality. The problem was solved by having proper selection of the swine breeds for the beneficiaries.

CBED-Catfish program has not been proven to be effectively in solving the problems of the beneficiaries. They have not been able to get additional income due to the following reasons:

- a) DPF finds difficulty in procuring the catfish breeds. The catfish breeds are delivered from Yogyakarta by a cargo aircraft to Labuan Bajo. Currently, the related institution has not been able to provide the catfish breeds needed by the farmers.

- b) The farmers still have difficulty to find catfish feed around Labuan Bajo. DPF tries to get the catfish feed from Surabaya. Unavailability of feed inhibits the catfish's growth. Catfish could not optimally because the farmers gave papaya leaves to the catfish to survive, but it does not fatten them.
- c) The farmers deal with water shortage for the fish ponds during dry season. They get water by digging well by the river. However, the water from the river cannot be directly used because it often contains pesticides used by the farmers in the farmland. There was a complaint from the catfish farmers because their catfish died due to pesticide.

Those three constraints will reduce the effectiveness of the program, meanwhile, there are many big opportunity for catfish market in Labuan Bajo because there are many grilled fish traders in Labuan Bajo.

Possible treatment for the catfish farmers is to keep farming the catfish and find solution to overcome the above problems or to switch to other stocks such as goat and pig in accordance with the local potential. The three problems above can be overcome by having coordination with the related institutions to provide catfish breeds, catfish feed, and better infrastructure for the farmers to get water supply from the nearest water spring. The Marine and Fisheries Department in Labuan Bajo can support the farmers by providing catfish breeds and feed. DPF can give information to the related institution in order to provide infrastructure that can supply water to the catfish farmers, especially during the long dry season.

4.2.2 Efficiency

CBED-Swine program has been proven to be quite efficient in its distribution to the beneficiaries. The efficiency indicators are:

- a) Swine breeds are easy to get around Labuan Bajo because almost all of the people in the village are raising swines. It reduces the cost of procuring swine breeds. However, improved swine breeds that can grow fast with maximum weight are needed in order to increase the productivity of the swine breeders.
- b) Swine feed procurement has been carried out efficiently. The swine feed is easy to get around the village such as bran, cassava leaves, watercress, water spinach, banana stems and tofu residue. However, periodic counseling is required in order to increase the productivity of the swine breeders.
- c) There are a lot of swine markets available. The swine breeders can sell their mature swines and swine breeds easily. The villagers and the people around the village consume pork, and swine is also used as part of the traditional ceremony. The swine breeds can be easily sold to the people and then raised until reaching maturity age. The swine breeders do not need to spend any transportation costs to sell their mature swines and swine breeds to outsiders.

CBED-Catfish program was not efficient in its implementation. Some of the reasons are:

- a) High transportation costs to procure the catfish breeds since it was imported from Yogyakarta by a cargo aircraft to Labuan Bajo.

- b) Catfish feed is difficult to get. It can be purchased at a high price at Labuan Bajo. DPF has tried to get the feed from Surabaya. However, it will certainly require a high shipping cost.
- c) The farmers get water by digging well in the riverbank nearby. They need a lot of effort to get water supply, so it is less efficient to grow the catfish within such condition.

4.3 DPF Project Impact

The projects implemented by DPF certainly have impact on the beneficiaries, communities, and broader environment. The impact includes economic, social, and environmental impact.

a) Economic Impact

The economic impact of CBED and SED program is the additional income of the group members after receiving the aid provided by DPF. In CBED-Swine program, almost all beneficiaries earned additional net assets and income from the swine fattening and crossbreeding. The additional productive assets vary based on the productivity of the swine breeds beneficiaries. The members obtained additional productive assets between IDR 800.000,- to IDR 6.000.000 in the second year after receiving the assistance. The additional income from swine breeding ranges from IDR 75000 to IDR 500.000 per month. Those achievements meet the expected target set by DPF.

However, such positive economic impact has not been felt by the catfish farmers because they failed breeding the catfish due to the problems occurred to the ponds, catfish breeds, catfish feed and water shortage especially during the dry season. It is expected that the increase in the members' income will be followed by the increase in the groups' income and eventual increase in income of the broader communities.

b) Social Impact

CBED and SED program require women participation in their implementation. CBED-Swine program involves up to 60% women participation. It has an impact on the enhancement of women's role in augmenting the family income to meet the basic needs such as the daily necessities, children education, healthcare, and social costs. Based on the interview with some members, they appeared to have succeeded in sending their children to universities in Makassar and Bali from selling the swines, from which education funds generated. This will bring impact on the improvement of education of the society in the future. The improvement of the education is expected to increase the economy of the family. The formation of the groups teaches the society to jointly improve the economy of the group members. This cooperation is really needed for the success of the project. The success of the swine breeds beneficiaries has attracted the attention of the other villagers who have not received swine breeds support from DPF. DPF tried to provide assistance to the potential participant by using the working capital returned by the beneficiaries who have become independent through this revolving system.

c) Environmental Impact

DPF requires the beneficiaries to breed their swine with pigpen system. This method will bring positive impact on the environment. Uncaged swines will damage plants that grow around the village because they usually eat the plants planted by the farmers. They also pollute the environment because they defecate in any place.

4.4 Sustainability

The sustainability of the project becomes the main focus of DPF. CBED-Swine program has been proven effective and efficient to improve the economy of the members. The sustainability of the project is possible to be maintained because it is easy to obtain the breeds and feed around Labuan Bajo. The market for mature swines is widely opened. The market of the swine breeds are the farmers who have pig fattening business. The ease to get swine breeds, swine feed and market channels really contributes the farmers in running their business. The successful farmers easily return their working capital to DPF through their group leader for distribution to other groups in need.

The obstacles faced by the catfish farmers may hinder the sustainability of the CBED-Catfish program. The problems of catfish breeds procurement, catfish feed supply, and water shortage potentially impede the farmers' efforts to return the working capital provided by DPF, making it impossible to re-distribute the capital to the people in need.

5.1. Conclusion

5.1.1 CBED Program

The provision of swine breeds by CBED program can be concluded as successfully implemented. It is based on several indicators found from samples in the field, such as:

- a) All beneficiaries of swine breeds had successfully overcome the problem in fulfilling their basic needs.
- b) All beneficiaries of swine breeds, since the project implemented, never commit any *illegal logging* around the village area.
- c) Members of beneficiary group took an initiative to promote the success from swine breeding to the surrounding local people, making them interested to receive the swine breeds benefit.
- d) Beneficiaries of swine breeds have additional source of income after the project takes place.
- e) The average of additional net asset amounts to IDR 3.857.447,- which exceeds the target of IDR 2.500.000,-
- f) Additional income from breeding swine is IDR 312.355,- per month, which greater than the target of IDR 120.000,- per month.
- g) Weight of mature pig can reach 50 kg.
- h) The average number of piglets produced by farmers from swine breeding is four (4), because not all of swine breeds beneficiaries produce piglets. Some of swine breeds beneficiaries adopted *fattening* method i.e. breeding the swine until mature and ready for sale. Some of the proceeds were returned to DPF through the group leader for then rotated to other members in need, while the rest is used to buy swine breeds for breeding. This phenomenon indicate that it is necessary to revise the assumption of expected goals.
- i) The average women participation is 51%, which is higher than the targeted 40%.
- j) Results of analysis, which includes relevance, effectiveness, efficiency, impact, and sustainability, showed that CBED-Swine program was successfully implemented. The program is highly relevant in improving the economy of the beneficiary group members. Provision of swine breeds to the people of West Manggarai is very effective and efficient and have a positive impacts on their economic and social life as well as the surrounding environment. This has an impact on the continuity of the project in the future.

CBED-Catfish program can be concluded as failed in its implementation. It is based on several indicators found from the samples in the field, such as:

- a) The beneficiaries failed in their harvest, giving the beneficiaries no productive asset and additional income. This failure caused by three problems i.e. provision catfish breeds, feed supply, and water shortage.
- b) Results of analysis, which includes relevance, effectiveness, efficiency, impact, and sustainability, showed that CBED-Catfish program failed in its implementation. Provision of catfish breeds has not been able to improve the economic life of its beneficiary group members. It is unproductive due to high transportation costs to provide catfish breeds from Yogyakarta. Catfish feed is difficult to get, and water shortage during dry season. Catfish cannot grow well in this kind of situation. Problem in providing catfish breeds, feed supply, and water shortage have become constraints for the project implementation in the future.

5.1.2. SED Program

Based on the result of previous discussion, it can be concluded as follow:

- a) There is an increase in average monthly income of SED group members i.e. IDR 365.000,-. Prior to the injection of funds from the DPF, the average monthly income of the respondents was IDR 521.250, -, after DPF funding, it increased to IDR 886 250,- per month.
- b) Increase in the average number of women doing business i.e. 36,1 % in the last three years.
- c) Increase in the social and economic life of the target groups. It can be proven by the ability of families in fulfilling most of their needs (> 90%) including basic needs, children education, healthcare, social costs, and religious ceremony-related cost.
- d) More than 20% increase in business capital after DPF project.
- e) Increase in number of MSEs in West Manggarai, resulting in more employment opportunity for the people.
- f) Group members have taken the initiative to promote the success of the group after receiving SED project assistance. It becoame public interest in the surrounding villages of SED MSEs beneficiaries, driving the formation of *self-helpgroup*. People of the surrounding villages expect to receive the initial working capital to develop the existing businesses.

5.2. Recommendation

5.2.1. CBED

CBD project on providing swine breeds is worth to continue and to be forwarded to other parties in need, because this revolving form of assistance is very successful in improving the local economy, protecting the environment, and enhancing the role of women to increase the family income. However, based on the site observation, efforts to maximize the vacant land by planting trees to reduce deforestation and generate wood for economic value are still needed. This must be coupled with the regulations applicable to the villagers, which requires them to replace with new trees, when mature trees are cut down for housing and household purpose.

Continuation of CBED-Catfish must be considered carefully, as the implementation considered irrelevant, ineffective, and inefficient, making it not sustainable. Catfish can be replaced with swine and/or goat in accordance with the local potential.

The evaluation results indicated that DPF plays an important role in helping the economy of the people of Manggarai. It showed that DPF's role is needed to overcome the challenges encountered by the local community. DPF has filled the gap that have not been reached by the government in addressing economic issues, protecting the environment, and enhancing the role of women. In order to maintain the relationship between DPF and stakeholders, both the government and community should create more synergy for the collaboration of the government and DPF.

5.2.2. SED

Based on the discussion and conclusion, the recommendation are as follow:

- a) This activity should be continued in order to improve the welfare of the people in West Manggarai.
- b) In order to improve the business skills and capacity, it is important to provide the community with regular training.
- c) Maintain good relationship with SED group leader and members, giving them spirit to run their business. Give them a breakthrough in conducting business activities to improve their welfare.