

# **Project Evaluation Report**

**Livelihood Assistance for the Victims in Central Sulawesi**

**Submitted by: Japan Platform M&E Division  
August 2021**



## **Table of Contents**

<b>1</b>	<b>Executive Summary</b> .....	<b>4</b>
<b>2</b>	<b>Project Overview</b> .....	<b>6</b>
	<b>2.1 Background &amp; Context</b> .....	<b>6</b>
	<b>2.2 Project Overview</b> .....	<b>6</b>
	<b>2.3 Main objectives</b> .....	<b>7</b>
<b>3</b>	<b>Methodology</b> .....	<b>7</b>
	<b>3.1 Framework</b> .....	<b>7</b>
	<b>3.2 Ethical Considerations &amp; Risks Management</b> .....	<b>9</b>
	<b>3.3 Limitation of the evaluation</b> .....	<b>9</b>
	<b>3.4 Evaluation Activities</b> .....	<b>10</b>
<b>4</b>	<b>Findings</b> .....	<b>13</b>
<b>5</b>	<b>Conclusion</b> .....	<b>33</b>
<b>6</b>	<b>Recommendations</b> .....	<b>35</b>

## **Acknowledgement**

JPF would like to thank the people from the target communities in Sigi, as well as humanitarian practitioners and local government officials who gave up their time to be interviewed for this study.

A special gratitude we give to a member NGO, PARCIC, whose contribution in coordinating with partner organization and beneficiaries helped JPF a lot especially in conducting field research.

We hope that this report will be useful to better appreciate the previous work done by PARCIC and that the recommendations will inform future programming in humanitarian settings in Indonesia and in other countries.

The views expressed in this report are those of the evaluators only. They do not represent those of PARCIC or any other organizations mentioned in this report.

## **Acronyms and Abbreviations**

CHS	Core Humanitarian Standard
ECRB	Emergency Response Capacity Building
JPF	Japan Platform
KII	Key Informant Interviews
M&E	Monitoring and Evaluation
NGO	Non-governmental organisation
OECD-DAC	Organisation for Economic Co-operation and Development - Development Assistance Committee
PARCIC	the Pacific Asia Resource Centre for Interpeoples' Cooperation
PSEAH	Protection from Sexual Exploitation, Abuse and Harassment
SKP-HAM	Solidaritas Korban Pelanggaran Hak Asasi Manusia

## **1 Executive Summary**

JPF has provided funding for the humanitarian projects which have been implemented in Sulawesi since mid-2018, and in accordance with JPF's operational strategy, PARCIC and SKP-HAM/Bina Swadaya have conducted livelihood assistance for the victims in Sigi, central Sulawesi.

JPF conducted third party evaluation of the project in June 2021, in order to verify the project was implemented in accordance with the project proposal, verify and measure actual outputs of the project based on CHS/OECD-DAC criteria, ensure accountability, assess to what extent the programme objectives were achieved, and to provide actionable recommendations for the future interventions, employing both quantitative and qualitative approaches to evaluate the project.

With regard to main findings of the project, the evaluation found that; recognizing the context of high-unemployment, lack of economic opportunities and vulnerability increased by the disaster, establishing alternative sources of income, or diversifying the income source by improving skills is considered to be relevant approach, while there are others who potentially qualified for assistance and it is required to provide clear explanation on beneficiary selection process and criteria to the relevant stakeholders (CHS1), the project goal was achieved to some extent by successfully building the capacity of local women to become more confident and self-reliant, by providing skills and knowledge on small business (CHS2), beneficiaries are able to earn an income to help and support their family through this project, and they can increase the market access and solve business challenges they face by continuous supports including the supports on obtaining official certification for the product sales and raising awareness regarding the expiry dates (CHS3), it is confirmed that the project was based on close communication, strong beneficiaries' participation and feedback at every stage in project implementation, while most of the beneficiary were not informed of selection criteria, which can cause negative impact within the target communities (CHS4), feedback mechanism is available to voice direct complaints of beneficiaries about the project, and complaints were handled adequately as well as timely (CHS5), and PARCIC/SKP-HAM/Bina Swadaya coordinated well with other aid organizations and local government institutions to avoid overlapping, whereas it is required to ensure more consolidated internal coordination since sometimes the segregation of roles and responsibilities were not clearly understood by local partners (CHS6).

From the findings of this evaluation and in order to address the challenges of the project, the following recommendations for the future intervention are derived from this study; 1) Given that some of the beneficiaries who have been continuously participating in the project since last phase successfully increased income to certain level, there may be others who potentially qualified for assistance. Having careful verification of beneficiaries including those who from the previous phase and providing clear explanation on beneficiary selection process and criteria to the relevant stakeholders is vital to avoid any misunderstanding and conflicts. 2) Future response may consider to involve an additional expert who have local agricultural expertise since local specific knowledge on agriculture may enhance the quality of the project. 3) In order to promote sustainable empowerment of women, further entrepreneurial support including market expansion and product quality assurance can be a vital factor. It can be said that increasing entrepreneurial skills result in higher productivity and competitiveness. In this regard, further support for women beneficiaries may lead to the expansion of the market and better growth of their business. By adopting additional supports such as obtaining official certificate for the products issued by the authority, labeling the expiration date on the products, women groups may become more responsible for their products and consequently it will lead to the sustainable empowerment of women. 4) It is recommended to ensure more consolidated internal coordination to prevent any potential complaints or conflicts in a field by having an alternative representative, who is local and has the responsibility to supervise and also to make a decision in a field on behalf of PARCIC, and by simplifying the project design or making sure the connectedness between activities are clearer.

## 2 Project Overview

### 2.1 Background & Context

On 28 September 2018, a tsunami triggered by a 7.5 magnitude earthquake struck Indonesia's Central Sulawesi Province. As of January 2019, the BNPB of Indonesia reported that the death toll caused by both the earthquake and tsunami reached 4,340, with 667 missing, 10,679 injured and around 200,000 people still being displaced. Localized areas were decimated as the tsunami wiped away coastal zones, and soil liquefaction caused three villages to sink into the earth and the ground to shift with mudslides. In addition, the earthquake caused widespread structural damage, displacing families temporarily from damaged and unsafe shelters.



According to BNPB, approximately 68,000 houses were damaged as a result of the quake and subsequent tsunami. Flash floods during the last rainy season (October-December 2018) washed away dozens of houses in Sigi District, while many camps in Donggala District were inundated, affecting thousands of people and generating secondary displacements.

JPF has launched the response programme immediately after the quake struck the island and so far the fund has spent via seven member NGOs working on WASH, Shelter, NFI, Livelihood, Agriculture etc. Although it's been almost two years and a half has been passed, unsolved issues regarding livelihood activities for community, education and infrastructures are still having a negative impact on the most severely affected.

### 2.2 Project Overview

JPF has provided funding for the humanitarian projects which have been implemented in Sulawesi since October 2018. In accordance with JPF's operational strategy, JPF has acted as an intermediary support organisation for a Japanese Member NGO, which have implemented the following project. The Member NGO have implemented the project in collaboration with Local Partners, which are Indonesian NGOs with knowledge and experience in working with the target communities.

JPF engaged local consultants to conduct a final evaluation targeting this project, which is:

- ◆ **The PARCIC Project:** The projects, implemented by the Pacific Asia Resource

Centre for Interpeoples' Cooperation (**PARCIC**, as Member NGO) and SKP-HAM / Bina Swadaya, as Local Partners), which has conducted livelihood assistance for the victims in central Sulawesi.

## **2.3 Main objectives**

- ◆ To verify the project was implemented in accordance with the project proposal
- ◆ To verify and measure actual outputs and if possible outcomes of the project based on CHS / OECD-DAC criteria
- ◆ To document above achievements and challenges and reports to donors to ensure accountability
- ◆ To assess to what extent the programme objectives were achieved
- ◆ To collect information about Local Actors
- ◆ To explore and identify emergency-recovery nexus in the project design and activities

## **3 Methodology**

### **3.1 Framework**

In order to provide an evidence-based assessment as well as actionable recommendations, JPF proposed to employ both quantitative and qualitative approaches to evaluate the project. Quantitative survey data was collected from individuals through structured questionnaire while qualitative data was collected through KII.

In order to mitigate risks of COVID-19 transmission, JPF M&E team took necessary safeguarding protocols to ensure the safety of researchers, enumerators and respondents. During the field work, JPF equipped field M&E team with the necessary means to protect themselves. Although JPF prioritized in-person data collection method, remote research activities was also employed where possible in accordance with the safety precautions associated with the COVID-19 pandemic. JPF remained abreast of any developments concerning COVID-19 restrictions, which may necessitate the re-design of research activities.

To evaluate the project, JPF has developed an evaluation matrix to guide the design of research tools used during field activities (See Table 1). The research tools contain questions with a view to identifying lessons learned, examples of good practice, and actionable recommendations. The evaluation matrix is aligned with JPF's evaluation criteria and Core Humanitarian Standard (CHS).



Table 1: Evaluation Matrix

<b>Evaluation Criteria</b>	<b>Sample Questions<sup>1</sup></b>
<b>CHS1</b> <b>Humanitarian response is appropriate and relevant (Relevance)</b>	<ul style="list-style-type: none"> <li>◆ To what extent are communities and people affected by crisis consider that the response takes account of their specific needs and culture.</li> <li>◆ Did the assistance and protection provided correspond with assessed risks, vulnerabilities and needs?</li> <li>◆ Did the response take account of the capacities (e.g. the skills and knowledge) of people requiring assistance and/or protection?</li> </ul>
<b>CHS 2</b> <b>Humanitarian response is effective and timely (Effectiveness)</b>	<ul style="list-style-type: none"> <li>◆ To what extent the communities and people affected by crises consider that their needs are met by the response.</li> <li>◆ To what extent has the communities and people affected by crises including the most vulnerable groups consider that the timing of the assistance and protection they receive is adequate.</li> <li>◆ Was the humanitarian response meeting its objectives in terms of timing, quality and quantity?</li> </ul>
<b>CHS3</b> <b>Humanitarian Response strengthens local capacities and avoids negative effects (Impact&amp; Sustainability)</b>	<ul style="list-style-type: none"> <li>◆ To what extent has the communities and people affected by crises consider themselves better able to withstand future shocks and stresses as a result of humanitarian action.</li> <li>◆ To what extent have local authorities, leaders and organisations with responsibilities for responding to crises consider that their capacities have been increased.</li> <li>◆ Did communities and people affected by crisis (including the most vulnerable) identify any negative effects resulting from humanitarian action?</li> </ul>
<b>CHS 4</b> <b>Humanitarian response is based on communication, participation and</b>	<ul style="list-style-type: none"> <li>◆ To what extent were the communities and people affected by crisis (including the most vulnerable) aware of their rights and entitlements.</li> </ul>

<sup>1</sup> Sample questions were developed based on CHS Guidance Notes and Indicators (2015, CHS alliance).

<b>feedback (Relevance and Coherence)</b>	<ul style="list-style-type: none"> <li>◆ To what extent do the communities and people affected by crisis consider that they have timely access to relevant and clear information</li> <li>◆ To what extent were the communities and people affected by crisis satisfied with the opportunities they have to influence the response</li> </ul>
<b>CHS 5 Complaints are welcomed and addressed (Coherence)</b>	<ul style="list-style-type: none"> <li>◆ To what extent were the communities and people affected by crisis, including vulnerable and marginalized groups aware of complaints mechanisms established for their use.</li> <li>◆ To what extent did the communities and people affected by crisis consider the complaints mechanisms accessible, effective, confidential and safe.</li> <li>◆ Were the complaints investigated, resolved and results fed back to the complaint within the stated timeframe.</li> </ul>
<b>CHS 6 Humanitarian response is coordinated and complementary (Cover, Coherence)</b>	<ul style="list-style-type: none"> <li>◆ Did the communities and people affected by crisis identify any gaps and overlaps in the response?</li> <li>◆ Did the responding organisations share relevant information through formal and informal coordination mechanism?</li> <li>◆ Did the organizations coordinate needs assessments, delivery of humanitarian aid and monitoring of its implementation?</li> </ul>

### 3.2 Ethical Considerations & Risks Management

JPF M&E team members fulfilled their ethical obligations of independence, impartiality, credibility, and honesty and integrity while carrying out the evaluation. The evaluation also respected and upheld the participants' rights, including confidentiality and do no harm guarantees.

### 3.3 Limitation of the evaluation

#### Reliability of data:

Given the short-term field visit, only limited number of stakeholders were targeted in this study. The non-probability sampling which was employed in the research is faster and more cost-effective method compared to probability sampling, however; it increased the margin of error and reduced the confidence interval of the results, reducing the ability to draw definitive conclusions. JPF M&E team is well-aware that the results and findings of the study will not be generalized to the entire population.

### **Coronavirus (COVID-19):**

COVID-19 put several strains on movement as well as logistics for certain evaluation activities. Preventative measures were taken to guarantee the safety of staff and beneficiaries throughout the evaluation exercise.

## **3.4 Evaluation Activities**

The evaluation activities were planned in three iterative phases which are **Inception, Implementation and Reporting.**

### **Phase 1: Inception**

Phase 1 (Inception) has taken approximately four weeks, covering the following activities:

#### **Inception Meetings**

During the Inception phase, JPF coordinated an inception meeting with the Member NGO. This project-specific inception meeting allowed JPF to explain the evaluation mission to Member NGO. JPF explained its proposed evaluation approaches to data collection, on which the Member NGO and Local Partners provide valuable feedback. The outcomes of these meetings were pivotal in helping JPF to finalise this Inception Report and tools.

#### **Desk Research**

During the Inception phase, JPF M&E team conducted an adaptive desk research of relevant documents to re-construct and analyse the intervention logic and theory of change for the project. The desk review also allowed JPF to understand the project's assumptions and identify critical information gaps, which guided the development of the research tools. Documents reviewed include the project proposal for each project, monthly reports, amendments. Desk research also incorporated reports from development agencies and academic sources, as well as other relevant secondary documentation.

### **Phase 2: Implementation**

JPF intended to carry out the Implementation phase for the project over one week. This timeframe allowed enough time to collect data, ensured the consistent quality of fieldwork, and provided for overlap between data collection and data analysis. At the start of the Implementation phase, JPF briefed field M&E team on the specifics of the project, as outlined in the Inception Report. JPF ensured that all research outputs remain anonymous, such that the identity of individual participants were not revealed. This guarantee of confidentiality elicited greater candour from the participants and therefore improved the quality of the final evaluation report.

JPF conducted a range of research activities including Key Informant Interviews (**KIIs**) and

Household Surveys and project-specific information on the proposed research activities is shown below. (See Table 2 & 3)

## Key Informant Interviews and In-Depth Interviews

Key informant interviews (KIIs) were conducted using semi-structured questionnaires tailored to the person(s) being interviewed. As such, interviewees were selected using a convenience/relevance sampling method based on a series of conversations between PARCIC and JPF. Naturally, these programme staff and experts were uniquely placed to provide valuable insight into the project's achievements and lessons learned.

Nine KIIs were conducted with the following stakeholders:

1. Two staff members of PARCIC's in charge of the Sulawesi Project
2. Secretary General of local partner organization (SKP-HAM)
3. Project supervisor of local partner organization project coordinator (Bina Swadaya)
4. Project coordinator of Local NGO working on livelihood sector in Central Sulawesi (Pusaka Indonesia)
5. RTRW of the project area (One person)
6. Direct beneficiaries (Three persons)

PARCIC and JPF collaborated in selecting the final KII participants during the Inception phase. Where possible, KIIs were held remotely via online platform which was feasible and easily accessible for identified key informants.

## Household Surveys

JPF proposed a total of 25 household surveys with direct beneficiaries who participated in Agriculture component. The survey participants were selected by non-probability sampling technique in which JPF and PARCIC selected individuals based on their judgement and conducted face-to-face.

**Table 2: Breakdown of Research Activities (PARCIC)**

<b>Research Activity</b>	<b>Number</b>
<b>KIIs</b>	9
<b>Surveys</b>	25

### **Phase 3: Analysis & Reporting**

Analysis & Reporting phase was scheduled to take place over 10 weeks, beginning in the final week of the Implementation phase.

#### **Data Cleaning and Analysis**

JPF M&E team started cleaning and analysing all qualitative and quantitative data as the Implementation phase draws to a close. The qualitative research activities were mutually reinforcing – the desk research helped shape the content of KIIs; in turn, KII findings directed further desk research and final recommendations. These emerging findings ultimately informed the draft and final evaluation reports.

#### **Draft Evaluation Report**

JPF M&E team developed a combined draft evaluation reports, which summarise and present synthesised findings according to the agreed evaluation matrices. The document was augmented by comments and insights emerging from the debriefing workshop.

#### **Debriefing Workshop**

JPF conducts a debriefing workshop for relevant Member NGO representatives at the end of the evaluation process. The workshop further explains findings and make recommendations for future disaster response.

#### **Final Evaluation Report**

Having received feedback on the draft evaluation report, JPF M&E team drafts and submits the final evaluation report at the end of the Analysis & Reporting phase.

## 4 Findings

### Achievement of project outputs and outcomes against indicators

The project set out two indicators which are shown below. At the end of project period, the achievement level of these indicators was 49.3% and 7.6% respectively. The possible reasons behind shortfall of the indicators are discussed under CHS2 section.

Component 1: Livelihood Assistance for Women		
Expected Outcome	Indicators	Achievement level of indicators
1. Women of farming household can gain income and contribute to their daily family finance.	1. 90% of beneficiaries' household income has increased by 20% when comparing before and after the project.	43.9%
2. Beneficiaries can produce food by themselves and it leads to reconstruction of their livelihood.	2. 60% of beneficiaries' household has saved 20% of food expense through chicken/vegetable farming.	7.6%

### Demographic characteristics of household survey respondents

As illustrated in the above section, 25 beneficiaries were selected as the survey respondents. All the survey participants were women in reproductive age group as shown in Figure3. More than half of the survey respondents were in age group of 36- 50 years (60%), followed by 26-35 years (20%). 92% of women indicated to have been married, while 8% were widowed as shown in Figure 4. A very small proportion of women was heading their household (4%) while 96% was not. (Figure5)

Figure 1: Age group of the respondents

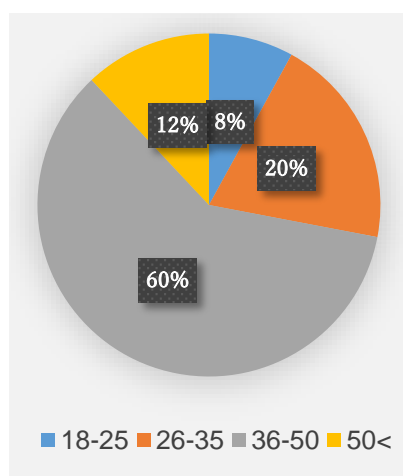


Figure 2: Marital status of respondents

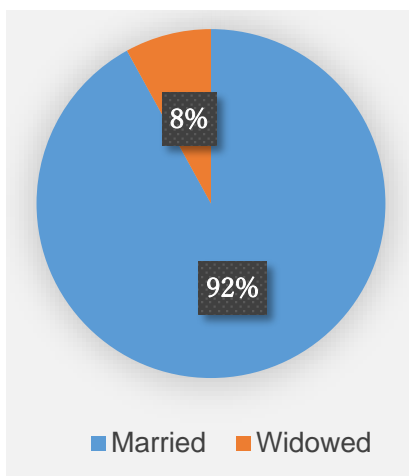
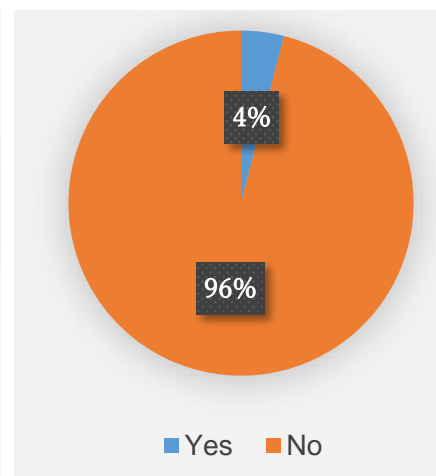


Figure 3: Respondents who is head of household



### CHS1: Communities and people affected by crises receive assistance appropriate and relevant to their needs. (Relevance)

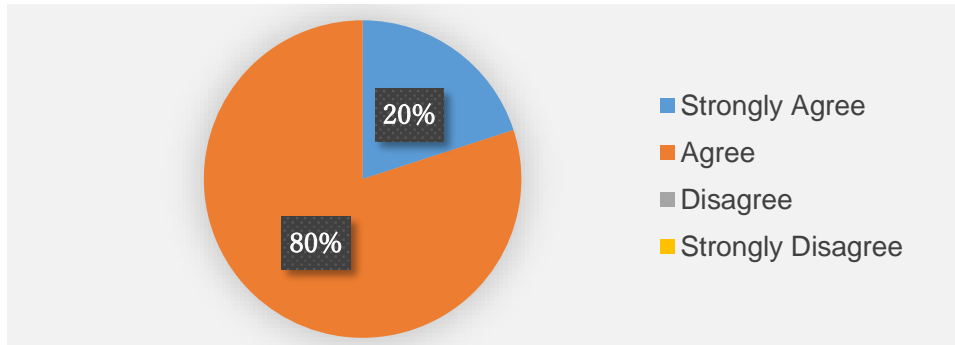
The project is highly relevant in the context of high-unemployment, lack of economic opportunities and vulnerability increased by the disaster, given the projects' focus on decreasing vulnerability by improving skills, increasing economic capacity, livelihood and self-reliance of beneficiaries. The living conditions of the communities have begun to improve after two years from the disaster, thanks to the continuous efforts by humanitarian organizations and the government of Indonesia. On the other hand, many of the victims in Sigi Regency, who had earned the main income from agriculture, have not yet recovered their livelihoods due to a significant delay in the restoration of irrigation facilities. Recognizing this situation, establishing alternative sources of income, or diversifying the income sources by improving skills on product processing, poultry, vegetable farming is considered to be relevant approach. Particularly, the project promoted women who are more vulnerable in the event of disaster to become a backbone to rebuild their communities.

**The livelihood commodities provided by the project was in line with beneficiary's needs.** When the survey respondents were asked if the variety of plants and seeds distributed were consistent with their needs, 80% of women indicated "Strongly agree" while 20% expressed "Agree" as shown in Figure 4. According to the key informant from Bina Swadaya, the project conducted a needs assessment in the participatory way to identify needs of beneficiaries. Basically, the variety of vegetable seeds distributed were decided



based on the requests from the beneficiaries. These data confirmed that the project well understood the needs of beneficiaries.

**Figure 4: Were the variety of nursery plant / seeds provided in line with your needs?**



***Green Chili cultivated by a beneficiary***

*Most of crops had not been harvested at the timing of the this evaluation survey, but well grown and were about to be harvested.*

**The study found that the training provided by PARCIC/SKP-HAM took account of special needs of vulnerable groups.** Humanitarian response must be acceptable to the vulnerable individuals within the community and should seek to uphold their rights. In this regards, the project provided extra consideration to the women with disabilities to ensure that they can catch up with the training. At the same time, PARCIC/SKP-HAM carefully explained other beneficiaries about the difficulties they have to promote understanding and avoid discrimination towards vulnerable individuals. It can be said that the project provided meaningful participation opportunities to the disadvantaged groups and contributed to develop their social relation.



*“Regarding those who have special needs such as hearing problem, they must sit in the front to make sure they are able to listen what the facilitator inform. For those who have hearing problem, we also provide them with a facilitator who can have ability to talk with hand signal language to make sure the beneficiaries with special needs can understand the content of the workshop or training”.*

**(Secretary General of SKP-HAM)**

*“At first, we tell all the participants that there are some members who have special needs among us and ‘Please understand they need some special treatment in the class’. This is really important to avoid discrimination inside the class and also make sure that the beneficiary group understand there’re some people who have special needs regarding to their functionality to learn. SKP-HAM has a long experience to be a partner of those people who exposed discrimination regarding to their special needs issues”.*

**(Secretary General of SKP-HAM)**

**Respecting diversity and inclusion in the trainings can be an added value of the project.** With the purpose of encouraging and promoting inclusion, PARCIC/SKP-HAM did not separate training participants by age, occupation or any other categories. As anticipated, the diversity of group members sometimes gives challenges for PARCIC/SKP-HAM to organize trainings. For example, the trainers or facilitators have to carefully deliver the lessons in the language that all ages can understand, as some of the elder beneficiaries are illiterate. Moreover, the ability to absorb the lessons also vary widely by age or educational background. Despite this challenge, it can be argued that increasing inclusion can bring tangible benefits to the members with regards to productivity, also, such focus has helped to promote social harmony in the community.

**The selection of beneficiaries presented a sensitive issue, and direct involvement as well as approval from communities were essential to avoid community conflicts.**

In terms of beneficiary selection, the project prioritizes to select the beneficiaries from the previous phase as PARCIC put emphasis on continuity in order to ensure the solid path of recovery, meanwhile, there may be others who potentially qualified for assistance. According to the key informants, the majority of the beneficiaries were those who participated in the previous phase. Additionally, the project allowed other community members to join the activities, by selecting them based on the criteria. The selection criteria include households headed by women, female suffering from a lack of employment or very low income, and the household with disabilities. The PARCIC/SKP-HAM staff then followed up on the

selection process to ensure its fairness. PARCIC/SKP-HAM also respected the level of interest and enthusiasm of beneficiaries towards activities.

*“The beneficiaries of phase 4 are actually were the beneficiaries from phase 3, but we added some criteria, those who want to join or have interest for female farming activities. By giving them the freedom of choice and to see their level of interest on the project, they can register by themselves as by their own will”.*

**(Secretary General of SKP-HAM)**

Meanwhile, some respondents pointed out that there are others who potentially qualified for assistance. For example, out of those who have been participating in the project since the last phase, some of them already successfully increased income level thanks to this intervention. On the other hand, there may be more vulnerable and marginalized female in the community. Recognizing that the most vulnerable females are not always best qualified to participate in the food processing work, however, PARCIC/SKP-HAM/Bina Swadaya are recommended to conduct a careful verification of beneficiaries including those who from the previous phase and provide clear explanation on beneficiary selection process and criteria to the relevant stakeholders.

*“Choose the right person to help because many people meet criteria but don't get help”.*

**(Respondents of household survey)**

*“Maybe better to add other members too, because there are still others who want to receive chicken or vegetables seeds”.*

**(Respondents of household survey)**

## **CHS2: Communities and people affected by crises have access to the humanitarian assistance they need at the right time. (Effectiveness)**

**As mentioned above, the indicators set out for this project were not attained largely because of COVID-19 outbreaks.** Unfortunately, the project was negatively affected by the spread of COVID-19 throughout the project period; people were mostly stayed at home and it led to the reductions in demand of buying processed food at the shops, the worsened economic situation and recession also severely affected the drop of sales. The small business run by beneficiaries were relatively financially fragile and thus seriously hit by the pandemic. Compared to the achievement level of the previous phase, the income increase of the beneficiaries was considerably low and it was substantially considered due to the impact of COVID-19.

**Meanwhile, the project goal “to contribute for improvement and reconstruction of disaster victim’s livelihood in Sigi” was achieved to some extent.** Although both of two indicators were not achieved during the project period, this evaluation found some positive impact and testimonies from key informants. One of the most notable achievements of the project is the strengthened capacity of women in the communities. The programme, facilitated by the partner organisations, was able to successfully build the capacity of local women to become more confident and self-reliant, by providing skills and knowledge on small business. While the financial benefits were comparatively insignificant, for example, the income from livelihood activities, the programme has clearly invested in the future by knowledge transfer and experiences and hone the skills on food processing, to address humanitarian crises and creating opportunities for maintaining livelihood. As some beneficiaries can benefit from improved livelihood opportunities, the project has also helped to reduce their poverty situation.

*“Previously, I did not have any jobs before the earthquake, but after meeting SKP-HAM, I was invited to study and was also given capital to sell, so I wanted to try to make cakes and sell them, now my income is Rp. 600,000 per 5 days from selling cakes”.*

**(A beneficiary)**

*“I did not work before, who worked was my husband. After joining the learning class of SKP-HAM I start to sell ice cream for Rp. 2,000 per cup, and can generate Rp. 200,000 per day by selling 100 cups, but I stopped it because the children are no longer in school because of the corona and there is no more capital”.*

**(A beneficiary)**

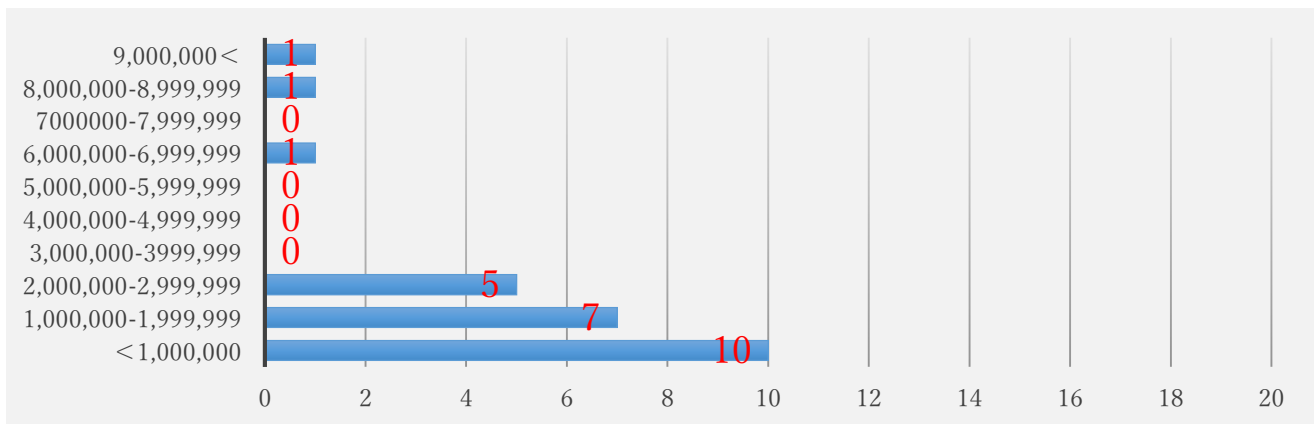
*“We really hope that this project will continue. We are greatly helped by this program. At first, after the earthquake, we lost our income, but since this assistance was provided, we have become enthusiastic again. We have been given a lot of knowledge to run our business and also take care of our farms. If this assistance continues, I would like to give more chickens and also meet with the facilitators. Thank you for not getting tired of guiding us.”.*

**(A beneficiary)**

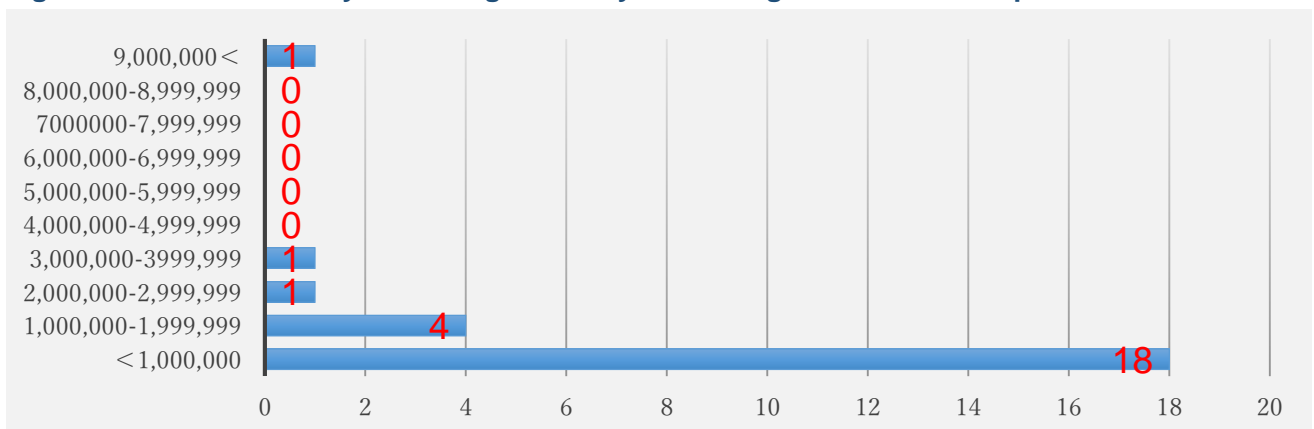
**The household survey found that the project contributed to the income increase of the beneficiaries.** Beneficiaries were asked the average monthly income of three different point of time; before the earthquake in 2018, right after the earthquake and after participating

in the project. As shown in Figure 5, the average monthly income before the disaster for 40% of the respondents were below 1,000,000 Rp. (equivalent to 69 USD), followed by 28% (7 persons) between 1,000,000- 1,999,999Rp. When it comes to right after the disaster, the number of respondents living below 1,000,000 Rp. per month was increased to 72% (Figure 6). This implies the earthquake led to the reduction in income for some beneficiaries. On the other hand, the number of respondents living below 1,000,000 Rp. per month was decreased dramatically to 24% after joining the project activities (Figure 7). Although the external factors cannot be excluded, these figures illustrate how the disaster affected to their income level as well as how effective the project was in terms of income generation. As illustrated in Figure 8, the average income of beneficiaries has more than doubled and it can be said that this growth is partially attributed to the project achievement. Figure 9 shows proportion of income from food processing to total income for 25 survey respondents. As shown, income from food processing make up a significant proportion of total income for most (68%) of the respondents.

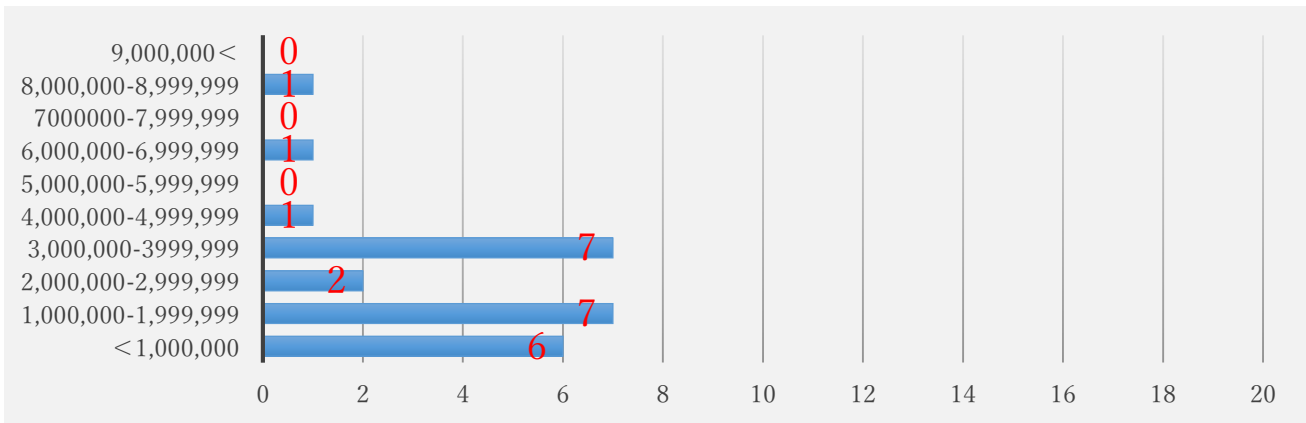
**Figure 5: How much was your average monthly income before the earthquake in 2018?**



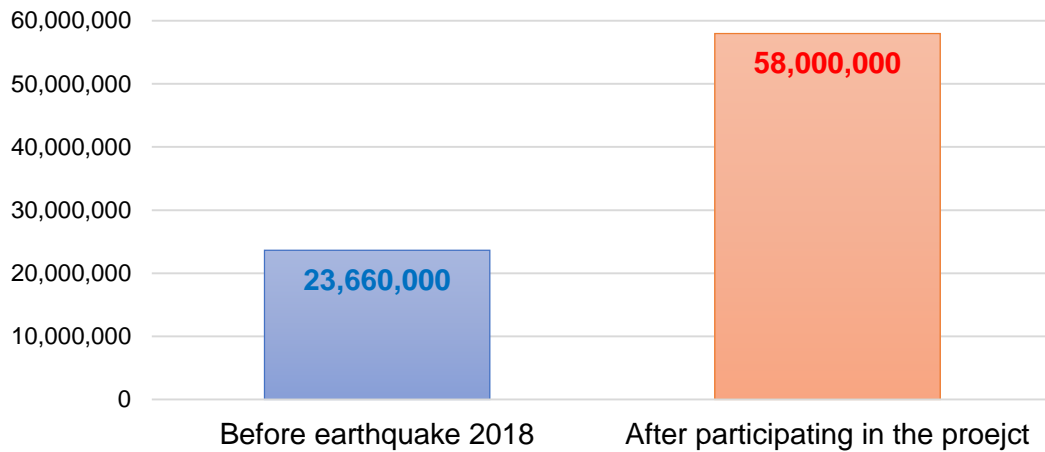
**Figure 6: How much was your average monthly income right after the earthquake in 2018?**



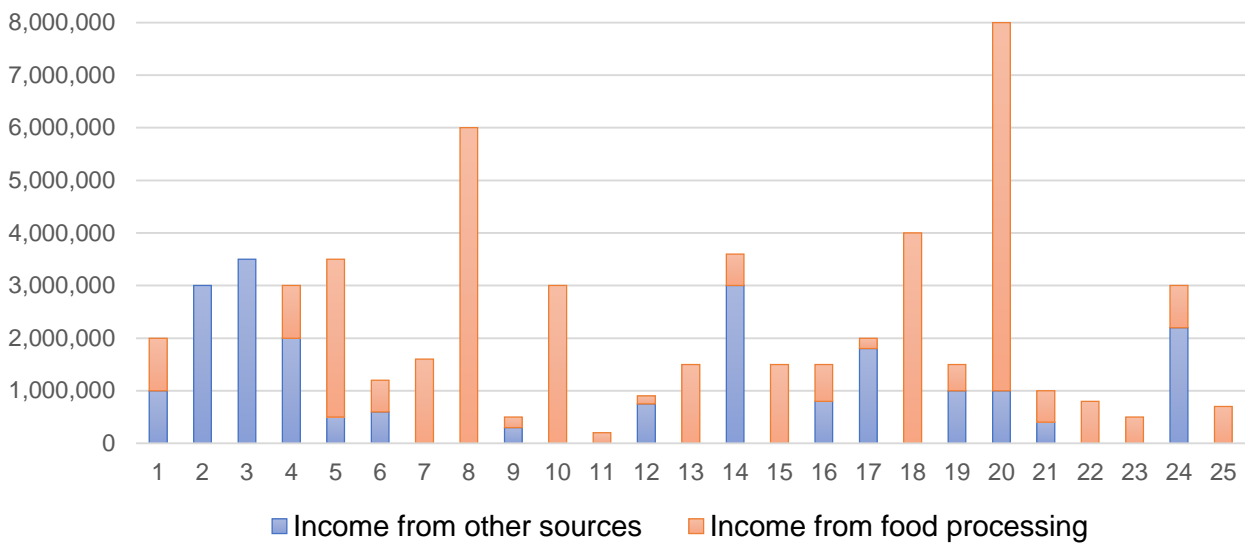
**Figure 7: How much is your current average monthly Income? (After participating in the project)**



**Figure 8: Comparison of average income  
(Before disaster and after participating the project)**



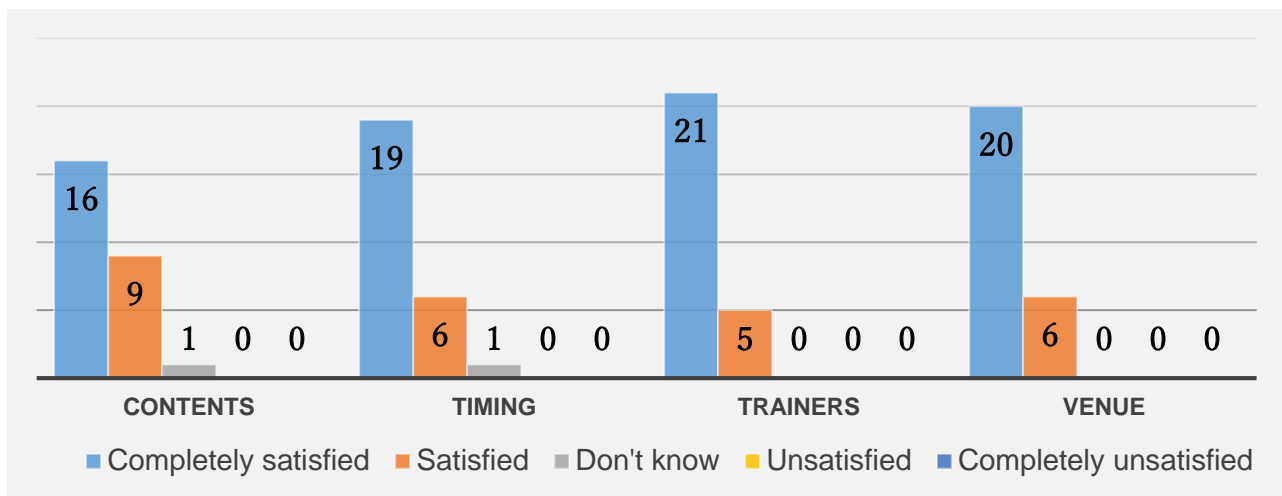
**Figure 9: Proportion of income from food processing to total income**



The study revealed high degree of satisfaction amongst beneficiaries on food processing training. The beneficiaries were asked about the level of satisfaction with each of the following key topic in terms of training;

- Contents
- Timing
- Trainers
- Venue

Figure 10: How satisfied were you on food processing training?



The key informant interviews conducted with a number of beneficiaries supported these statistics above. Interviewees described their satisfaction with the results and how much the training was helpful. Particularly, a number of the beneficiaries testified the effectiveness of cash book training.

*“The training we received was very useful for us. There are trainings on cash book, good farming methods and raising livestock. I feel very helped by the cash book training and farming. Submission of material by the facilitator is also good. The place where we study is also comfortable. Classroom information will also be delivered 2-3 days before class starts. We were also given assignments that we had to complete at the end of the class”.*  
**(A beneficiary)**

*“Cash Book Training is very helpful for us . We were taught to separate income and expenses from there we could know whether our business was making a profit or loss”.*  
**(A beneficiary)**

### Cash Book of a beneficiary used in the training.

Most of the respondents indicated high satisfaction with the training on cash book keeping, and they become more confident and self-reliant through this skill training.

The flexible approach in providing trainings might contribute to create an environment of mutual trust and appreciation. The training program offered by PARCIC with the partnership with SKP-HAM allowed participants to attend to the most preferable time slot. Moreover, the beneficiaries also have freedom to decide when they have regular meeting with members. When people are given opportunities to be involved in decision making, this enhances their sense of ownership of the project and better enables them to take an active role in the project implementation. In this regard, this could be a good practice of the project.

*“The participants of learning classes have freedom to decide which schedule that they want to attend. For example, during the month of February, if the beneficiary cannot attend the class in her village, she can feel free to attend the class conducted in another village. Also, regarding the structure and organization of kitchen production activities, the beneficiaries have a freedom to decide when they have regular meeting among members”.*

**(A beneficiary)**

The evaluation found that the technical guidance provided by Bina Swadaya on chicken poultry and vegetable farming was appropriate and contributed quality assurance of the project. The evaluation found that most of the chicken coop were in proper design and condition, have enough space, lights and air circulation. Moreover, the beneficiaries are aware that hygiene and sanitation of the coop have significant impact on their poultry. PARCIC/Bina Swadaya frequently monitor the chicken coop and periodically remind the beneficiaries for chicken poultry program to maintain the hygiene and sanitation of the coop. Further, PARCIC/Bina Swadaya coordinated with Agriculture and Livestock extension from Sigi Regency to provide support for vaccine and vitamins. This support is given to ensure that the chickens are in good health.





**Chickens  
distributed in this  
project**

*Some were affected by Newcastle disease, but PARCIC/Bina Swadaya took prompt response by distributing additional poultry to those who lost chickens as compensation as well as taking vaccination.*

When it comes to vegetable farming, as mentioned above, Bina Swadaya distributed vegetable seeds that already decided following what beneficiaries requested. It may worth mentioning here that Bina Swadaya is a large Indonesian NGO based outside Sulawesi. The field observation revealed that Bina Swadaya gave proper technical assistance to the beneficiaries on farming, however, it can be said that the knowledge and insight on the local context in terms of agriculture can contribute to further enhance the project quality.

Specifically, it is recommended to prioritize local species/variants to plant as local variant seeds are more resistant to local disease or insects, and can adapt well to local conditions. In relation to the global trend of green eco-farming, the land-use practices especially on soil and water conservation can also be covered in the training. Raising awareness on land-use principles can reduce the risks related to farming, especially those farm located on the slope of the hills, from the emergence of critical issues, such as erosion, drought and decreased quality and quantity of the harvest. In addition, the local wisdom and habit of intercropping or companion plants system can be considered to ensure the sustainability of agricultural systems that integrated with nature, plant diversity and improve soil quality. Good soil conditions will affect to the yield of the vegetables planted. Furthermore, the abundance of biodiversity and vegetation in Namo makes it possible to create an integrated pest management system, and this is one of the most important aspects of intercropping systems. Many types of flowers can be planted side by side as an integrated pest management method. Besides being aesthetically, it also has the function to protect plants, soil and create a healthy small ecosystem. The observation found that several farms of beneficiaries in



Namo village were located on the steep slope of the hills, it is recommended to add soil reinforcement by planting vetiver grass, that can hold the soil together, and reducing the risk of landslide during rainy season, especially to those farm that closed to road access. PARCIC and Bina Swadaya already introduced and encouraged beneficiaries to make and use natural fertilizers. Introduction to natural integrated pest control using plants and organic materials, that are already available in nature, can be considered and elaborate with natural fertilizer for future similar activities. These two natural methods can reduce the expenditure for fertilizer. Overall, the wealth of knowledge and insight on the local context in terms of agriculture is a critical factor to enhance the project quality. In this regard, future response may consider to involve an additional expert who have local agricultural expertise.



***The steep slope of the hills where beneficiaries are cultivating***

*Several farms of beneficiaries in Namo village were located on the steep slope of the hills. Thus it is recommended to add soil reinforcement.*

**Despite the notable achievement described above, there were a number of challenges encountered during the implementation period; firstly, the event of disaster can inflict on the mental health of affected population.** According to key informant from SKP-HAM, the majority of the women participated in the project had more or less traumatized by the earthquake. For example, when women heard big noise, or when small earthquake happened, they often became nervous and sometimes even ran away or screamed. This is one of the obstacles faced in the field how to let the beneficiaries release the trauma after the earthquake. SKP-HAM took steps in order to reduce and deal with trauma of beneficiaries. Firstly, SKP-HAM asked women to share the story and also what they want to tell about the previous experience. Then SKP-HAM start to inform beneficiaries about

knowledge related to DRR, for example, what kind of specific phenomena happens before the earthquake. Moreover, women are also taught how to control their mind to avoid becoming panic. Along with the livelihood activities, this mental health support played a critical role in facilitating effective rebuilding and recovery efforts.

**Another factor which hindered project from effective and smooth operation was a contagious disease of domestic poultry called Newcastle disease.** Newcastle disease is a highly contagious and often severe disease found worldwide that affects birds including domestic poultry. During the implementation period, this disease was spreading across the region and some of the chickens distributed to the beneficiaries were showing this symptoms and went into death. This apparently led to the dissatisfaction towards project for some of the beneficiaries, however, PARCIC/Bina Swadaya took prompt response and distributed additional poultry to those who lost chickens as compensation.

**Last but not least the challenge faced by the project was COVID-19.** The pandemic indeed posed a significant challenge on project implementation. As mentioned above, the lock-down and other associated regulations imposed by the government severely affected income loss of the beneficiaries. It also discouraged some beneficiaries to actively continue their business.

### **CHS3: Communities and people affected by crises are not negatively affected and are more prepared, resilient and less at-risk as a result of humanitarian action. (Impact & Sustainability)**

**The evaluation found that capacities were improved for community women who had been participating in the project activities and gained effective knowledge and skills on small business.** A number of beneficiaries revealed that the method of calculating profit or loss was definitely useful in running small-scale business. It can be argued that entrepreneurial skillset provided by the project lead to the empowerment of women as well as reduction of vulnerability.

*“This program has changed my perspective on business and financial management. My husband had been never recording expenses at the shop, now my husband understands how to write in a cash book, so we can know what to make and lose when selling”.*

**(A beneficiary)**

**Women have indeed expressed their appreciation for being in a group and able to earn an income to help and support their family.** For example, one of the beneficiaries testified that a source of income helped them cover expenses for continuing education for her child. In addition, the groups formed under the project have seen the benefits of being in a group and having communication with group members. The opportunity to interact with group members may have given them the motivation to continue the activities. Moreover, another beneficiary revealed that the agricultural activities indirectly contributed to heal from emotional trauma caused by the disaster. It can be said that the project helped women gain confidence and a sense of self-worth as they became active and found a purpose outside of the household.

*“Now I am able to manage my finances, and also I get a lot of profit and enough from selling brownies”.* **(A beneficiary)**

*“I was able to send my children to school in Palu after getting the profit from selling brownies”.* **(A beneficiary)**

*Q: Apart from the income generating activities, do you identify any benefits of being the member of female farmers group?*

*A: “To share, to meet new people and of course to learn together”.* **(A beneficiary)**

*“At first we didn't really care about farming, now we care and we start to forget the trauma of the earthquake that we have experienced. Our family's food needs were met and we also learned how to use the yard as a family food source. In addition, we can also share with our relatives regarding the knowledge we have received so that they can also benefit from the knowledge we share”.* **(A beneficiary)**

**In order to promote sustainable empowerment of women, further entrepreneurial support including market expansion and product quality assurance can be a vital factor.** The key informant from SKP-HAM testified that if the official certification for the products is issued by the authority, the market can be expanded even outside Sigi Regency, which has significant positive impact on beneficiaries in Namo where markets are limited and it is difficult to reach urban areas to explore commercial opportunities. She also recommended that raising awareness regarding the expiry dates can contribute to build trust with customers and ensure quality of the products. By adopting these additional supports, women groups may become more responsible for their products and consequently it will lead to the sustainable empowerment.



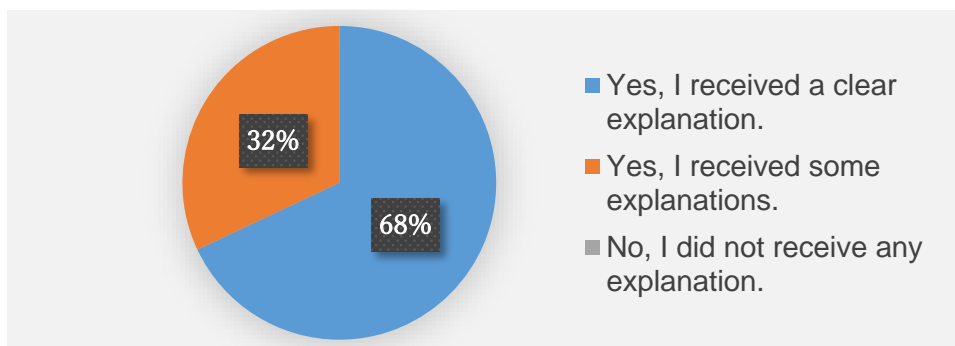
### **Namo Village**

The village is located in the area far from more than 60 km from Palu city, so markets are limited and it is difficult to access commercial opportunities.

## **CHS4: Communities and people affected by crisis know their rights and entitlements, have access to information and participate in decisions that affect them. (Relevance and Coherence)**

The beneficiaries were well informed of the supports provided by the project and the project tried to ensure their participation across the project cycle. PARCIC and its local partners explained the supports and process of getting the supports at the initial stage of the project implementation evidenced by the fact that most (68%) of survey respondents reported they received a clear explanation about the supports to be provided and the process for getting the supports.

**Figure 11: Answers to the question “Did you receive clear explanations about the support PARCIC provides and the process for getting this support?”**





Also, during the designing process of the project, staffs in the field were deciding what kind of tools and items were necessary and suitable for beneficiaries to make a profit, since beneficiary involvement and participation is one of core principles of PARCIC, SKP-HAM and Bina Swadaya, according to a key informant. The evaluation found out that staffs in the fields were facilitating the beneficiaries to understand what they actually need instead of what they want through the conversation with them, in order to make sure that the items and equipment to be distributed are most suitable and familiar with the beneficiaries.

*“For some beneficiaries who wanted to open business of ‘yellow rice’, we asked what did they actually need for this product. They answered ‘We need a fried pan with 10-liter size’. We asked further ‘Is your production require more than 10 liters? How many targets you plan to sell?’ Thy answered ‘We do not really need the pan with 10 liters’ size. Maybe 3-5 is enough considering the number of our targets’. We just give them what they need, but also we want to listen what they want”.*

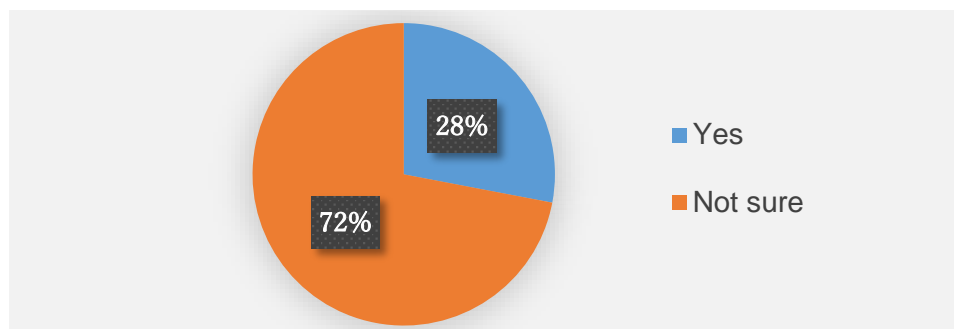
**(Secretary General of SKP-HAM)**

*“Some of the beneficiaries saw advertisement of blender and mixer on TV and they said they wanted to have that one, but we asked if the electricity at their home is enough to activate that tools, and they said “No”. Regarding all the equipment which requires electricity, we asked them how many voltages that you have at their home and if the tools they want fit with the capacity of electricity at their home. This kind of conversation and involvement of beneficiaries starting from the beginning is one of the core activities.”*

**(Secretary General of SKP-HAM)**

**Whereas, most of the respondents revealed that they were not informed the beneficiary selection criteria and why they were selected.** According to key informants of PARCIC and Bina Swadaya, project staffs believe that the beneficiaries were informed of the criteria in the process of project briefing session in the field, at the beginning of the implementation. They claimed that they have the data to confirm if the candidates are fit with the criteria and also held an explanation session related to the beneficiaries for village government since not all the beneficiaries from phase 3 could not become those in phase 4 if they were not suitable with the criteria, so having project briefing session with the communities and also explanation to the village government had the community understand the project design and the selection criteria so as to avoid any conflicts or complaints within the community. Most (72%) of the survey respondents answered “Not sure” to the questions “Do you know why you were selected to receive food production assistance?”.

**Figure 12: Answers to the question “Do you know why you were selected to receive food production assistance?”**



No complaints nor conflicts regarding to the beneficiary selection were reported throughout the project implementation and during this survey from the beneficiaries and communities, although, as mentioned above, some of survey respondents feel uncertainty of beneficiary selection and suggested that there are others who potentially qualified for assistance. It is highly recommended to inform the criteria to the target community, including non-beneficiaries, and confirm if they understand well in order to avoid any kind of potential complaints or conflicts.

### **CHS5: Communities and people affected by crises have access to safe and responsive mechanism to handle complaints. (Coherence)**

**The feedback mechanism is available to voice direct complaints of beneficiaries about the project and complaints were handled adequately.** With regard to complaint mechanism, some key informants explained that the feedback mechanism is available to voice complaints about the project, evidenced by the fact that all of the quantitative survey respondents reported that they knew who to contact if they have a complaint or comment about the staff or activities of the project. Beside, all the respondents who answered they have provided any feedback or complaints reported these were solved within a couple of days or weeks. According to some key informants, field facilitators conducted a daily survey for all the beneficiaries. Through the facilitators, beneficiaries can express and tell directly their complaints and feedback regarding to the given supports and any difficulties if they have. The facilitators inform them to the field coordinators to discuss in the meeting later on. During the chicken disease pandemic, for example, beneficiaries complained to the facilitators first, and then this was reported to the field coordinators. They had discussions immediately to provide experts from the agency of farming to give advices and how to solve the issue. Also WhatsApp group was created and beneficiaries were provided with a hotline

number so that they can express and tell feedback, complaints or suggestions anytime regarding to the items that they were given. When they received complaints from beneficiaries on the contents of the package for poultry through the hotline, staffs sent facilitators to check the distribution list and found some mistakes. All the complaints, difficulties or feedback in the field were reported not only into the weekly report but also shared immediately in zoom meetings between PARCIC, SKP-HAM and Bina Swadaya in order to share and discuss latest update on the ground.

### **CHS6: Communities and people affected by crises receive coordinated, complementary assistance. (Cover and Coherence)**

**The evaluation found that there have been some good practices on how PARCIC/SKP-HAM/Bina Swadaya coordinated well with other aid organizations and local government institutions.** PARCIC/SKP-HAM/Bina Swadaya are active participants of a coordination group in sub-district level, having regular meetings to prevent overlapping of beneficiaries and areas of interventions, and also livelihood sector usually coordinates with Ministry of village development agency at sub-district level of, according to a staff member of Local NGO working on livelihood sector in Sigi. Further, Bina Swadaya already conducted discussions and internal meetings with a governmental office handling farming, poultry and resilience of food, and from this discussion, it had a commitment to conduct regular monitoring and evaluation for the area of intervention in Sigi, expecting that this can be conducted by the same agency regarding to vegetable farming as well.

*“Actually, in the process of project on recovery Bina Swadaya and Pusaka Indonesia were collaborating together under Emergency Response Capacity Building (ERCB), which is a consortium consists of several NGOs, conducting several activities together. In fact, the consultant of Bina Swadaya who also working for PARCIC project often provided information and had discussion related to activities that we are implementing in Namo area. Not only formal activities, but we quite often meet each other informally. I also visited PARCIC office.”*

**(A staff member of Pusaka Indonesia, Local NGO)**

**Meanwhile, within PARCIC, SKP-HAM and Bina Swadaya, there were difficulties in terms of internal coordination especially in a field level.** Staffs of SKP-HAM and Bina

Swadaya suggested in KII that the segregation of role and responsibilities among the three actors were quite clear and well-coordinated so that they could leverage each of strength with avoiding confusion, saying that SKP-HAM was providing support for the small business industry, house of learning and kitchen production activities, while Bina Swadaya taking the responsibilities on chicken poultry and vegetable farming, they did not see it as separate projects in a field. In contrast, a staff of PARCIC felt difficulties to manage remotely the complicated project with two different kinds of activities for the same beneficiaries as well as with two different local partners, and countered that the project was regarded as separate projects in a field to some extent. Sometimes, for example, one organization felt more burdens than the other and inequality when the local staffs of PARCIC were supporting the other side, and duties and responsibilities were not well understood by both of them, not shared, coordinated nor collaborated with each other. It is obvious that not only the complexity of the project's structure but no presence of PARCIC representative in project sites due to the movement restriction caused by COVID-19 made it a lot difficult for PARCIC to deal with this challenge. Although all the respondents answered that they are satisfied with the behavior of PARCIC /SKP-HAM/ Bina Swadaya staffs and have no complaints, it is required to ensure more consolidated internal coordination to prevent any potential complaints or conflicts in a field.

## **Other Findings**

**Apart from the findings related to the project activities mentioned above, the evaluation also found that SKP-HAM has a solid policy on PSEAH and applies it to each project implemented in the field and Bina Swadaya has moderate policy, while PARCIC is in the process of developing.** According to a staff of SKP-HAM, staff have attended the training on PSEAH and also, it has a protocol on how to treat the victim of violence and sexual harassment and sexual abuse. This protocol includes the principal that has to be followed by all the staff. Further, when the facilitators go to field to see beneficiaries for project, SKP-HAM acts as an organization advocating the victims of human rights violations including the sexual harassment and abuse. Also, in 16 years of experience it somehow has code of conduct to treat the victims.

*“The important thing is not talking about protocol of how the victims are treated, but how to follow the protocol as the core. If everyone understands this, then we don't have to deal with those issues and it can be avoided by following the regulation strictly.”*

**(Secretary General of SKP-HAM)**



According to a staff of Bina Swadaya, it also has the policy not only for beneficiaries but for staff who conduct operations in the field. All staff and facilitators were already informed of this policy to protect and avoid such kind of attitude happened in a field. They also attended the brief meeting related to PSEAH which took about a half day to introduce and talk about PSEAH. Besides, they have to sign code of conduct article.

---

## COLUM

### ~Perspective of "Localization" ~

Although this evaluation survey tried to present findings regarding to "Localization" of humanitarian assistances, there was a limitation and difficulty to find useful information or suggestions in the short-term survey exercise, as well as since it is still arguable to define what "Localization" is and the discussion has just been initiated within Japan Platform consortium. Thus, in this Colum, this report introduces one perspective of a local NGO's staff as one of the potential references for the future discussion and consideration.

Q. *"How can we proceed with localization process in Indonesia?"*

A. *"Pusaka Indonesia has a main office in Medan. For DRR project, if we have 10 staff in the field, 7 out of 10 are from local area and 3 out of 10 are from Medan. We hope that transfer of knowledge can be strengthened and become faster during the activity process.*

*I agree to strengthen capacity of local NGOs through collaboration. International NGOs can strengthen local capacity and local resilience in terms of disaster management, because during the conversation and discussions that we had, most of local friends here before the disaster, they said that we don't know how to act and respond during the disaster until many NGOs entered to Palu.*

*Now we can have knowledge, skills and capacity and know what kind of response we have to do. Hopefully, this kind of capacity building and localization activities, local NGOs can have capacity and resilience to reach out and can response when the disaster happened, because Pusaka Indonesia is in Medan which is far from Palu. If something happened in Sulawesi, local people are the first one who will respond and access the support.*

*It is really necessary to proceed with the capacity building for the local NGOs especially in the area with high hazards. International NGOs also can collaborate not only local but also national. I totally agree that local NGOs is supposed to be the implementer of the project."*

*(A project coordinator of Pusaka Indonesia)*

## **5 Conclusion**

**CHS1:** Recognizing the context of high-unemployment, lack of economic opportunities and vulnerability increased by the disaster, establishing alternative sources of income, or diversifying the income source by improving skills on product processing, poultry, vegetable farming is considered to be relevant approach. The household survey found that the livelihood commodities provided by the project was in line with beneficiary's needs. The study also revealed that the training provided by PARCIC/SKP-HAM took account of special needs of vulnerable groups such as women with disabilities. When it comes to beneficiary selection, some respondents pointed out that there are others who potentially qualified for assistance. The selection of beneficiaries presented a sensitive issue, thus providing clear explanation on beneficiary selection process and criteria to the relevant stakeholders is essential.

**CHS2:** The indicators set out for this project were not attained largely because of COVID-19 outbreaks, meanwhile, the project goal "to contribute for improvement and reconstruction of disaster victim's livelihood in Sigi" was achieved to some extent. This evaluation found some positive impact and testimonies from key informants. One of the most notable achievements of the project is the strengthened capacity of women in the communities. The project was able to successfully build the capacity of local women to become more confident and self-reliant, by providing skills and knowledge on small business. The study also revealed high degree of satisfaction amongst beneficiaries on training especially on cash book.

**CHS3:** Women have indeed expressed their appreciation for being in a group and able to earn an income to help and support their family. one of the beneficiaries testified that a source of income helped them cover expenses for continuing education for her child. Moreover, the opportunity to interact with group members may have given them the motivation to continue the activities. It is evident that increasing operational and managerial skills result in higher productivity and competitiveness. In this regard, the local partners are recommended to continue supporting women groups to increase the market access and solve business challenges they face, including the support on obtaining official certification for the product sales and raising awareness regarding the expiry dates. By adopting these additional supports, women groups may become more responsible for their products and consequently it will strengthen sustainable livelihood.

**CHS4:** It is confirmed that the project was based on close communication, strong beneficiaries' participation and feedback at every stage in project implementation evidenced by the fact the most of respondents reported they were well informed with the project by PARCIC/SKP-HAM/Bina Swadaya. Also, the evaluation found out that staffs in the fields were well facilitating the beneficiaries to understand what they actually need instead of what they want through the conversation with them, in order to make sure that the items and equipment to be distributed are most suitable and familiar with the beneficiaries. Whereas, most of the respondents suggested that they were not informed the beneficiary selection criteria and why they were selected. Although no complaints nor conflicts regarding to the beneficiary selection were reported throughout the project implementation and during this survey from the beneficiaries and communities, it is highly recommended to inform the criteria to the target community, including non-beneficiaries, and confirm if they understand well in order to avoid any kind of potential complaints or conflicts.

**CHS5:** The feedback mechanism is available to voice direct complaints of beneficiaries about the project and complaints were handled adequately, evidenced by the fact that all of the quantitative survey respondents reported that they knew who to contact if they have a complaint or comment about the staff or activities of the project. Beside, all the respondents who answered they have provided any feedback or complaints reported these were solved within a couple of days or weeks.

**CHS6:** The evaluation found that there have been some good practices on how PARCIC/SKP-HAM/Bina Swadaya coordinated well with other aid organizations and local government institutions. They are active participants of a coordination group in sub-district level, having regular meetings to prevent overlapping of beneficiaries and areas of interventions, and also livelihood sector usually coordinates with Ministry of village development agency at sub-district level. Meanwhile, within PARCIC, SKP-HAM and Bina Swadaya, PARCIC felt some difficulties to manage the complicated project. Sometimes, the duties and responsibilities were not well understood, shared, coordinated nor collaborated by the partners especially in a field level. It is obvious that not only the complexity of the project's structure but no presence of PARCIC representative in project sites made it a lot difficult for PARCIC to deal with this challenge. Although all the respondents felt high satisfaction with all staffs and have no complaints on them, it is required to ensure more consolidated internal coordination to prevent any potential complaints or conflicts in a field.

From the findings of this evaluation and in order to address the challenges of the project, the following recommendations are derived from this study.

## **6 Recommendations**

**The selection of beneficiaries presented a sensitive issue, thus providing clear explanation on beneficiary selection process and criteria to the relevant stakeholders is essential.** As discussed above, the majority of the survey respondents answered that they were not informed on the beneficiary selection criteria nor why they were selected. Given that some of the beneficiaries who have been continuously participating in the project since last phase successfully increased income to certain level, there may be others who potentially qualified for assistance. The evaluation found that PARCIC/Bina Swadaya/SKP-HAM have set a clear selection criteria of beneficiaries, however, having careful verification of beneficiaries including those who from the previous phase and providing clear explanation on beneficiary selection process and criteria to the relevant stakeholders is vital to avoid any misunderstanding and conflicts.

**Future intervention may seek the involvement of the personnel who have local agricultural expertise.** The evaluation found that the technical guidance provided by Bina Swadaya on chicken poultry and vegetable farming was appropriate and contributed quality assurance of the project. Meanwhile, it can be said that the expert who has local specific knowledge on agriculture may enhance the quality of the project. The local experiential knowledge on farming is highly valued as it is more practical and locally relevant. In this regard, future response may consider to involve an additional expert who have local agricultural expertise.

**In order to promote sustainable empowerment of women, further entrepreneurial support including market expansion and product quality assurance can be a vital factor.** It can be said that increasing entrepreneurial skills result in higher productivity and competitiveness. In this regard, further support for women beneficiaries may lead to the expansion of the market and better growth of their business. Support on obtaining official certificate for the products issued by the authority, labeling the expiration date on the products, for example, could enhance trust with customers and ensure quality of the products. By adopting these additional supports, women groups may become more responsible for their products and consequently it will lead to the sustainable empowerment of women.

**It is recommended to ensure more consolidated internal coordination to prevent any potential complaints or conflicts in a field.** It can be said that there were some difficulties for PARCIC to manage remotely this complicated project with two different kinds of activities

for the same beneficiaries as well as with two different local partners, especially at field level. Given that PARCIC could not have its international staffs in a field due to movement restrictions caused by COVID-19 outbreak, it should have had an alternative representative, who is local and has the responsibility to supervise and also to make a decision in a field on its behalf, so as to make the segregation of duties and responsibilities within actors clear. Further, given the fact that the complexity of the project design caused confusions among actors, future response may consider to review such a project design. In this project, two different kinds of activities are organically related by using some portions of products through poultry and agricultural activities as ingredients for food processing, this design, however, is difficult to be understood unless the results of poultry and agricultural activities are achieved. Thus, it is required to simplify the project design or make sure the connectedness between activities are clearer.

## ANNEX 1. Field Survey Team and Report Writing Team

### Field Survey Team

Title	Male/Female
<b>Brief Information (Background and Experience)</b>	
<b>M&amp;E Coordinator / Team Leader</b>	Male
<ul style="list-style-type: none"> <li>• Field coordinator for development and humanitarian assistance projects organized by Local/International NGOs</li> <li>• Field researcher for JPF Emergency Response to Indonesia Lombok Island Earthquake Program in 2018</li> <li>• Field monitoring consultant for Emergency Response to Earthquake and Tsunami in Indonesia, Sulawesi Program in 2019 and 2020</li> <li>• Based in Jogjakarta</li> </ul>	
<b>Livelihood &amp; Agriculture Sector Expert</b>	Male
<ul style="list-style-type: none"> <li>• Urban gardening Consultant, facilitator and mentor for alternative space</li> <li>• A researcher, Instructor, Seed Collector and Facilitator in Permaculture Institute</li> <li>• Based in Jogjakarta</li> </ul>	
<b>Logistics Assistant / Enumerator 1</b>	Female
<ul style="list-style-type: none"> <li>• Health and Education Coordinator for development and humanitarian assistance projects organized by Local/International NGOs</li> <li>• Field monitoring assistant for Emergency Response to Earthquake and Tsunami in Indonesia, Sulawesi Program in March of 2020</li> <li>• Base in Makassar</li> </ul>	
<b>Enumerator 2</b>	Male
<ul style="list-style-type: none"> <li>• Surveyor for several development assistance projects</li> <li>• Project Supervisor for the Youth in Politics &amp; Participations</li> <li>• Based in Palu, Sulawesi</li> </ul>	
<b>Enumerator 3</b>	Female
<ul style="list-style-type: none"> <li>• Enumerator for survey of Gender, SDG's, and several development assistance projects</li> <li>• Based in Palu, Sulawesi</li> </ul>	

## Report Writing Team

Title	Roles and Responsibilities
M&E Coordinator, JPF M&E Div. (Ikuma Masuda)	<ul style="list-style-type: none"><li>• Data analyst, Coauthor and Co-editor of Evaluation Report</li></ul>
M&E Coordinator, JPF M&E Div. (Shoko Shionome)	<ul style="list-style-type: none"><li>• Data analyst, Coauthor and Co-editor of Evaluation Report</li></ul>
M&E Coordinator / Team Leader	<ul style="list-style-type: none"><li>• Data analyst</li><li>• Reporting collected raw data and brief summaries to JPF M&amp;E coordinators</li></ul>
Livelihood & Agriculture Sector Expert	<ul style="list-style-type: none"><li>• Data analyst</li><li>• Reporting brief summaries in Livelihood &amp; Agriculture sector to M&amp;E Coordinator / Team Leader</li></ul>

## ANNEX 2. Field Survey Itinerary

Time	Activity	Issue to cover	Responsibilities/ Person to meet	Location
<b>Day 01: Sat, 29/05/2021 : RT-PCR Antigen for Travel (Transportation)</b>				
<b>Day 02 : Sun, 30/05/2021: Arrival (Quarantine/ Desk Work)</b>				
Dept: 12.20 Lion Air Arr : 17.55 Lion Air	Arrival Hotel Check in	RT-Antigen; Transportation; Accommodation	PD&YP	Palu
<b>Day 03 : Mon 31/05/2021 : Quarantine/ Desk Work</b>				
<b>Day 04: Tue, 01/06/2021 (Field Survey)</b>				
08.30-09.00	Travel Time	<i>Safety; Time</i>		
09.00-10.30	Project Briefing (WASH/PWJ-ACT)	Introduction	M&E Team + ACT	Palu
		Project Debriefing Component#2*		Sigi
10.30 - 12.30	Travel Time	<i>Safety;Time</i>		
12.30 -17.00	Field Monitoring PWJ Completed Component (WASH-PWJ/ACT), DATA Collection	M&E Objectives, Klls, Observation	PD &WASH Expert, YP & Enumerators	Sigi
17.00 -18.30	Return To Palu	<i>Safety</i>		
<b>Day 05: Wed,02/06/2021 (Field Survey)</b>				
08.30 - 09.30	Travel Time	<i>Safety; Time</i>		
09.30 - 17.00	Field Monitoring PWJ Completed Component (WASH-PWJ/ACT), Data Collection	Project Site Visit, Project Documentation, Kll's, HHs, DBs, Observation	PD + &WASH Expert, YP & Enumerators	Sigi
17.00 - 18.00	Return To Palu	<i>Safety</i>		
<b>Day 06 : Thu, 03/06/2021 (Field Survey)</b>				
08.30 - 09.30	Travel Time	<i>Safety;Time</i>		
09.30 - 17.00	Field Monitoring Evaluation PWJ On Going Project (DRR-INANTA), Data Collection	M&E Objectives, Kll's for DRR Component, HH Survey for WASH Component	PD&WASH Expert, YP & Enumerators	Sigi



17.00 - 18.00	Return to Palu	Safety		
<b>Day 07 : Fri,04/06/2021 (Field Survey)</b>				
08.00 - 09.30	Travel Time	<i>Safety;Time</i>		
09.30 - 11.30	Field Monitoring and Evaluation PWJ On Going Project (WASH-ACT), Data Collection	M&E Objectives, KII's for WASH Component, HH Survey for WASH Component	PD&WASH Expert, YP & Enumerators	Sigi
<b>11.30 -13.30</b>	<b>Break Friday Pray</b>			
13.30 - 16.30	Field Monitoring and Evaluation PWJ On Going Project (WASH-ACT), Data Collection	M&E Objectives, KII's for WASH Component, HH Survey for WASH Component	PD&WASH Expert, YP & Enumerators	Sigi
16.30 - 18.00	Return To Palu	<i>Safety</i>		
<b>Day 08: Sat,05/06/2021 (Reporting)</b>			PD	
<b>Day 09 : Sun,06/06/2021 (Reporting/ Weekend)</b>			PD	
			<i>Livelihood Expert Arrival</i>	
<b>Day 10: Mon,07/06/2021 (Field Survey)</b>				
08.30 - 09.30	Travel Time	<i>Safety;Time</i>		
09.30 - 17.00	Field Monitoring and Evaluation PARCIC Completed Project (Shelter, WASH), Data Collection	M&E Objectives, KII's for Completed Project, HH Survey	PD +WE YP & Enumerators	Sigi
17.00 - 18.00	Return To Palu	<i>Safety</i>		
<b>Day 11: Tue, 08/06/2021 (Field Survey)</b>				
07.00 - 10.30	Travel Time	<i>Safety;Time</i>		
10.30 - 17.00	Field Monitoring and Evaluation PARCIC Completed Project & Ongoing Project (Livelihood), Data Collection	Project Evaluation, KII's for Completed Project, HH Survey for Ongoing Project	PD+YP&WASH Expert, YP & Enumerators	Sigi
17.00 - 20.30	Return To Palu	<i>Safety</i>		
<b>Day 12: Wed, 09/06/2021 (Field Survey)</b>				
08.00 - 09.30	Travel Time	<i>Safety;Time</i>		

09.30 - 17.00	Field Monitoring and Evaluation PARCIC On Going Project (Livelihood), Data Collection	M&E Objectives, KII's for Ongoing Project, HH Survey for Ongoing Project	PD+YP+Livelihood Expert, YP & Enumerators	Sigi
17.00 - 18.30	Return To Palu	<i>Safety</i>		
<b>Day 13: Thu, 10/06/2021 (Field Survey)</b>				
08.00 - 09.30	Travel Time	<i>Safety;Time</i>		
09.30 - 17.00	Field Monitoring and Evaluation PARCIC On Going Project (Livelihood), Data Collection	M&E Objectives, KII's for Ongoing Project, HH Survey for Ongoing Project	PD+YP+Livelihood Expert, YP & Enumerators	Sigi
17.00 - 18.30	Return To Palu	<i>Safety</i>		
<b>Day 14: Fri, 11/06/2021 (Reporting)</b>			PD	
09.00 – 17.00	Internal Meeting and Coordination, Team Feedback (360's Models)			
<b>Day 15: Sat, 12/06/2021 (Reporting)</b>			PD	
09.00 – 17.00	Internal Meeting and Coordination, Team Feedback (360's Models)			

1. PD: M&E Coordinator / Team Leader
2. YP: Logistics Assistant / Enumerator 1
3. On Saturdays, M&E team took the days to follow up Data Responce, Coordination, etc.

## Survey Questionnaire for Direct Beneficiaries (Female Farmers) of PARCIC project

<b>Project</b>	Livelihood Assistance for the victims in Central Sulawesi				
<b>Component</b>	Component 1				
<b>Name of Interviewer</b>		<b>Date of Interview</b>		<b>Sign</b>	
<b>Village name</b>					
<b>Name of Respondent</b>					

A. GENERAL INFORMATION			
<b>Place of Residence:</b>		<b>Age:</b>	1. >18 2. 18-25 3. 26-35 4. 36-50 5. 51<
<b>Religion:</b>	1. Muslim 2. Christian 3. Buddhist 4. Hindu 5. Other: _____	<b>Marital Status:</b>	1. Single 2. Married 3. Separated/Divorced 4. Widowed
<b>Are you the head of household</b>	1. Yes 2. No	<b>Employment Status:</b>	1. Unemployed 2. Work as a farmer 4. Employed on a daily wage 5. Business owner 6. Other: _____
How many people are there in your household (including yourself)		1. Male : 2. Female :  TOTAL:	
How many children (people under 18) are there in your household		1. Male : 2. Female :  TOTAL:	
How many persons work in your household (including yourself)		1. Male : 2. Female :  TOTAL:	

How much was your average monthly income before the earthquake in 2018?	
How much was your average monthly income right after the earthquake in 2018?	
How much is your current average monthly income? (After participating in the project)	
How much is your average monthly income from food processing?	
(For those who have increased monthly income) What was the main reason that you can increase your income? (multiple choice)	<ol style="list-style-type: none"> <li>1. Increase the sales of crops</li> <li>2. Reduced food expenses</li> <li>3. Additional income from food processing</li> </ol>
What are your major monthly expenses?	

## B. Questions regarding project implementation

How satisfied were you on the training on food processing?

	Contents	timing	trainers	venue
Completely satisfied				
Satisfied				
Don't know				
Unsatisfied				
Completely unsatisfied				

How useful was the training contents for you?

	Food processing method	Pricing	Book keeping
Very effective			
Effective			
Don't know			
Not effective			
Not effective at all			

1- What is the main product of your farm?	
2- Has your income increased after participating in the project activities?	1. <input type="checkbox"/> Yes      2. <input type="checkbox"/> No      3. <input type="checkbox"/> Not sure
3- Do you plan to continue agricultural activities and food processing even after the project termination?	1. <input type="checkbox"/> Yes      2. <input type="checkbox"/> No      3. <input type="checkbox"/> Not sure
4- Did you receive a follow-up visits of the project staff?	1. <input type="checkbox"/> Yes      2. <input type="checkbox"/> No      3. <input type="checkbox"/> Not sure
5- The variety of nursery plant / seeds provided were in line with my needs?	1. <input type="checkbox"/> Strongly agree 2. <input type="checkbox"/> Agree 3. <input type="checkbox"/> Disagree 4. <input type="checkbox"/> Strongly disagree
6- Do you know why you were selected to receive food production assistance?	1. <input type="checkbox"/> Yes      2. <input type="checkbox"/> No      3. <input type="checkbox"/> Not sure
7- Would it be possible for you to farm/harvest selling products without support from the project?	1. <input type="checkbox"/> Yes      2. <input type="checkbox"/> No      3. <input type="checkbox"/> Not sure
8- Did anyone explain the project to you? Did you receive clear explanations about the support <i>PARCIC</i> provides and the process for getting this support?	1. Yes      2. No      3. Not sure
9- Are you satisfied with the behaviour of <i>PARCIC</i> staff to the people they work with	1. Yes      2. No      3. Not sure
10- Are you satisfied with the behaviour of SKP-HAM/ Bina Swadaya staff to the people they work with	1. Yes      2. No      3. Not sure

<b>11-</b> Do you know who to contact if you have a complaint or comment about the staff or activities of <i>PARCIC/ SKP-HAM/ Bina Swadaya</i> ?	1. Yes      2. No      3. Not sure
<b>12-</b> Did you ever complain to <i>PARCIC</i> about a service or staff?	1. Yes      2. No
<b>13-</b> Was this complaint resolved?	1. Yes      2. No
<b>14-</b> Time in which it was resolved?	1. Couple of days      2. Couple of weeks 3. Couple of months
<b>15-</b> How do you rate the overall quality of the service provided?	1. Very good 2. Good 3. Average 4. Needs Improvement
<b>16-</b> If it needs improvement, please describe how?	

End the survey by thanking respondent for his/her valuable time and responses.

## PARCIC Project Key Informant Interview (KII) Guide for Beneficiaries

---

### Introduction

An introduction and objectives of the Review will be provided.

First of all, I would like to thank you for agreeing to be interviewed. We would like to ask you a few questions regarding the project .

Your comments and opinions will remain confidential and will only be used for this research, not for any other purpose. Our conversation should take about 60 minutes to complete. With your permission I want to record our conversation on tape. Do you have any questions before we begin?

### Questions on project implementation

(CHS 1)

- Do you think the nursery plant or chicks provided by the project in line with your needs? How satisfied are you with the material and support you have received? Would you have selected different crops and, if so, why?

(CHS 2)

- To what extent were you satisfied with the training provided by PARCIC project? What was the most valuable topic? If you can add any other topics, what would you recommend?
- To what extent has your income improved after participating the project activities?
- Which items provided by PARCIC have been the most useful? Which items provided by PARCIC have been the least useful? Please explain your answer.
- For the produce you are growing in your farm, which crops have made the most helpful contribution to your household? Why?

- To what extent have the advice from project staff in terms of food processing, planting or breeding useful to you? How do you consume crops / chicken ? (Selling to others/ self-consumption) Have you faced any difficulties when breeding/ cultivating? If yes, how did you deal with it?

(CHS 3)

- Apart from improving access to food, is this assistance facilitating other changes in your life? If yes, please explain.
- Do you continue the activities you have engaged in the project even after project termination? Please explain the reason.
- What kind of skills or knowledge have you gained from the project activities? How can you make use of it after project completion?
- Apart from the income generating activities, do you identify any benefits of being the member of female farmers group?

(CHS4)

- Do you know why you were selected to receive food production assistance?
- Did the project staff ever ask you what your needs were before or during the project? If so, what kinds of questions did they ask you?
- Do you believe that the project had a fair process for selecting beneficiaries, based on people's needs in your community?

(CHS5)

- Was enough information communicated to you prior and during the project? Were your opinion, concerns and thoughts taken into consideration? Please provide examples.
- Were you instructed on how to give feedback / make complaints on the project to project staff or anyone else? If so, did you provide feedback or log complaints? And if so, please describe your experience of this process (not the complaint)
- Do you think that the Project should include any other members of your community? If so, who and why?

End the interview by thanking respondent for his/her valuable time and responses.



## Key Informant Interview (KII) Guide for PARCIC/SKP-HAM/ Bina Swadaya staff

---

### Introduction

An introduction and objectives of the evaluation will be provided.

First of all, I would like to thank you for agreeing to be interviewed. We would like to ask you a few questions regarding the project.

Your comments and opinions will remain confidential and will only be used for this research, not for any other purpose. Our conversation should take about 60 minutes to complete. With your permission I want to record our conversation on tape. Do you have any questions before we begin?

### Question on implementation status

- How many female farmers have you reached by the project so far? By district?
- Overall, what are the challenges have you noticed for the livelihood activities in the target communities?
- Did you see any visible changes throughout the project?
- Can you let us know if the project has been affected by Covid-19? If so, in what ways?
- What % of the project has been completed so far? How the project can carry it forward in the future?
- Can you tell us if there is anything which are not going well?

### (CHS1)

- How the target was set for the project? Did you conduct any need assessment to understand the needs of the target communities? How was the need assessment conducted? Do you think the project addressed the needs of the project beneficiaries in a consistent manner as per project design? If not, what should have been done instead?
- Till now do you think the project was relevant to needs of the project beneficiaries? Why do you think so? What could have been done to design the project more relevant to the needs of the project beneficiaries?

- Was there any change made in the project plan during the implementation of the project? Why the changes were necessary? Was there any change made due to the COVID-19 outbreak? What were the changes? How did it impact on the overall project?
- Did you consider the vulnerability of specific group of people such as pregnant women, elderly and people with disabilities when implementing the project? If yes, could you let me know the example?
- How did the project select beneficiaries? What were the selection criteria?

### **(CHS 2)**

- Do you think that the project was completed as per expected time?
- What were the major factors influencing the achievement or non-achievement of the objectives?
- What are the differences the project has made to individuals targeted and the wider community? How the project has addressed different needs of women and people with disability?

### **(CHS 3)**

- Do you think the beneficiaries have gained sufficient resources and skills to resume farming? What factor would contribute to enhance the sustainability of the project?
- What measures have you taken to make the project sustainable in the long run? Can you please share some example?
- Were there any social, political, environmental, and economic factors that have an impact on the project? What are those?
- Policies, strategies and guidance are designed to prevent programmes having any negative effects such as, for example, exploitation, abuse or discrimination by staff against communities and people affected by crisis, and to strengthen local capacities?

### **(CHS 4)**

- Do you think beneficiaries have access to information about the project and the organization? If so, what kind of information do you think they have?
- Do you think beneficiaries' views are sought and used to guide project design and implementation? If so, please share some examples?

- Was the community involved in determining the selection criteria of the direct beneficiaries? Were they well informed about the decisions?

**(CHS 5)**

- Has a complaint mechanism established by the project for communities and beneficiaries? If so, please explain how it was set up.
- Have you ever received any complaints to this day? If there was any, could you share examples of complaints dealt so far?
- Do you think the complaint mechanism has been working well? If so, in what ways?

**(CHS 6)**

- Is there any other NGOs implementing similar project in your project area? If yes, how did you coordinate and complement its interventions with others?
- To what extent the role and responsibilities and segregation of duties between PARCIC and SKP-HAM/ Bina Swadaya are clear to you? Do you have any recommendation to strengthen the coordination amongst them?
- Has the project complemented and been compatible with government approach?

End the interview by thanking respondent for his/her valuable time and responses.

## PARCIC Project KII guide for RTRW of the project area, L/INGO staff

---

### Introduction

- An introduction and objectives of the evaluation will be provided.
- First of all, I would like to thank you for agreeing to be interviewed. We would like to ask you a few questions regarding the project.
- Your comments and opinions will remain confidential and will only be used for this research, not for any other purpose. Our conversation should take about 60 minutes to complete. With your permission I want to record our conversation on tape. Do you have any questions before we begin?

### Questions regarding project implementation

- First of all could you please define your role at your organization / in your community?
- How has the earthquake in 2018 affected to the agriculture and people's livelihood in the target area?
- (Not Ask I/LNGO staff) Could you please define your role in this project implemented by PARCIC and SKP-HAM/ Bina Swadaya? Please tell the details.
- What were the common challenges for the farmers in the target area regarding agricultural activities, especially for female farmer? Please tell the details.
- Have you noticed any changes in the problems related to agriculture in the target area since the project launch in September 2020? What changes have you noticed? Please tell the details.
- Have you noticed any improvement of livelihood of farmers in the target area after the project launch? What changes have you noticed? Please tell the details.
- How do you collaborate and coordinate with PARCIC and SKP-HAM/ Bina Swadaya to achieve their project goal? How can you contribute to achieve the project objective?
- Do you have any recommendation to PARCIC and SKP-HAM/ Bina Swadaya regarding the project implementation?

(CHS 1)

- Do you think the project is consistently able to meet the needs of the target community? If not, what could have been done to design the project more relevant to the needs of the community?

(CHS 2)

- What are the differences the project has made to individuals targeted and the wider community? How the project has addressed different needs of vulnerable groups such as people with disability?
- Do you think were there any positive / negative factors influencing the project implementation?

(CHS 3)

- Do you think, the project has been able to strengthen communities' and local capacities and ownership? Do you think the participants will be able to sustain the project activities even if the project is closed? Why do you think so?
- Were there any social, political, environmental, and economic factors that have an impact on the project? What are those?

(CHS4)

- Did the project staff ever consult you on the needs of beneficiaries or project design before or during the project? If so, what kinds of questions did they ask you?
- Do you believe that the project had a fair process for selecting beneficiaries, based on people's needs in the community?

(CHS\_5)

- Have you ever heard any complaints from the community during the project implementation period (since September 2020)? What are the general complaints they have? Do you know how are the complaints addressed?

(CHS 6)

- Is there any other NGOs implementing similar project in the target area? How did the project coordinate and complement its interventions with others?
- Do you have any feedback and recommendations to the future projects and programme improvement?

*End the interview by thanking respondent for his/her valuable time and responses.*