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This evaluation has been conducted according to ILO's evaluation policies and procedures. It has not been professionally edited, but has undergone quality control by the ILO Evaluation Office

TABLE OF CONTENTS

LIST OF ABBREVIATIONS	3
EXECUTIVE SUMMARY	4
1. Project Background	7
2. Evaluation Background	8
3. Methodology	9
4. Main Findings.....	11
4.1. Project Result and Effectiveness	11
4.2. Relevance and Strategic Fit.....	14
4.3. Validity of Design	15
4.4. Efficiency of Resource Use	15
4.5. Effectiveness of Management Arrangements.....	16
4.6. Impact Orientation and Sustainability.....	17
5. Conclusion	17
6. Lessons Learned and Emerging Good Practices	18
6.1. Lessons Learned.....	18
6.2. Emerging Good Practices	19
7. Recommendations	19
REFERENCES.....	21
APPENDICES.....	22
Appendix 1: Terms of Reference	22
Appendix 2: Methodological Note	33
Appendix 3: List of Persons Interviewed	43

LIST OF ABBREVIATIONS

Bappeda	<i>Badan Perencanaan Pembangunan Daerah</i> (Local Development Plan Board)
BDSP	Business Development Service Provider
BRI	Bank Rakyat Indonesia
DW4FS	Decent Work for Food Security
FAO	Food and Agriculture Organization
FGD	Focus Group Discussion
IDR	Indonesia Rupiah
ILO	International Labour Organization
KP2L	<i>Kelompok Petani Penjual Langsung</i> (Farmers' Group for Direct Selling)
LSP	Local Service Provider
MoU	Memorandum of Understanding
MoV	Ministry of Villages, Development of Disadvantaged Regions and Transmigration
NGO	Non-Government Organization
NTT	Nusa Tenggara Timur (Province of East Nusa Tenggara)
SECTOR	Sectoral Policies Department
ToT	Training of Trainers
VCA	Value Chain Assessment
TTS	Timor Tengah Selatan

EXECUTIVE SUMMARY

From 2014 to 2016 ILO had undertaken a three-year programme to promote “Decent Work for Food Security and Sustainable Rural Development programme in the NTT Province” (DW4FS-NTT). The objective of the programme was to promote food security and sustainable poverty reduction of rural communities in the most vulnerable and disadvantaged districts of NTT province, through increased labour productivity, enhanced employment opportunities that comply with the principles of decent work, and expanding entrepreneurial opportunities in key agro-food value chains. The project was largely executed in Kupang District, and to a lesser extent, in East Sumba District, by focusing on three key local commodities, namely, seaweed, cattle, and corn.

This internal evaluation aims to (i) review the results achieved against the expected project deliverables and outcomes and (ii) identify corrective measures that should be taken into account in any future programme interventions by the ILO-FAO and the Ministry of Villages, Disadvantaged regions and Transmigration. In particular the internal evaluation focuses on the following aspects:

- Project result and effectiveness: the progress of the project against two main outputs and outcome targets.
- Relevance and strategic fit of the project: alignment with national and DWCP priorities.
- Validity of project design: the quality of operational work planning, budgeting and risk management.
- Efficiency of resource use: value for money.
- Effectiveness of management arrangement: the extent to which management arrangements are appropriate to achieve desired results and outcomes within a timely, effective and efficient manner.

In addition, the evaluation identified emerging good practices and lessons learned from the project and assessed the continued feasibility of the project design, particularly in the context of promoting decent work, food security and a sustainable rural development agenda.

The evaluation was carried out from 18 July to 26 August 2016. To verify data and project results, the evaluation used multiple triangulations, which include triangulation of sources and methods. A total of 24 interviews, 4 FGDs and 1 workshop was conducted and involved direct beneficiaries (targeted local farmers and breeders, local business service providers), implementing partners, the ILO’s project management (project manager and team, national and regional technical backstopping officers, Sectoral Policies Department at ILO’s Headquarters), national and local partners (Ministry of Villages, FAO, provincial as well as district governments), and significant others (collectors/buyers, financial institution, and expert). Quality data is determined by its consistency that was cross-checked through different sources and methods.

The project has two main expected outputs. The first output is to produce a comprehensive and participatory strategy on DW4FS developed and implemented by the national and provincial policy makers to address decent work bottlenecks in selected agro-food value chains to enhance their impact on poverty reduction and food security, and to increase access to social protection for target community members. Main achievement of this output is production and adoption of Masterplan of Cattle Development in Kupang District for the period 2016-2035. In addition, four action plans for three selected commodities—as a result of participatory value chain assessments in Kupang and in East Sumba—have been in place. Both master plan and action plans address decent work deficits, particularly creation of productive jobs, at the district level.

As government's adoption upon these masterplan is still in the early stage, its effective implementation needs to be monitored. While creation of productive jobs has been included in the strategy, social protection is less addressed.

The second output aims to achieve that members of targeted communities enhance their entrepreneurial capacity, employability and skills to pursue opportunities or improve existing businesses in the selected value chains and related sectors of the local economy. To achieve this output, during the three-year of its course, the project had conducted various relevant trainings which include entrepreneurship, household financial management, occupational safety and health for agricultural setting and other technical trainings, such as understanding market through value chain analysis, business services development, and agricultural-related capacity development. The project conducted three trainings of trainers which produced 64 local trainers on entrepreneurship and household financial management. At least 704 local farmers participated in the trainings. In addition to trainings, the project facilitated business meetings that pull together key stakeholders in each selected commodity. As a result, despite still being in the early stage, some business-related capacities of targeted community members have been improved. To mention a few, the community members practice new capacities and strategies to boost production and have better access to market information and thus, to greater extent, are able to influence market prices through collective actions. Nevertheless, only a few of targeted local producers have benefited from greater access to financial services while majority of them have lax access to capital and therefore cannot optimize the available business opportunities.

The project is highly relevant and strategically aligned with national and local priority development policies. The choice to focus on NTT province as one of most vulnerable region in food security strongly fit into Indonesia's national agenda and selection of seaweed, corn and cattle is in line with the provincial priority commodities. The project was designed to use value chain approach which is considered new and insightful for key stakeholders of the project. While the stakeholders have significantly learned from this method, particularly things relating to market information of selected commodities, a more comprehensive and integrated concern about decent work in rural, agricultural sector has not yet well developed in the project design. The project takes lots of benefits from the availability of various ILO's modules—such as GET Ahead, C-BED, Financial Education, and WIND-OSH—that led to efficient use of financial and other resources mobilized by the project. The project is supposed to be managed by Ministry of Villages, Disadvantaged Regions and Transmigration, FAO and ILO but this joint program did not work due to budgeting constraint from the other two partners. As the ILO was the only organization in the joint program ready to execute the project, it was managed effectively and efficiently with only few staff (2 operational and 1 administrative staff) on the ground.

There are some important lessons that can be drawn from the project. Value chain approach applied in this project has clearly expanded understanding and capacities of beneficiaries to pursue business opportunities in the selected commodities. The project also stimulated the emergence of local champions in each commodity. These local champions have played significant role not only for program sustainability but also in filling gaps in which NGO implementing partners were not well functioning. The important role of the local champions can be considered as one of emerging good practices in the project. Other learned lesson is that despite growing, the integration of decent work with food security and rural economic development remains fragmented. Increase in productive jobs does not automatically translate into other core aspects of decent work, such as better occupational safety and health as well as social protection. This calls a better adjustment in approach, project design and its related indicators.

Taking all these into consideration, this evaluation suggests following recommendations:

- To revise project design and indicators
- To intensify the emerging good practices.
- To conduct end-line survey and evaluate the applied value chain for decent work approach
- To establish one roof office (if the joint program will be maintained)
- To develop decent work indicators for rural, less-developed agricultural sector.

1. Project Background

Food insecurity, malnutrition, and limited decent employment opportunities represent serious challenges in Indonesia's *Nusa Tenggara Timur* (NTT) province. NTT has a population of over 4.5 million people and is home to some of the nation's most isolated and vulnerable communities: approximately 80 per cent live in rural areas, and 65 per cent are below the national poverty line. The rural poor often lack access to productive assets and markets, and thus depend on manual labour to earn a living. However, local labour markets offer little in the way of gainful and decent employment opportunities. The unemployment rate in NTT is estimated at 30 per cent, which implies that some 1.4 million people do not have stable incomes and may therefore be more vulnerable to poverty and food insecurity. The vulnerability in NTT is even greater when considering those who work for low wages and under precarious or hazardous conditions. Persistent food insecurity, inadequate nutrition levels, a lack of decent employment opportunities, and a limited application of decent work principles, are among the most serious obstacles preventing the NTT economy from becoming sufficiently vibrant and dynamic to sustain pathways of human, economic, and social development. This situation is of great concern for the Indonesian government, particularly as NTT has consistently underperformed relative to other areas of the country.

In response to the Government's request for technical assistance, the ILO and FAO proposed a joint three-year programme to promote **Decent Work for Food Security and Sustainable Rural Development programme in the NTT province** (DW4FS-NTT), led by the Ministry of Villages, Disadvantaged Regions and Transmigration (Kemendes PDTT). The objective of the programme was to promote food security and sustainable poverty reduction of rural communities in the most vulnerable and disadvantaged districts of Indonesia's NTT province, through increased labour productivity, enhanced employment opportunities that comply with the principles of decent work, and expanding entrepreneurial opportunities in key agro-food value chains – particularly maize, seaweed and livestock – with high employment and income generation potential.

Initially, the project was to be implemented in four districts of NTT (namely Belu, Kupang, East Sumba, and Timor Tengah Selatan). As both food production and consumption are rooted in employment, decent work would increase *food availability* and provide adequate nutritional requirements by contributing to a sustainable increase in domestic production, boost people's *access to food* through increased incomes, and contribute to improved *food utilization* through better diets and to *stability of food security*.

Maize, livestock, and seaweed were selected as the focal value chains through consultations and focus group discussions with local stakeholders, and local and national governments. They were also based on a 2012 assessment conducted in preparation for the project, which considered the role of these value chains in employment creation, income generation, productivity potential, and their impact on food security.

While the three-year DW4FS-NTT programme was set to target 3-4 agro-food value chains in four districts of the province, Luxembourg's thematic contribution was only intended to support the ILO's work for one year (2014) on one agricultural commodity in 1-2 selected districts. The project was primarily funded by the Government of Luxembourg (USD 634,914) and additional activities in the extended period were supported by the ILO's RBSA funds. Consultations with the different stakeholders, led to the targeting of the seaweed and livestock sectors in the Kupang district. Complementary RBSA funds enabled the extension of the

activities to the maize sector in the same district, as well as some initial activities in the seaweed sector in Sumba Timur.

The programme was expected to achieve the following outputs led by the ILO: (1) A comprehensive and participatory strategy on DW4FS developed and implemented by the national and provincial policy makers to address decent work bottlenecks in selected agro-food value chains to enhance their impact on poverty reduction and food security, and to increase access to social protection for target community members; and (2) Members of targeted communities enhance their entrepreneurial capacity, employability and skills to pursue opportunities or improve existing businesses in the selected value chains and related sectors of the local economy. During the implementation phase, the project was extended twice, finally ending in August 2016.

2. Evaluation Background

The purpose of this internal evaluation is to (i) review the results achieved against the expected project deliverables and outcomes and (ii) identify corrective measures that should be taken into account in any future programme interventions by the ILO-FAO and the Ministry of Villages, Disadvantaged regions and Transmigration. In particular, the evaluation identifies the achievements, emerging good practices and lessons learned from the project and assesses the continued feasibility of the project design, particularly in the context of promoting decent work in the agro-food sector and sustainable development in the rural economy. Lastly, the evaluation considers options for continuing the joint collaboration between the ILO-FAO and the Government of Indonesia, specifically for the period 2017-2018, as per the Memorandum of Understanding (MoU) signed by the parties in April 2015.

Knowledge and information obtained from the evaluation could also be used to improve the design and management of current and future ILO activities in Indonesia, as well as other related projects in the rural economy. The evaluation is also intended as a way to promote the Decent Work Agenda in the development of the provincial action plans of nutrition and food security.

The evaluation will be useful to:

- Project team;
- ILO Country Office for Indonesia and Timor Leste, ILO Headquarters and RO/DWT-Bangkok;
- Sectoral Policies Department (SECTOR) of the ILO;
- Government of Indonesia [Ministry of Labour, Ministry of Villages Disadvantaged Regions and Transmigration];
- Workers and Employers' organizations at the national and sub national level; and
- The donor (Luxemburg).

The internal evaluation covers all activities undertaken up to June 2016 within the framework of the ILO-led DW4FS-NTT components of the project in the targeted districts of Kupang and Sumba Timur. It verified key achievements, emerging good practices and lessons learned from the implementation of the project. A set of practical recommendations are included in the internal evaluation report aimed at improving project management, constituent or institutional coordination and overall implementation of the joint ILO-FAO with the Ministry of Villages, Development of Disadvantaged Regions and Transmigration.

In particular the internal evaluation focuses on the following:

- Project results and effectiveness: the progress of the project against two main outputs and outcome targets;
- Relevance and strategic fit of the project: alignment with national and Decent Work Country Programme (DWCP) priorities;
- Validity of project design: the quality of operational work planning, budgeting and risk management;
- Efficiency of resource use (i.e. value for money);
- Effectiveness of management arrangement: the extent to which management arrangements are appropriate to achieve desired outcomes and outputs within a timely, effective and efficient manner;
- Impact orientation and sustainability: the level of engagement with and satisfaction of project constituents and direct beneficiaries, as well as possibilities for the continuation of the project.

The lessons learned and emerging good practices from the intervention “improving decent work for food security and rural development”, could be used in the next biennium under the MoU between the ILO-FAO and the Ministry of Villages, Disadvantaged Regions and Transmigration.

3. Methodology

The internal evaluation was conducted from 18 July to 26 August 2016. A combination of data collection methods were used over a two-week collection period, including: document reviews, semi-structured interviews, focus group discussions (FGDs), observations during field visits and stakeholders’ workshop. A total of 24 interviews (21 face-to-face interviews, 2 Skype interviews and 1 phone interview), 4 FGDs and 1 workshop. Interviews were conducted with key stakeholders, namely direct beneficiaries (targeted local farmers and breeders, local business service providers), implementing partners, the ILO’s project management (project manager and team, national and regional technical backstopping officers, the Sectoral Policies Department at ILO Headquarters), national and local partners (Ministry of Villages, Disadvantaged Regions and Transmigration, FAO, provincial as well as district government officials), and many others (collectors/buyers, financial institution, and experts). During the workshop, direct beneficiaries, relevant local government officials, and implementing partners participated met to discuss project achievements, lessons learned, and formulated recommendations. The table below demonstrates triangulation strategy used in the evaluation.

Gender equality was considered throughout the evaluation process by systematically looking into data disaggregated by sex (where available). The data was cross-checked and analysed for consistency within responses through the use of triangulation, which ensured quality.

Table 1. Strategy of data collection and triangulation

	Method	Indicator
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Specific aspects investigated	Doc Review	Interview	FGD	Observation	Workshop	
Project result and effectiveness	√	<ul style="list-style-type: none"> • Project management • Local govt • PLB • CO-Jakarta • SECTOR • Significant others (buyers) 	Farmers/ breeders	√	Multi stakeholders	A list of achievements & delayed achievements
Relevance and strategic fit of the project	√	<ul style="list-style-type: none"> • National & local govt • CO-Jakarta • SECTOR • Project management • Employers & unions 		√	Multi stakeholders	Verified relevance and strategic fit of the project
Validity of project design	√	<ul style="list-style-type: none"> • Project management • Ministry • PLB • SECTOR 	Farmers/ breeders	√	Multi stakeholders	Verified validity of project design
Efficiency of resource use	√	<ul style="list-style-type: none"> • Project management • CO-Jakarta 		√		Verified efficiency of resource use
Effectiveness of management arrangement	√	<ul style="list-style-type: none"> • Project management • PLB • CO-Jakarta 	Farmers/ breeders	√		Verified effectiveness of management arrangement
Impact orientation and sustainability	√	<ul style="list-style-type: none"> • Project management • PLB • Ministry • Local govt • CO_Jakarta • Significant others (financial institutions, buyers, ..) 	Farmers/ breeders	√	Multi stakeholders	Verified significant contributions to longer and broader impact
Emerging good practices	√	<ul style="list-style-type: none"> • Project management • PLB • Ministry • Local govt 	Farmers/ breeders	√	Multi stakeholders	4-5 good practices
Lessons learned	√	<ul style="list-style-type: none"> • Project management 	Farmers/ breeders	√	Multi stakeholders	4-5 lessons learned from

		<ul style="list-style-type: none"> • PLB • Ministry • Local govt • SECTOR • CO-Jakarta 				different aspects
Corrected measures	√	<ul style="list-style-type: none"> • Project management • PLB • Local govt • SECTOR • CO-Jakarta 	Farmers/ breeders	√	Multi stakeholders	Recommendations of corrected measures

4. Main Findings

4.1. Project Result and Effectiveness

Output 1 - *A comprehensive and participatory strategy on DW4FS developed and implemented by the national and provincial policy makers to address decent work bottlenecks in selected agro-food value chains to enhance their impact on poverty reduction and food security, and to increase access to social protection for target community members.*

Achievements. Four in-depth value chain assessments were conducted at the district (*kabupaten*) level on three selected commodities, and subsequent action plans were developed to address decent work for food security deficits. The assessments were conducted through a participatory process that engaged various stakeholders. In addition, the project facilitated the development of a *Masterplan of Cattle Development in Kupang District* (Kemendesa¹ and ILO, 2016) that was adopted in May 2016. The masterplan explicitly incorporates the Decent Work Agenda in the development of the livestock subsector in the district. Table 1 provides detailed assessment of output 1.

Table 2. Comments on Output 1

Output 1	
Output indicator	Comments
Number of national staff of key national stakeholders and partners reporting to have adequate knowledge and capacities to support the promotion of more and better employment in the selected value chains, particularly for women and youth	Quantitative data on this output is not available; an endline survey may be necessary to obtain specific number. However, during interviews and workshops, implementing partners (governments and local NGOs) consistently cited their improved knowledge and ability to support the promotion of more and better employment in the selected value chains. This was particularly as a result of training of trainers.
Activity Indicators	

¹ Ministry of Village

In-depth Value Chain Assessment (VCA) on maize conducted in three districts: Kupang, Belu and Timor Tengah Selatan	In-depth VCAs were undertaken in Kupang and East Sumba only. The assessments, however, were conducted not only on maize but also on seaweed and cattle in Kupang and on seaweed in East Sumba. The geographic scope of the project was reduced due to a coordination constraint: at the time of implementation, of the three parties involved, only the ILO was ready to execute the project. Kupang was chosen as the priority district for the three commodities, and East Sumba was added due to its suitability for the intervention.
Three-year action plans, to address decent work and food security challenges in selected value chains, developed and agreed upon among stakeholders	The project successfully facilitated the establishment of the Masterplan of Cattle Development in Kupang District for the period 2016-2035. In addition, the 4 value chain assessments (3 in Kupang and 1 in East Sumba) concluded with action plans to address decent work deficits at the district level. Due to the participatory nature of the assessment, local farmers were actively involved in the VCA, which allowed them to gain a better understanding of the market and prices determination mechanism and to increase ownership over the assessments.
Analysis of the existing institutional mechanisms and partnerships conducted	At the time of this evaluation, three business meetings for three commodities were held during project implementation, but the analysis had not yet been conducted. The meetings allowed beneficiaries to practice social dialogue with other business actors along the value chain, such as traders and financial institutions. The meetings usually ended with 'contracts' (gentlemen agreements) between farmer groups and buyers.

General comment on Output 1. While a participatory and comprehensive strategy on DW4FS has been developed, the strategy has not yet been implemented in its entirety. To a large extent, policy makers at national and local levels understand that solving 'decent work deficits,' specifically through improving working conditions and creating productive jobs, is critical to poverty reduction and increased food security. Access to social security for target community members was not taken into account during the assessments, and it has yet to be incorporated into the Masterplan and action plans. Nevertheless, though some points of the output have not yet been achieved, in terms of process, the project successfully engaged broader stakeholders in the development of the Masterplan and action plans, and it introduced a relatively new approach (value chain analysis) to local communities in order to enhance business understanding and opportunities.

Output 2 - *Members of targeted communities enhance their entrepreneurial capacity, employability and skills to pursue opportunities or improve existing businesses in the selected value chains and related sectors of the local economy.*

Achievements. Findings from the evaluation indicate a change in behaviour amongst beneficiaries when conducting business: they now try various ways to boost productivity and use collective action to improve bargaining power. Although the behavioural change is not yet all-inclusive, it indicates a positive impact from the various trainings provided by the project.

Table 3 Comments on Output 2

Output 2	
Output indicator	Comments
Number of community members in target districts reporting to have improved entrepreneurial, vocational and financial literacy skills for better employment opportunities, particularly among women and youth	<ul style="list-style-type: none"> • The end-line survey has not yet been conducted, but from interviews, FGDs and workshop there is strong indication that some beneficiaries have developed their financial literacy skills. • Targeting women and youth has been a challenge for the project, as the local culture strongly favours the male bread winner, and in some locations the majority of young people left their villages to find work in more developed centers. The project encouraged women and youth participation during various trainings and in producers' groups. On average, 30% of training participants were women, and 22% were youth. The proportion of women and youth participation in producers' groups is 22% and 21% respectively.
Activity indicators	
Number of capacity development tools adapted	<p>Four tools have been adapted under this project:</p> <ol style="list-style-type: none"> SIYB, and its' adaptation to "start your green business" with the assistance of the green jobs focal points in CO-Jakarta, that will be used in future work. SIYB is an ILO's entrepreneurship development programme and tool to support individuals aiming to start a business. GET Ahead, including an additional session on environmental issues that has already been piloted. CBED- Community based enterprise development is an independent training tool consisting of self-explanatory modules on entrepreneurship development for smallholder farmers in the agriculture sector, micro finance, and financial education for community. This tool is also used and supported by another ILO project: SBC ASEAN. Financial education for youth.
Number of national and district level partners using relevant ILO tools	<p>All 4 NGO implementing partners have used ILO tools to train producers and their family members, including GET Ahead, C-BED, Financial Education, and WIND-OSH, and engaged in the Value Chain Analysis. Two facilitators from local universities also modified the Financial Education tool for use in higher education training. In addition, the provincial cooperative training centre will be using the tools on entrepreneurship development in its future work. Currently the plan is as follows:</p> <ol style="list-style-type: none"> Training on business development/entrepreneurship using SIYB (to be implemented independently by the institution) targeting 200 beneficiaries from 6 districts in NTT. Training on business development/entrepreneurship using GET Ahead and financial literacy training (to be implemented independently by the institution) targeting 200 beneficiaries from another 7 districts in NTT.

Number of ToT conducted; total number of trainees	3 ToT (GET Ahead, Financial Education, and Value Chain Analysis) – total participants: 64 potential trainers. These trainers then held entrepreneurship trainings with 704 participants.
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Enhanced skills to pursue business opportunities. There is substantive evidence that some members of targeted communities have their enhanced skills to pursue business opportunities. Seaweed farmers in South Sema, for example, have developed ‘new’ ways to increase their production: instead of working alone or with their core family members, some farmers have begun to employ people to tie and untie seaweed, which doubles production time. This improved production was confirmed by one of seaweed collectors, who stated that now he is able to produce at least one ton of seaweed per village each harvest period (Interview, 25 July 2016). As a result of the project, corn producers from Amabi Oefeto have begun to engage in trading contracts with traders in order to produce more maize.

New awareness of collective action. Another significant transformation within producers groups is that there is more awareness of the power of collective action. Local seaweed farmers groups in South Sema for instance now sell and market their products collectively and share information about updated market prices within the group. Cattle producers have increased their bargaining power with the collector, as they now sell their product using objective measurements (weighing scale) instead of by prediction (*taksasi* in local terminology) that had previously benefited the collector at the expense of the producers.

Bottleneck. The projects full impact to beneficiaries is somewhat constrained by the performance of field officers. These officers—who were selected by implementing partners—were supposed to live in the community to maintain after-training services. However, in South Sema for example, the assigned field officers only lived in the community during the initial stages of project implementation, but then many left due to reported illness (Interview with Director of LKP, 25 July 2016). East Sumba also lacked field officers, but instead due to internal organizational problems. In any case, these officers have limited capacity to deliver quality assistance to local beneficiaries (Interviews with Siswanto, 25 July 2016 and Yani, 28 July 2016). In response to the inability to meet the agreed targets, ILO project management delayed or cancelled payment to implementing partners.

4.2. Relevance and Strategic Fit

Well aligned with national and local development plans. The project clearly fits into Indonesia’s national development priority agenda. Ministry of Village (MoV) was involved in the project from the outset including in project design (Interview with Economic Adviser to Minister of Village, 21 July 2016). The decision to locate the program to the most disadvantage region, namely, NTT Province was made jointly by the ILO and MoV, and is aligned with the government’s priority agenda. The project is also well aligned with local development plans at the sub-national level. As Head of Provincial Development Planning Board emphasized, the choice to select maize, seaweed and cattle was in line with the provincial development priority agenda. (Interview, 27 July 2016). He stated that the Planning Agency would “reject [any] project that [didn’t] support our priority agenda, but the ILO project ha[d] strongly contributed to our development priority agenda to promote scale economies of micro and medium enterprises in the rural areas” (Interview with Head of Provincial Planning Agency, 27 July 2016).

Need assessments were conducted in three selected commodities. In its early stage (2014), the project involved academic and other relevant experts to conduct participatory need assessment in the three selected commodities. Stakeholders participated in the assessments in order to ensure that the various needs were addressed. These assessments also served as baseline survey for the project. In terms of quality, the assessment of cattle was better conducted than the other two commodities; particularly because the cattle assessment was undertaken by experts from local university who had a deep understanding of the local context.

4.3. Validity of Design

Value chain for decent work approach. The project applied value chain approach to understand better business opportunities and identify decent work deficits along supply chain. This approach was considered new to project participants, and has proven effective at engaging broader stakeholders along supply chain. By involving producers, middlemen, and buyers in the value chain assessment, they now have a better understanding of market dynamics and of the relevant actors who work with each commodity. By making use of more complete market information, producers are now better able to plan for their business' needs. Middlemen were initially suspicious about this approach, and were concerned about their potential exclusion from the chain, but then happily engaged after witnessing the added value for both producers and buyers. While this approach appeared to effectively increase market understanding amongst participants, the integration of decent work within the approach could be improved.

Reduced geographical scope. The project, with its full participation of the ILO, FAO and MoV, was initially designed to intervene in four districts, Kupang, East Sumba, Belu and South Central Timor. However, due to coordination and budget constraints of certain partners, the geographical scope was reduced to Kupang only and then was extended to East Sumba in the first semester of 2016. The decision to focus in Kupang, while maintaining focus on the three selected commodities was realistic, given the logistical difficulties faced in trying to reach many of the targeted villages, which were generally situated in remote areas (for example, it takes a full day to reach South Sema from Kupang.)

The logical framework has room for improvement as some indicators are too general. Some indicators lack specific and measurable targets (such as '60% of beneficiaries...'), which in turn makes it challenging to measure achievement objectively. Additionally, though the enhancement of entrepreneurial skills for members of targeted communities are among expected results, there is no specific *indicator* on the enhancement of entrepreneurial skills.

4.4. Efficiency of Resource Use

Efficient use of human resources. In daily practice, the project was managed by two staff members (project manager and project officer) and assisted by one finance and administrative clerk who are based in Kupang. For specific technical matters, the project team is supported by one backstopping officer in the ILO Country Office in Jakarta, one regional technical officer backstopping in Bangkok and the Sectoral Policies Department backstopping from the ILO Headquarters. Taking into account the broad scope of the project objectives, as well as its wide geographic scope, the use of human resources was very efficient. Both the project manager and officer provided technical assistance for three different commodities in four target areas. To a great extent, the availability of relevant ILO's tools enabled the project staff to conduct their work efficiently. This efficiency was recognized by the NGO implementing partners, many of whom stated that the ILO's project operated efficiently and was supported by various ready-to-

use and user-friendly tools (Interviews with Directors of NGO implementing partners, 25 July 2016).

Efficient use of financial resources. Based on a financial statement provided by the management, as of 26 July 2016, the project had spent 88% of the total USD634,914 sponsored by the Government of Luxemburg. There were no added costs in the major categories of budget allocation, reflecting good control of financial management. The largest spending (52.8%) went to operational costs, followed by program activities (35.7%) and PSC & PCI (11.5%). The project is managed from a humble office located in a small room within the provincial government building. Taking the scope and the results of the project into account, the use of financial resources can be considered efficient. A government official who is familiar with the project also acknowledged the financial efficiency of the project during an interview, when he stated that if the government had been given the same amount of funds to run the same project, the result may not have been as good as the ILO's (Interview with Economic Adviser to Minister of Villages, 21 July 2016).

4.5. Effectiveness of Management Arrangements

Joint programme did not work. This project was intended to be a joint programme by the ILO, Ministry of Village, Development of Disadvantage Regions and Transmigration (MoV) and FAO. The former two initiated the programme earlier and, due to lack of available funds from its side, FAO joined the collaboration later. The three participating institutions indicated that the project implementation and coordination between the institutions had been constrained, particularly due to differences in the timing of budgets. The ILO's contribution, funded in its first stage by Luxembourg and later by internal resources (RBSA), was available earlier than the funds from the FAO and MoV. Though the project is approaching the end of its initial phase, the MoV—who avoids loans—has not yet received any external funding (Interview with Economic Adviser to Minister of Village, 21 July 2016). In the meantime, mobilization of FAO resources started in the first half of 2016, which targets primarily seaweed farmers in 5 villages of the Sumba region (Interview with FAO Program Officer in NTT, 28 July 2016).

Capable management. The implementation strategy was modified in response to the availability of resources. Initially, financial resources were only available only for 12 months, however after new funds were received, the project was extended twice. This situation certainly had consequences on the project design and implementation planning. Additionally, there was a change to the project team personnel in the middle of the project. Despite these particular situations, and the coordination problems in the should-be joint program, project management was able to deliver quality programs to beneficiaries. This implies that management was capable of handling difficult situations.

Implementing partners are not yet ready to transform to BDSP. Management selected implementing partners from the best NGOs available in the region. The project was designed to encourage the local partners not only to provide trainings for beneficiaries but also to become Business Development Service Providers (BDSP) for local producers. These partners, however, are not yet ready to become BDSPs, as they tend to consider the services they provide fixed to the project rather than continuous. It may also be because the transition to BDSP requires a deeper adjustment to their institutional missions or organizational structure. The absence of BDSP means that there is less support available to Local Service Providers (LSPs) and producers' groups to improve their businesses. To resolve this deficit, management maximized

the use of the ILO's tools and relied on the creativity of local champions who assist local producers (see, further explanation on "Emerging Local Champions" below).

4.6. Impact Orientation and Sustainability

Added value along supply chain. The value chain approach adopted by this project has not only strengthened producers upstream, but also provided benefits to downstream economic players. There are reports that middlemen and collectors had initial concerns that the project might end their role in the supply chain. Later they saw that despite increasing bargaining power of producers, they played a necessary role, as producers did not want to bear the risks in the transportation of their product to traders. Collectors, big buyers, and traders also benefitted from the increasing productivity and thus production of local producers. Some traders have offered incentives (higher prices, trading contracts) to producers who can meet their demand in terms of quality and quantity of goods. If all economic players along the supply chain add value, the market mechanism will sustain the project outcomes.

Linking with formal financial sources. The project has made some efforts to link producers with local financial institutions. Some producers, such as a farmer group in Amabi Oefeto, are still struggling to get loans from local banks (Interview with KP2L leaders in Amabi Oefeto, 26 July 2016). Seaweed producers in South Semaui rely heavily on local middlemen to borrow extra money as they distrust local cooperatives, which are managed by the community members. A few of producers, such as the cattle breeders in East Amarasi, have successfully secured some credit from local banks. Meanwhile, local banks, such as Bank NTT, have specific programmes on accelerating micro credits to micro and small enterprises in the targeted areas of the project (Interview with Head of Bank NTT Branch in Oesao, 29 July 2016). Other state and private-owned banks, such as BRI, have introduced new financial inclusion program called *Laku Pandai* (*layanan keuangan tanpa kantor cabang* or branchless banking) that allows the existence of bank agents in local neighbourhoods. If extended, the project could focus on connecting this supply with real demand in the targeted communities, in order to boost programme sustainability. The "Dana Desa" (village fund) may also contribute to financial sustainability, as it provides each village with up to 700 million rupiahs (USD 53,000) from central government primarily for village infrastructure, but there is also the potential to finance non-physical development. A village apparatus directly manages the fund, and the money allocated through a participatory process at village level (*musrenbangdes*). However, collective action from producer groups is needed to advocate for the program to be included in the village development agenda.

5. Conclusion

It may be too early to assess the success of this project as it has run only for 2 years, as it generally may take 4-5 years to conduct full impact assessment. Nevertheless, this project has already made a significant contribution to the planned outputs, through its engagement of broader stakeholders in the promotion of decent work (particularly productive work) for food security and sustainable rural economy. Producers' entrepreneurial skills are improved and their ability to benefit from business opportunities has been strengthened through the use of collective action and social dialogue. The project is clearly in line with the priority development agenda of national and local governments, serving as enabling environment for sustainability and future intervention; however, the existing designs and tools should be improved to better incorporate other decent work components and put them as intended outcomes.

6. Lessons Learned and Emerging Good Practices

6.1. Lessons Learned

Emerging local champions. There are local champions emerging in the targeted communities.

- Mr. Siswanto—a teacher, seaweed farmer and co-operative manager—became agent of change for seaweed farmers in South Semau. After participating in the trainings provided by this project, he is now capable of translating new knowledge to the local context, and assists local farmers to improve their business using modified C-BED module. The local co-operative he manages has great potential to become business service provider in the community.
- Mr. Yamres Ramboki and Mr. Dedi—both are young, successful cattle farmers in East Amarasi. Through skill development training provided by this project, Mr Ramboki established a handful of artificial inseminators in the region. Mr. Dedi and his group are considered successful cattle breeders in the community. Both have secured credit from local banks, and they inspire other farmers and have even become references for successful cattle business.
- Mrs. Gernelia Ndoki, housewife and corn farmer in Amabi Oefet, and Mrs. Aprian, housewife and seaweed farmer in East Sumba, provide assistance for local women and mothers who want to practice financial administration based on the knowledge they received from financial education training. These local champions fill the gap caused by the absence of field officers, who would have provided assistance after training to the local community.

Most strategically, these local champions serve their community as living example of best business practices. At the time of evaluation, the project did not yet work specifically with these agents of change to leverage their potential and make bigger and faster impact to their communities (see Section on “Emerging Good Practices” below for further description regarding this issue).

Strengthening existing local groups. The ILO’s strategy to work with *existing* local groups in the targeted communities is astute. Instead of forming new group, which is often time consuming, the existing groups are actively engaged in various programme interventions that serves as organizational learning for the group. Local farmer groups in this project, for example, have an awareness that certain types of aid, such as grants, would be detrimental to group’s sustainability. This programme has the potential to trigger the transformation of traditional community-based groups—such as, co-operatives—and farmer/breeder associations to become a LSP. LSPs provide services necessary to local business, such as by providing the latest information on commodity market prices, business coaching, and collective marketing. If this project continues, one intervention should focus on strengthening the existing 13 LSPs as part of the exit strategy, in order to ensure sustainability.

Awareness of decent work is growing yet limited. Key stakeholders (government, implementing partners and farmers) value the importance of decent work, although the term is not part of the vernacular in NTT. Project stakeholders did not appear to have a common definition of the term ‘decent work’. Top government officials tend to perceive decent work to be limited to the productivity of jobs, which is only in part correct. Some stakeholders assume that decent work would come automatically once project beneficiaries embodied entrepreneurial and business behaviours. As a result of WIND-OSH training, some participants conducted awareness raising campaigns on occupational safety and health (OSH) in their community. In corn farming, for instance, there is an increasing awareness to use personal protective equipment

(boots and masks) when using pesticides. Some seaweed farmers have worn gloves to protect their hands from injury from the frequent contact with sharp materials attached on ropes. Awareness of OSH among cattle breeders, however, seems to be lower than that in the other two commodities. Despite engaging in potentially risky working activities, such as cutting grass, the practice remains traditional. Considering the four pillars of Decent Work Agenda, the project appears to have placed an emphasis on pillar 1 (full and productive employment) and pillar 4 (social dialogue). The project later introduced OSH issues through WIND training, though this was not part of the initial project design. Social protection has also been addressed through WIND and possibility on agricultural insurance was discussed. Its implementation, however, needs more time to realize. The four pillars of decent work should be included in project design in an integrated way (inseparable, interrelated and mutually supportive) while the implementation can be done sequentially or gradually.

6.2. Emerging Good Practices

Working with local champions. Finding and working closely with local champions are critical for a success of a program. A local champion is someone who is capable of motivating and leading their peers, as well as starting initiatives within the community. More importantly, he/she lives within the community and engaged in similar work. Local champions can include those with a higher level of education, or those who have specific talents and are eager to share their advantage with others. They usually demonstrate leadership characteristics, are open-minded and can articulate clearly their ideas. Local champions may not be evident in the early stage of project but can be identified throughout training(s) and after-training activities. These champions would be powerful living examples for their communities.

Synergy with other actors. The success of some cattle breeders in East Amarasi is the result of various actors' involvement. Firstly, local breeder groups, which are predominantly youth, have interest in and good understanding of the livestock business. Secondly, local governments, through their Livestock Department, contribute to the success by providing consistent technical assistance in breeding techniques. The ILO's project through its implementing partner, CIS, provided support in developing entrepreneurship skills and market linkages, and in facilitating access to financial institutions. East Amarasi may be a good example of productive synergy between different actors that has not found in other districts in the region. The synergy is woven through the 'who contributes in what' principle and is maintained by the continued communication among different actors.

7. Recommendations

a. ILO Country Office - Project Management

► Immediate follow-up

Revise project design and indicators. If the project continues, project management may need to consider redesigning the program and its measurable indicators in order to better incorporate additional decent work components, particularly those relevant to rural-agricultural context. Future interventions should facilitate stakeholders to have more complete understanding about

decent work pillars [consider also 10 decent work pillars in ILO (2012) *Decent Work Indicators: Concept and definitions – ILO Manual*]. Any entrepreneurship trainings provided by the project should provide entrepreneurs with decent work awareness and behaviour that may be different from non-ILO entrepreneurship trainings. Decent work should be an intended outcome rather than simply one of the consequences from increased entrepreneurial qualities.

Intensify the emerging good practices. If the project is extended for another year or less, the intervention may focus on strengthening the Business Development Service Providers (BDSPs), which are operated by local champions and ensure that local governments adopt and execute the action plans established in the value chain assessments. Such an intervention may need additional resources, such as social entrepreneurship trainings, and may include connecting the providers with local financial institutions as well as facilitating business meeting that bring together producers, local BSPs, traders and buyers. Meanwhile, the latter intervention targets on policy level to increase local ownership of the plan. The government of East Sumba, for example, invited the ILO to give its inputs on the district's medium-term development plan that is being written.

Conduct end-line survey and evaluate value chain for decent work approach. While qualitative data about the impact of the project has been collected, an end-line survey that captures the quantitative impact may be necessary to measure changes or improvement in the target areas. The survey should measure projects indicators, increased production, new employment created, among others. In addition, as the value chain analysis for decent work approach was applied first time in the project, the approach should be subject to close evaluation in order to understand what worked and what did not. Careful evaluation of the approach should provide a model that can be used in similar project that incorporated decent work in food security and sustainable rural economy.

► Future implementation of the joint project

One roof office. If this joint programme with MoV and FAO continues, there are two options in terms of coordination. First option is to put all funds, from all sources, in one pocket (trust fund). This option may be difficult to execute as the budget and timing of each participating party is different, and the availability of funds is uncertain. The second option is to set up a one roof office at the national and provincial levels, where participating parties can exercise better coordination and synchronization of project activities. At the national level, this shared office would ideally be led by the MoV, while at the provincial level and it should be facilitated by the provincial Development Plan Board (*Bappeda*). This latter option may be more applicable as each party still has control over their own budget but provides necessary means to coordinate activities from central to regional levels. In addition, a clearer job description for each party is necessary, to ensure effective synergy amongst the three partners.

b. ILO HQ Technical Unit - ILO Regional Office

Decent work indicators for rural-agricultural sector. There is a need to develop decent work indicators for rural-agricultural context if they are not yet available. They should take into account the particular features of jobs in the sectors of the rural economy, which are often characterized by self-employment, the involvement of family members, supporting cultural-related values, among others. A review and subsequent adjustment of existing tools is necessary in order to ensure that the tools are user friendly for the context, and combine the elements of decent work. For example, the entrepreneurship tools can be enhanced by incorporating elements of occupational safety and health, prevention of child labour, access to social

protection, and access to finance. In addition, pre-existing local good examples should be incorporated in the tools.

c. ILO HQ Administration - Tripartite Constituents

The role of trade unions and employer's organisation in rural-agricultural sector is relatively weak, as in Indonesia they tend to engage in in urban-formal sectors. For future interventions, any project targeting the rural agricultural sector could consider increasing inclusivity by including farmers' organization, such as HKTI (Himpunan Kerukunan Tani Indonesia).

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APPENDICES

Appendix 1: Terms of Reference

TERMS OF REFERENCE INTERNAL EVALUATION TECHNICAL COOPERATION PROJECT

Project Title	DECENT WORK FOR FOOD SECURITY AND SUSTAINABLE RURAL DEVELOPMENT IN NUSA TENGGARA (NTT), INDONESIA
TC project code	INS/13/50/LUX
Donor	Luxembourg, Ministère des Affaires Etrangères et de l'Immigration
Total approved budget	USD 634.914
ILO Administrative unit	ILO Country Office for Indonesia and Timor Leste (CO-Jakarta)
ILO Technical Units	ILO Decent Work Technical Support Team for East and South East Asia and the Pacific (DWT-Bangkok)
Evaluation date and field work dates	July – August 2016
Project Manager	Gah, Yunirwan
Evaluation manager	Gregoire Yameogo
TOR preparation date	4 July 2016

Introduction and Rationale for the internal evaluation

Decent work in the rural economy was set as one of the ILO's eight Areas of Critical Importance (ACI) for the biennium 2014-2015. In response to the government of Indonesia's request, a pilot project "Decent work for food security and rural development" was designed by the ILO in 2012 and discussed with the relevant stakeholders in Indonesia (Ministry of villages, disadvantaged regions and Transmigration, FAO, workers' organizations and employers' association). All stakeholders have shown strong interest in the implementation of the initial pilot project in targeted districts of Nusa Tenggara Timur (NTT), one of the most vulnerable provinces of Indonesia for the period 2014-2015. An MOU was signed by the ILO, FAO and the Ministry of Villages, Disadvantaged Regions and Transmigration for the implementation of the project. The ILO was able to secure funding (USD 634.914) to support the initial project activities for the period December 2013 to November 2014 through Luxemburg's contribution. This project was extended twice (no-cost extension): the first extension was until February 2016 and the second, until 31 August 2016.

As per ILO evaluation policy, this project is subject to an internal final evaluation. The terms of reference (TOR) provides guidance and requirements for the final evaluation of the project.

Background of the Project

Food insecurity, malnutrition, and limited decent employment opportunities represent serious challenges in Indonesia's *Nusa Tenggara Timur* (NTT) province. NTT has a population of over 4.5 million people and is home to some of the nation's most isolated and vulnerable communities: approximately 80 per cent live in rural areas, and 65 per cent are below the national poverty line. The rural poor often lack access to productive assets and markets, and thus depend on manual labour to earn a living. However, local labour markets offer little in the way of gainful and decent employment opportunities. The unemployment rate in NTT is estimated at 30 per cent, which implies that some 1.4 million people do not have stable incomes and may therefore be more vulnerable to poverty and food insecurity. The vulnerability in NTT is even greater when considering those who work for low wages and under precarious or hazardous conditions. Persistent food insecurity, inadequate nutrition levels, a lack of decent employment opportunities, and a limited application of decent work principles, are among the most serious obstacles preventing the NTT economy from becoming sufficiently vibrant and

dynamic to sustain pathways of human, economic, and social development. This situation is of great concern for the Indonesian government, particularly as NTT has consistently underperformed relative to other areas of the country.

In response to the Government's request for technical assistance, the ILO and FAO proposed a joint three-year programme to promote **Decent Work for Food Security and Sustainable Rural Development programme in the NTT province** (DW4FS-NTT), led by the Ministry of Villages, Disadvantaged Regions and Transmigration (Kemendes PDTT). The objective of the programme was to promote food security and sustainable poverty reduction of rural communities in the most vulnerable and disadvantaged districts of Indonesia's NTT province, through increased labour productivity, enhanced employment opportunities that comply with the principles of decent work, and expanding entrepreneurial opportunities in key agro-food value chains – particularly maize, seaweed and livestock – with high employment and income generation potential.

Initially, the project was to be implemented in four districts of NTT (namely Belu, Kupang, East Sumba, and Timor Tengah Selatan). As both food production and consumption are rooted in employment, decent work would increase *food availability* and provide adequate nutritional requirements by contributing to a sustainable increase in domestic production, boost people's *access to food* through increased incomes, and contribute to improved *food utilization* through better diets and to *stability of food security*.

Maize, livestock, and seaweed were selected as the focal value chains through consultations and focus group discussions with local stakeholders, and local and national governments. They were also based on a 2012 assessment conducted in preparation for the project, which considered the role of these value chains in employment creation, income generation, productivity potential, and their impact on food security.

While the three-year DW4FS-NTT programme was set to target 3-4 agro-food value chains in four districts of the province, Luxembourg's thematic contribution was only intended to support the ILO's work for one year (2014) on one agricultural commodity in 1-2 selected districts. The project was primarily funded by the Government of Luxembourg (USD 634,914) and additional activities in the extended period were supported by the ILO's RBSA funds. Consultations with the different stakeholders, led to the targeting of the seaweed and livestock sectors in the Kupang district. Complementary RBSA funds enabled the extension of the activities to the maize sector in the same district, as well as some initial activities in the seaweed sector in Sumba Timur.

The programme was expected to achieve the following outputs led by the ILO: (1) A comprehensive and participatory strategy on DW4FS developed and implemented by the national and provincial policy makers to address decent work bottlenecks in selected agro-food value chains to enhance their impact on poverty reduction and food security, and to increase access to social protection for target community members; and (2) Members of targeted communities enhance their entrepreneurial capacity, employability and skills to pursue opportunities or improve existing businesses in the selected value chains and related sectors of the local economy. During the implementation phase, the project was extended twice, finally ending in August 2016.

Current Status of the project

By June 2016, the project had conducted a participatory value chain analysis on three targeted commodities in Kupang district covering maize, cattle (livestock) and seaweed for 13 targeted villages agreed upon with the local government and by stakeholders in the seaweed sector. A

value chain analysis on seaweed was also conducted in Sumba Timur District in three targeted villages. The value-chains for all three products in Kupang and Sumba Timur see farmers trading small volumes that move inefficiently through a fragmented value-chain, where many layers collect margins, which impedes market signals from getting back to producers (e.g. in the case of demand for better quality products). In addition to the value chain studies, the project carried out a baseline survey in the 13 target villages in Kupang District. The findings included challenges for local development such as, low education background; low income due to low productivity; poor household financial management, which affects the ability to shift from subsistence to more sustainable methods; lack of access to technology and information, including market information, lack of access to financial services or financial institution and poor production inputs. They also led to the development of the key strategic documents for policy development, such as the Masterplan of decent work in sustainable cattle development for Kupang district and input for the refinement of seaweed master plan for Sumba Timur District. These documents gave better guidance and promote decent work in developing the sectors that will also contribute to the national food security and also provincial food security for the project.

In targeted villages, collective marketing strategies were developed jointly with the communities in order to link farmers' groups with buyers at district and province levels. This collective marketing strategy was developed by the community as a follow up to the capacity building, which included entrepreneurship training combined with financial education and basic production improvement skills for 600 smallholder farmers. At the village level, all the processes of capacity building were facilitated by the trained local NGO as Business Development Service Providers. The collective marketing initiatives were agreed upon due to lack of access to the market and other services that are necessary for production improvement and business development, which are typically provided by the government or financial institutions. Local NGOs (LNGO) were responsible for assisting the organization of the farmers into producer groups, or facilitating existing groups to reorient their roles and responsibilities. The local NGO (LNGO) also facilitated meetings with local stakeholders including collectors and traders in order to identify potential avenues for market networks and cooperation. Subsequently, the LNGOs and communities discussed collective strategies to meet the market demand. Local producer and self-help groups, and business development service providers comprised of local farmers facilitated joint collective marketing. The group for the three villages that focused on maize development was called KP2L or *Kelompok Petani Penjual Langsung*, the group for the seaweed sector was called PLB *penyedia layanan Bisnis* (business service providers) and for the cattle sector it was called KPTS (Kelompok Penjual Ternak Sapi). These groups were to provide support for smallholder farmers both in terms of expanding market networks, as well facilitating local service provision. It was expected that the initiative would be sustainable given that the community members themselves were organising the collective marketing. Specifically, farmers (producers) groups assisted local groups in developing their businesses, and in increasing their profit margin through improved access to wider market networks and more diverse financial support.

In practice, the local service provider groups (KPTS, PLB, KP2L) acted as intermediaries between producer groups (farmers, breeders or seaweed producers on the supply side), buyers (small and medium companies or food producers, traders in the district or province or even national market on the demand side), and producer groups (farmers, breeders on the demand side) and service providers such as financial institutions and government institutions (on the supply side for other technical support). As an intermediary, the business model that had been established between the local service provider groups with producers, buyers and other parties as the technical and financial support, was not only in the form of cash (as stated in the contract) but also in terms of services that help benefit both the supply and demand sides.

Three local NGOs at the district level, that had been trained as business providers and were contracted by the ILO, facilitated the strengthening the new or existing groups to serve as intermediaries. Through training, these intermediaries developed skills which allowed them to provide service in order to facilitate producer groups necessary for better access to markets, and for sustainable business expansion. By the end of this reporting period, 13 village based service provider groups in three targeted sub-districts (Amarasi Timur, Amabi Oefeto and Semau Selatan) had were declared to be functioning as intermediary and local business services providers to provide support to the producer groups.

Regarding access to markets, a total of 25 groups consisting of 342 farmers (cattle breeder, seaweed growers, and maize farmers) from the targeted villages engaged in contract of supply (model 1) with local/village service provider groups. The contracts were made as follow up of market assessments and business meetings, that were conducted and facilitated by local NGOs, which resulted in 14 contracts between the local/village service providers with district/province traders and food processing companies. During the program implementation, service provider groups performed at least 17 deliveries (marketing) to fulfil the contracts. The delivery was accomplished through collective marketing organized by village service provider groups, and offered a transparent price, given that the market price information from various resources are collected and updated through regular market survey by the village service providers.

Regarding access to micro finance or financial institutions that would improve and expand farmers' business plan or local farmers groups, the local/village business providers assisted and supported farmers in getting the information from the financial institution, and facilitated the submission of business proposal to financial institutions for credits. In this way, trainings were organized for producers on how to develop business proposals. Fourty-two business proposals from producers (farmers) have been submitted through the facilitation of service provider groups, in addition to business proposal submitted by eight service provider groups (5 from Amarasi Timur, 2 from Semau Selatan, 1 from Amabi Oefeto).

From 2014-2016, the project promoted the use of various entrepreneurship tools by target groups, including those that use non-traditional learning method such as self-learning, in order for communities to better understand business development, how to improve working conditions, and develop technical materials related to the productivity improvement of the targeted sectors. The project has also adapted and refined the tools, including developing guidelines for local authorities to use the tools. At the province level, the Indonesian Government's Department of Cooperative has allocated bud the funds to conduct a training of trainers on entrepreneurship and financial literacy, targeting 800 people focusing on youth in 20 districts in NTT for 2016-2017. The trainings will also combined with skills development.

Objectives of the internal evaluation

The purpose of this internal evaluation is to (i) review the results achieved against the expected project deliverables and outcomes and (ii) identify corrective measures that should be taken into account in any future programme interventions by the ILO-FAO and the Ministry of Villages, Disadvantaged regions and Transmigration. In particular, the evaluation identifies the achievements, emerging good practices and lessons learned from the project and assesses the continued feasibility of the project design, particularly in the context of promoting decent work in the agro-food sector and sustainable development in the rural economy. Lastly, the evaluation considers options for continuing the joint collaboration between the ILO-FAO and the Government of Indonesia, specifically for the period 2017-2018, as per the Memorandum of Understanding (MoU) signed by the parties in April 2015.

Knowledge and information obtained from the evaluation could also be used to improve the design and management of current and future ILO activities in Indonesia, as well as other related projects in the rural economy. The evaluation is also intended as a way to promote the Decent Work Agenda in the development of the provincial action plans of nutrition and food security.

The evaluation will be useful to:

- Project team;
- ILO Country Office for Indonesia and Timor Leste, ILO Headquarters and RO/DWT-Bangkok;
- Sectoral Policies Department (SECTOR) of the ILO;
- Government of Indonesia [Ministry of Labour, Ministry of Villages Disadvantaged Regions and Transmigration];
- Workers and Employers' organizations at the national and sub national level; and
- The donor (Luxemburg).

Scope of the internal evaluation

The internal evaluation will cover **all activities undertaken up to June 2016** by the ILO-DW4FS in NTT project's targeted district in Kupang District and Sumba Timur. It will verify key achievements, emerging good practices and lessons learned from the implementation of the project. A set of practical recommendations will be included in the internal evaluation report aimed at improving project management, constituent or institutional coordination and overall implementation of the joint ILO-FAO-Ministry of Village Disadvantage Region and Transmigration project.

In particular the internal evaluation will focus on the following:

- The progress of the project against outputs and outcome targets.
- The extent to which management arrangements are appropriate to achieve desired results and outcomes within a timely, effective and efficient manner.
- The level of engagement with and satisfaction of project constituents and direct beneficiaries.
- The quality of operational work planning, budgeting and risk management.
- The lessons learned and emerging good practices from the intervention "improving decent work for food security and rural development", that could be used in the next biennium under the MoU between the ILO- FAO and the Ministry of Village Disadvantage Region and Transmigration of Indonesia.

Methodology

The methodology will combine quantitative and qualitative approaches. The evaluator will collect data through a desk review and verify them through field visits, interviews and workshops. During the process of data gathering the evaluator will compare, validate data of different sources (project staff, project partners and beneficiaries).

These include but are not limited to:

- A desk review of relevant documents related to project performance and progress, including the initial project document, progress reports, project outputs, etc.
- Interviews with ILO Country Office management, project manager and staff, and other ILO technical staff who backstopped the project (at the country office, ILO-DWT specialist in Bangkok and SECTOR in ILO HQ).

- Interviews with key project stakeholders' e.g. tripartite constituents, donors, implementing partners, direct recipients (staff of relevant government departments or local business development service providers) and direct beneficiaries (seaweed farmers, maize farmers and cattle growers in Kupang District).
- Key stakeholders consultation workshop at sub-national (province level). This will be carried out once the preliminary findings/recommendations has been prepared by the consultants/evaluator.

Criteria and questions to be used

The internal evaluation will address the overall ILO evaluation criteria such as **relevance and strategic fit of the project, validity of project design, project progress** and **effectiveness, efficiency** of resource use, effectiveness of management arrangement and **impact orientation** and **sustainability**, as defined in the *ILO Guidelines for Planning and Managing Project Evaluations 2006*. The evaluation should also systematically consider gender equality in the evaluation process as defined in the ILO guidelines on "Considering Gender in Monitoring and Evaluation of Projects, September 2007." Specifically, the internal evaluation will assess the extent to which the project has implemented, and achieved the expected outputs.

The gender dimension should be considered as a cross-cutting concern throughout the methodology, deliverables, and final report of the evaluation. In terms of this evaluation, this implies involving both men and women in the consultation, evaluation analysis and evaluation team. Moreover the evaluators should review data and information that is disaggregated by sex and gender and assess the relevance and effectiveness of gender-related strategies and outcomes to improve lives of women and men. All this information should be accurately included in the inception report and final evaluation report.

The following questions should guide the process. Due to the nature and timeline of the internal evaluation, the evaluator, in consultation with the ILO, should focus more on the questions under the points listed below:

Relevance and strategic fit

Key questions

- *How did the project align with and support national development plans (Indonesia's RPJM), as well as the projects and priorities of the national social partners?*
- *Did any other relevant on-going projects and initiatives in Indonesia complement this project in order to produce maximum results?*
- *Did more relevant needs emerge that the project should have addressed?*

Other questions

- Did the project address a relevant need and decent work deficit?
- Was it aligned with the DWCP of Indonesia?
- Was a needs-analysis carried out at the beginning of project reflecting the various needs of different stakeholders?
- How did the project align with and support cross cutting issues such as:
 - gender mainstreaming, (ii) tripartism and social dialogue, (iii) contribution to partnership and interagency cooperation (UNPDF, etc), (iv) sustainability and knowledge sharing.

Validity of design

Key questions

- *Were the planned project objectives and outcomes relevant and realistic to the situation on the ground? Did they need to be adapted to specific (local, sectoral etc.) needs or conditions?*
- *What were the main means of action? Were they appropriate and effective to achieve the planned objectives?*
- *Were the targeted indicator values realistic and could they be tracked?*

Other questions

- Did outputs causally link to the intended outcomes (immediate objectives), which in turn link to the broader impact (development objective)?
- How strategic were partners in terms of mandate, influence, capacities and commitment?
- How appropriate and useful were the indicators described in the project document in assessing the project's progress? Were they gender-sensitive?
- Are there any changes to be introduced in future interventions?

Project results and effectiveness

Key questions

- *Has the project achieved its planned objectives?*
- *Has the quantity and quality of the outputs produced been satisfactory?*
- *How were stakeholders involved in project implementation?*

Other questions

- Has the project management ensured stakeholders participation in the activities?
- Has their participation contributed towards achievement of the project objectives?
- In which areas (geographic, sectoral, issue) did the project have the greatest achievements? Why was this and what were the supporting factors? How can future projects build on or expand these achievements?
- In which areas did the project have the least achievements? What were the constraining factors and why? How could they have been overcome?

Efficiency of resource use

Key questions

- *Were resources (funds, human resources, time, expertise etc.) allocated strategically to achieve outcomes?*
- *Were resources used efficiently? Were activities supporting the strategy cost-effective?*
- *Were project funds and activities delivered in a timely manner? If not, what were the bottlenecks encountered?*

Other questions

- In general, did the results achieved justify the costs?
- Could the same results have been attained with fewer resources?
- What were the financial results of the project? (Look at commitments versus disbursements and projected commitments).

Effectiveness of management arrangements

Key questions

- *Did the project receive adequate political, technical and administrative support from its national partners?*
- *Did the project receive adequate administrative, technical and - if needed - political support from the ILO office in the field, field technical specialists and the responsible technical units at headquarters?*
- *Was a monitoring and evaluation system in place during the project and how effective is it?*

Other questions

- Were management capacities adequate?
- Was there a clear understanding of roles and responsibilities by all parties involved?
- Did implementing partners provide support for effective project implementation?
- How effectively did the project management monitor project performance?
- Was relevant information and data systematically collected and collated? Was the data disaggregated by sex (and by other relevant characteristics if relevant)?
- Was information being regularly analysed to feed into management decisions?

Impact orientation and sustainability

Key questions

- *In how far did the project make a significant contribution to broader and longer-term development impact (look at sustainability and local ownership of the project)?*
- *How effective and realistic was the exit strategy of the project? Was the project gradually being handed over to the national partners?*
- *How effectively has the project built necessary capacity of people and institutions (of national partners and implementing partners)?*

Other questions

- Has the project successfully built or strengthened an enabling environment (laws, policies, people's attitudes etc.)?
- Are the project results, achievements and benefits likely to be durable?
- Are results anchored in national institutions and can the partners maintain them financially at end of project?

The gender dimension should be considered as a cross-cutting concern throughout the methodology, deliverables, and final report of the evaluation. In terms of this evaluation, this implies involving both men and women in the consultation, evaluation analysis and evaluation team. Moreover the evaluators should review data and information that is disaggregated by sex and gender and assess the relevance and effectiveness of gender-related strategies and outcomes to improve lives of women and men. All this information should be accurately included in the inception report and final evaluation report.

Main deliverables of the Consultant

1. **Methodological note.** In consultation with the Evaluation Manager, the Evaluator will draft a short methodological note that will briefly set out:
 - the evaluation methodology based on these TORs including the approach to data collection, key stakeholder identification, interviews and indicators;
 - the work plan for the evaluation, indicating the phases of the evaluation, the key deliverables and milestones;

- the list of key stakeholders and other individuals to be interviewed.
2. **Draft evaluation report**, later the **final report**, when comments of the ILO have been received and incorporated, following the EVAL's suggested outline. The quality of the report will be assessed against the EVAL checklist 5, 6 and 7 (see Annex 2). The report should include sections on output and outcome level results against milestone targets as well as sections on lessons learned, good practices and recommendations.
 3. An **evaluation summary, a good practices and lessons learned fact sheets** will also be drafted by the Evaluator (see Annex 2).

All outputs of the evaluation will be produced in English. Copyright of the evaluation report rests exclusively with the ILO. Key stakeholders can make appropriate use of the evaluation report in line with its original purpose and with appropriate acknowledgement.

Evaluation Management Arrangements

Evaluation Consultant

The internal evaluation will be led by a National Evaluation Consultant with the support of National Project Manager of the DW4FS project in NTT and under the general supervision of CO-Jakarta. The evaluator will be responsible for the deliverables under the TOR. He/she will be supported by the Project Team and will be required to ensure the quality of data (validity, reliability, consistency, and accuracy) throughout the analytical and reporting phases.

Qualifications of the Evaluation Consultant:

- Have at least 5 years of experiences in project development and evaluation work
- Technical knowledge and work experience in the fields of labour law and workplace compliance and/or labour inspection
- Knowledge of the ILO's roles and mandate and its tripartite structure
- Knowledge of labour and rural development issues in Indonesia would be an asset
- Demonstrated experience, especially within the UN system, in M&E and results-based management
- Demonstrated ability to write well in English

Administrative and logistical support

The Project Team (in Kupang, NTT province), together with the ILO Country Office for Indonesia and Timor Leste (in Jakarta) will provide relevant documentation, administrative and logistical support to the internal evaluation. The Project Team will also assist in organizing a detailed internal evaluation mission agenda and in confirming meetings, and will ensure that all relevant documentation is up to date and available to the Evaluation Consultant.

Roles of other key stakeholders

All stakeholders, including the donors, tripartite constituents, relevant government agencies, and other key partners – will be consulted at different stages in the process.

The following is a tentative calendar covering key outputs and milestones of the final evaluation.

	Action	Tentative Dates (2016)	Responsible person(s)
1	Finalization of the TOR and selection of the evaluation consultant	4-14 July	Project manager (NPC) and evaluation manager
1	Preparation of the contract for the Evaluation Consultant	13- 14 July	Project manager and CO-Jakarta
2	Finalization of the evaluation methodology and mission schedule	18 July	Evaluation Consultant, evaluation manager and Project Team
3	Desk Review of documents by the Evaluation Consultant	20- 22 July	Evaluation Consultant
4	Conduct interviews through meetings and skype. <ul style="list-style-type: none"> - Key stakeholders at the national level - CO-Jakarta management and staff who have supported the project in Jakarta - Skype interview with SECTOR and PARDEV (Geneva) and Regional Office (Bangkok) 	23-24 July	Evaluation Consultant, relevant ILO officials (CO Jakarta), SECTOR, DWT.
4	Field mission to NTT (Kupang and Sumba Timur) for interviews/meetings with the Project Team and projects stakeholders at the sub-national level	25-31 July	Evaluation Consultant and Project Team
5	Preparation of draft report for submission to the ILO	1- 3 August	Evaluation consultant
6	Stakeholder workshop at provincial level	4 August	Evaluation Consultant and project Team
7	Draft report is circulated for comments and sent back to the Evaluation Consultant	By 8-19 August	Evaluation manager
8	Revised report and Evaluation Summary submitted to the ILO	By 23 August 2016	Evaluation Consultant

Resources

Funding for this evaluation will come from the Project and will cover:

- 1) the consultant's agreed fee and the Daily Subsistence Allowance (UN rate) and travel as per ILO rules and regulations to cover the anticipated mission costs
- 2) additional transportation as required during the in-country field mission visit(s)
- 3) interpretation and/or translation services (as necessary)
- 4) Stakeholder meeting and workshops

The consultant will be contracted from 18 July to 26 of August 2016.

Annexes

Annex 1: Preliminary list of documents to be reviewed:

- INS/13/50/LUX project document and logical framework
- Decent Work Country Programme of ILO Indonesia 2010-2014
- Employment Diagnostic of NTT
- Decent Work Profile NTT
- DWFS Annual progress reports (2)
- Project Work Plan based on the value chain assessment
- MoU between the ILO-FAO and the Ministry of Village Disadvantage region and Transmigration
- Value chain reports of seaweed, cattle, and maize in the targeted districts
- Technical assessment for cattle and maize
- Mission, activity and meeting reports
- Any other project outputs

Annex 2: Relevant ILO evaluation guidelines and standard templates

Preparing the evaluation report

http://www.ilo.org/eval/Evaluationguidance/WCMS_165967/lang--en/index.htm

Rating the quality of evaluation report

http://www.ilo.org/eval/Evaluationguidance/WCMS_165968/lang--en/index.htm

Template for evaluation summary:

<http://www.ilo.org/legacy/english/edmas/eval/template-summary-en.doc>

Appendix 2: Methodological Note

METHODOLOGICAL NOTE FOR INTERNAL EVALUATION TECHNICAL COOPERATION PROJECT

Project Title	DECENT WORK FOR FOOD SECURITY AND SUSTAINABLE RURAL DEVELOPMENT IN NUSA TENGGARA (NTT), INDONESIA
TC project code	INS/13/50/LUX
Donor	Luxembourg, Ministère des Affaires Etrangères et de l'Immigration
Total approved budget	USD 634.914
ILO Administrative unit	ILO Country Office for Indonesia and Timor Leste (CO-Jakarta)

ILO Technical Units	ILO Decent Work Technical Support Team for East and South East Asia and the Pacific (DWT-Bangkok)
Evaluation date and field work dates	July – August 2016
Project Manager	Gah, Yunirwan
Evaluation manager	Gregoire Yameogo
Evaluation consultant	George Martin Sirait
Time frame	18 July to 26 August 2016
Expected Work Days	23 work days

Evaluation Methodology

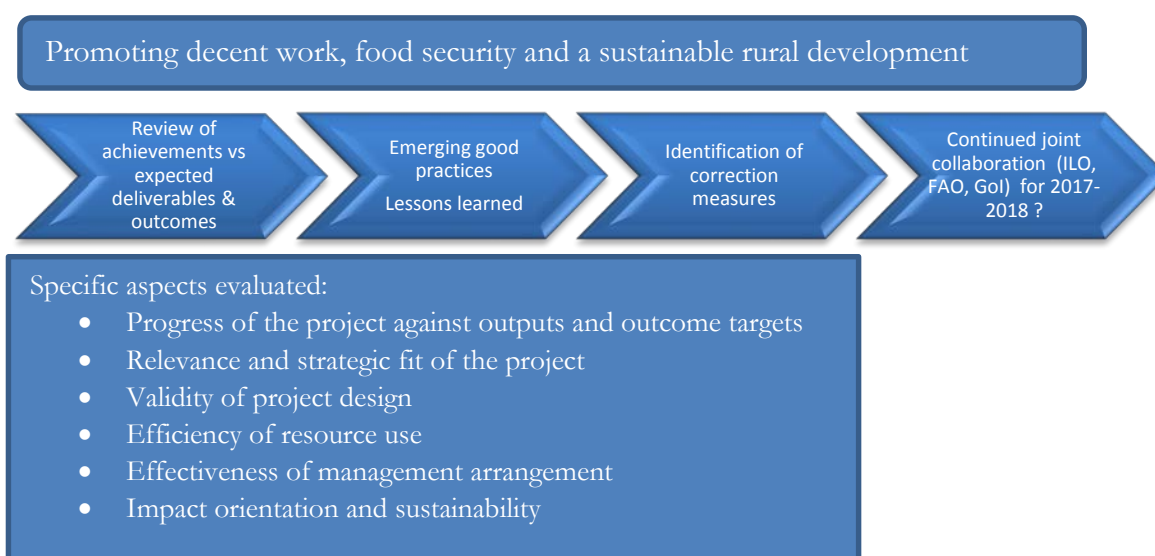
Main objectives:

- (i) To review the results achieved against the expected project deliverables and outcomes, and identify good practices and lessons learned for possible replication of the intervention model.
- (ii) To identify correction measures that should be taken into account in any future programme interventions by the ILO-FAO and the Ministry of Villages, Disadvantaged regions and Transmigration.

In particular the internal evaluation will be focusing on:

- Project result and effectiveness: the progress of the project against outputs and outcome targets.
- Relevance and strategic fit of the project: alignment with national and DWCP priorities.
- Validity of project design: the quality of operational work planning, budgeting and risk management.
- Efficiency of resource use: value for money.
- Effectiveness of management arrangement: the extent to which management arrangements are appropriate to achieve desired results and outcomes within a timely, effective and efficient manner.
- Impact orientation and sustainability: the level of engagement with and satisfaction of project constituents and direct beneficiaries. Possibilities for continuation of the project.

In addition, the evaluation will systematize (using ILO forms) the lessons learned and emerging good practices from the model of intervention “improving decent work for food security and rural development”, that could be used in the next biennium under the MoU between the ILO- FAO and the Ministry of Village Disadvantage Region and Transmigration of Indonesia.



To achieve these objectives, the evaluation will utilize multiple sources and methods. First-hand data will be collected from different key stakeholders with different perspectives, namely direct beneficiaries (targeted local farmers and breeders), the ILO's project management and specialists (at local, national, regional and international levels), local service providers (local governments, intermediaries/PLB), and significant others (such as, buyers, financial institutions, experts).

A combination of data collection methods will be also applied that includes document reviews, semi-structured interviews, focus group discussions (FGD), observations during field visits and mini-workshop. Instead of individual interview, FGD will accommodate farmers and breeders' voice collectively in a more efficient time. Gender equality will be systematically considered throughout the evaluation process.

Data will be cross-checked and analysed through triangulation of sources and methods. Quality data is defined by their consistency from different sources and methods. The period under investigation is all activities undertaken up to June 2016.

Strategy of data collection and triangulation:

Specific aspects investigated	Method					Indicator
	Doc Review	Interview	FGD	Observation	Workshop	
Project result and effectiveness	√	<ul style="list-style-type: none"> • Project management • Local govt • PLB • CO-Jakarta • SECTOR • Significant others (buyers) 	Farmers/breeders	√	Multi stakeholders	A list of achievements & delayed achievements

Relevance and strategic fit of the project	√	<ul style="list-style-type: none"> • National & local govt • CO-Jakarta • SECTOR • Project management • Employers & unions 		√	Multi stakeholders	Verified relevance and strategic fit of the project
Validity of project design	√	<ul style="list-style-type: none"> • Project management • Ministry • PLB • SECTOR 	Farmers/ breeders	√	Multi stakeholders	Verified validity of project design
Efficiency of resource use	√	<ul style="list-style-type: none"> • Project management • CO-Jakarta 		√		Verified efficiency of resource use
Effectiveness of management arrangement	√	<ul style="list-style-type: none"> • Project management • PLB • CO-Jakarta 	Farmers/ breeders	√		Verified effectiveness of management arrangement
Impact orientation and sustainability	√	<ul style="list-style-type: none"> • Project management • PLB • Ministry • Local govt • CO_Jakarta • Significant others (financial institutions, buyers, ..) 	Farmers/ breeders	√	Multi stakeholders	Verified significant contributions to longer and broader impact
Emerging good practices	√	<ul style="list-style-type: none"> • Project management • PLB • Ministry • Local govt 	Farmers/ breeders	√	Multi stakeholders	4-5 good practices
Lessons learned	√	<ul style="list-style-type: none"> • Project management • PLB • Ministry • Local govt • SECTOR • CO-Jakarta 	Farmers/ breeders	√	Multi stakeholders	4-5 lessons learned from different aspects

Corrected measures	√	<ul style="list-style-type: none"> • Project management • PLB • Local govt • SECTOR • CO-Jakarta 	Farmers/breeders	√	Multi stakeholders	Recommendations of corrected measures
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Work Plan

No	Proposed Action/agenda	No of work days	Proposed date (2016)	Responsible person(s)	Key deliverables & milestones
1. Preparation					
1.1	Develop the evaluation methodology, which also include mission schedule.	1	18 July	Evaluation Consultant, evaluation manager and Project Team	Methodological note
1.2	Desk review of documents	3	19- 20 & 22 July	Evaluation Consultant	Summary of desk review
2. Field Work					
2.1	Conduct interviews at the national level. <ul style="list-style-type: none"> - Ministry of Village: Multilateral cooperation unit (Mr. Rusnadi Padjung) - CO-Jakarta management and staff who have supported the project in Jakarta which include Deputy Director of CO Jakarta, backstopping officer. - Skype interview with SECTOR and PARDEV (Geneva) and Regional Office (Bangkok) with Sandra Yu and Lorraine Villacorta. 	1	21-22 July	Evaluation Consultant, relevant ILO officials (CO Jakarta), SECTOR, DWT.	
2.2	Travel to NTT and preparation meeting with provincial team	2	23- 24 July	Evaluation Consultant and NTT Project Team	
2.3	Field mission in NTT (Kupang and Sumba Timur) for interviews/meetings with		25-30 July	Evaluation Consultant and Project Team	FGD (farmer) Interview PLB/collector

	the Project Team and projects stakeholders at the sub-national level			in Kupang-NTT	(Siswanto - Koperasi)
	Field visit to seaweed production center in Kec. Semaui Selatan: <ul style="list-style-type: none"> • FGD with local producers • Interview with PLB 	1	25 July	Evaluation Consultant and Project Team in Kupang-NTT	
2.3.1	Field visit to Amabi Oefeto (maize): <ul style="list-style-type: none"> - FGD with local producers - Interview with local service provider (KP2L): Ibu Gernelia Ndoki 		26 July (morning)		
2.3.2	Field visit to Kec Amarasi Timur (cattle): <ul style="list-style-type: none"> - FGD with local producers - Interview with KPTS (Yamres Ramboki) - Buyer: sapi (Mikael dehan) - Interview with cattle experts in local university (Martin) 	1	Selasa 26 July (afternoon)		
2.3.3	<ul style="list-style-type: none"> • A half day appreciative reflection workshop with key stakeholders in Kupang district (small holder farmers of cattle and seaweed, provincial and district related department, implementing partners, trainers, workers union, and employers institutions. 	1	27 July (10-13)	Evaluation Consultant and Project Team in Kupang-NTT	
2.3.4	Interview with <ul style="list-style-type: none"> - Relevant local government officials (Bappeda) Option: Selected buyers (jagung: Ibu Noni – <ul style="list-style-type: none"> • Financial institution: BRI, CU • Tripartit 	1	27 July ()		
2.3.5	Fly to Waingapu and conduct field visit to	1	28 July	Evaluation Consultant and	

	seaweed production Centre: - Kepala Bappeda • FGD with local producers (10 or 11) • Yayasan Tananua Sumba (IP)			Project Team in Kupang-NTT	
2.3.6	Fly back to Kupang	1	29 July (08 AM)		
2.3.7	Interview with - Project team - FAO officer		29 July (afternoon)		
2.4	Fly back to Jakarta	1	30 July		
3. Report Writing					
3.1	Preparation of draft key findings and draft reports submission to the ILO	4	31 July – 6 August	Evaluation consultant	Preliminary report
3.2	Submission of draft report to the ILO		7 August	Evaluation consultant	
3.3	Express translation of the draft report to be circulated to relevant project stakeholders		7-11 August	Project team in NTT	
4. Verification					
4.1	Fly to Kupang	1	11 August	Evaluation consultant	
4.2	Stakeholder mini workshop at provincial level to present the key findings of internal evaluation to: 1. Provincial and district stakeholders (BAPPEDA, Local economic forums, Badan Ketahanan pangan, dinas perternakan, dinas kelautan dan perikanan. 2. ILO CO Jakarta Representative from ministry of village)	1	12 August	Evaluation Consultant and project Team	Summary of the workshop
4.3	Fly back to Jakarta		12 August (afternoon)	Evaluation Consultant	
4.4	Revise report - Draft 1		13-17 August	Evaluation Consultant	Revised report – Draft1
4.5	Revised report submitted to the ILO		18 August	Evaluation Consultant	
4.5	Draft report is circulated for comments and sent back to the Evaluation Consultant		18-21 August	Evaluation manager	
5. Finalization					

5.1	Revised report and Evaluation Summary submitted to the ILO	2	22-24 August	Evaluation Consultant	Revised report and Evaluation Summary
5.2	Review by the ILO of the report		25 August	Evaluation Manager	
5.3	Final revision of the evaluation report to the ILO	1	26 August	Evaluation Consultant	Final Report
	Total working days	23			

List of key stakeholders to be interviewed

Note:

Int : Interview

FGD : Focus Group Discussion (7-10 participants; male and female should be evenly represented)

Key Stakeholder	Position	Method	Name	Contact
Project management, project backstopping and technical supporting officers (ILO)	Project Manager (CTA)	Int	Yunirwan Gah	e-mail: yunirwan@ilo.org skype: yunirwan_gah
	Project team (staff in Kupang)	Int	Vivi Adriani Pane	e-mail: vivi@ilo.org
	Backstopping officer, ILO CO-JAKARTA	Int	Saifuddin, Irham Ali	Email: irham@ilo.org
	Deputy Director, ILO CO-JAKARTA	Int	Miyamoto, Michiko	Email: miyamoto@ilo.org
	Regional Technical backstopping officer, ILO-DWT Bangkok	Int via skype	Sandra Yu	Email: yu@ilo.org Skype ID: y.hueishan
	Director, ILO Sectoral Policies Department (SECTOR, HQ) Rural Economy sectors and Decent Work for Food Security Officer (SECTOR)	Int via skype	Ms Alette van Leur Mr El'vis Beytullayev	Email: vanleur@ilo.org Email: beytullayev@ilo.org
FAO	FAO officer		Mr. Ageng Heriyanto Mr. Marvel Ledo (field officer in NTT)	e-mail: Ageng.Heriyanto@fao.org e-mail : Marvel.Ledo@fao.org
National partners	Ministry of Villages - Multilateral	Int	1. Mr. Rusnadi Padjung.	e-mail: rusnadi2015@gmail.com HP: 08114109027

	cooperation unit		(economic advisor to the minister) 2. Theresia Siregar(Head of International cooperation)	e-mail: tresregar@yahoo.com HP: 081293255562
	Tripartite (at the provincial level)	Int	tbc	tbc
Local partners	Dinas Peternakan in Kupang	Int	1. Mr. Tinus (Secretary of Livestock department of Kupang district) 2. Mr. Bambang Permana (Head of livestock productivity of and acting head of livestock Kupang district livestock department)	1. 081339237788 081289817616
	Dinas Pertanian di Kupang	Int	1. Mrs. Amin (Head of Productivity of Kupang district Agriculture department)	
	Bappeda in Kupang	Int	1. Mr. Wayan Darmawa (head of Provincial BAPPEDA) 2. Mr. Marthen Rahakbaun (head of BAPPEDA kupang district)	HP:08123768479 HP: 081339468045
	Bappeda/DKP in Sumba Timur	Int	1. Mr. Yermias Gajawanda (BAPPEDA) 2. Mr. Yakub (DKP Kab. Sumba Timur)	HP: 081353939311 HP: 085237183082
	Employer / union	Int	1. Mr. Fredy Ongko Saputra (head of APINDO in NTT) 2. Mr. Frans Teti (KSPSI NTT)	1. HP: 0811381236 2. 081237455847
Direct beneficiaries	KUPANG			
	Seaweed farmers in Kec. Semau Selatan	FGD		
	PLB (penyedia layanan bisnis)	Int	Mr. Siswanto	082237525487

	in Semaun Selatan			
	Maize farmers in Amabi Oefeto (dinas pertanian)	FGD	Mrs. Gernelia Ndoki	082125989574
	KP2L (Kelompok Penyedia layanan lokal) in Amabi Oefeto	Int	Mr. Adam Baran	085239153468
	Cattle growers in Amarasi Timur (dinas peternakan)	FGD	Mr. Dedi	081236585498
	KPTS (Kelompok penjualan ternak Sapi) in Amarasi Timur	Int	Mr. Yamres Ramboki	081282427348
	EAST SUMBA			
	Seaweed farmers	FGD	Afriani Pdt. Ezra	085239955945 082144428967
	PLB	Int	(Not formed yet in Sumba Timur)	
Significant others	Buyers (2-3)	Int	Seaweed: - Lazarus (seaweed buyer in Sumba Timur District): - Rafles Bessie (local buyer/collector): Livestock: 1. Michael Dethan (Local buyer) 2. PT. Segarau Agro Sejati (beef Factory in Kupang) contact person Mr. Ahmad	HP: 081246307982 HP: 081339481245 HP: 081337928502 HP: 085238508172
	University expert	Int	Mr. Martin Mullik (Livestock Expert Univesity of Nusa Cendana)	08123769254
	Financial institutions (1-2)	Int	CU- PAO, Adi	08539267444
	Local business service providers/local NGO as implementing partners	FGD	1. Mr. Haris Oematan (CIS Timor) 2. Mrs. Edonajov Riwu (YAO) 3. Mr. Yermias Manu (LKP UKMK) 4. Mr. Alfred Kase (LPM UKAW)	HP: 082147350674 e-mail: oematanharis@gmail.com HP: 081339410495 HP: 081311099704 HP: 081353576497

Appendix 3: List of Persons Interviewed

Note:

FFI : Face-to-face interview

SkI : Skype interview

PhI : Phone interview

FGD : Focus group discussion

Key Stakeholder	Position	Method	Name	Contact
Project management, project backstopping and technical supporting officers (ILO)	Project Manager (CTA)	FFI	Yunirwan Gah	Email: yunirwan@ilo.org Skype ID: yunirwan_gah
	Project team (staff in Kupang)	FFI	Vivi Adriani Pane	Email: vivi@ilo.org
	Backstopping officer, ILO CO-JAKARTA	FFI	Saifuddin, Irham Ali	Email: irham@ilo.org
	Deputy Director, ILO CO-JAKARTA	FFI	Francesco d'Ovidio	
	Deputy Director, ILO CO-JAKARTA	FFI	Miyamoto, Michiko	Email: miyamoto@ilo.org
	Regional Technical backstopping officer, ILO-DWT Bangkok	SkI	Sandra Yu	Email: yu@ilo.org Skype ID: y.hueishan
	Director, ILO Sectoral Policies Department (SECTOR, HQ) Rural Economy sectors and Decent Work for Food Security Officer (SECTOR)	SkI	Ms Alette van Leur	Email: vanleur@ilo.org
			Mr El'vis Beytullayev	Email: beytullayev@ilo.org
National partners	Ministry of Villages - Multilateral cooperation unit	FFI	Mr. Rusnadi Padjung (Economic Advisor to the Minister)	Email: rusnadi2015@gmail.com Mobile: 081 1410 9027
	FAO	FFI	Mr. Marvel Ledo (Field Officer in NTT)	Email: marvel.ledo@fao.org

Local partners (Government)	Bappeda of NTT Province	FFI	Ir. Wayan Darmawa, MT (Head of NTT BAPPEDA)	Mobile: 0812 3768 479
	Bappeda of Kupang District	Workshop	Mrs. Yanti	
	Livestock Department of Kupang District	Workshop	3. Mr. Tinus (Secretary of Livestock department of Kupang district) 4. Mr. Bambang Permana (Head of livestock productivity of and acting head of livestock Kupang district livestock department)	Mobile: 0813 3923 7788 Mobile: 0812 8981 7616
	Agriculture Department of Kupang District	Workshop	Mrs. Amin (Head of Productivity Division)	
	Fishery & Maritime Department of Kupang District	Workshop		
	Bappeda of East Sumba	FFI	Mr. Yermias Gajawanda (Head of Economic Division)	Mobile: 0813 5393 9311
Local implementing partners	LKP UKMK	FFI & Workshop	Mr. Yermias Manu (Director)	Mobile: 0813 1109 9704
	LPM UKAW	FFI & Workshop	Mr. Alfred Kase (Director)	Mobile: 0813 5357 6497
	CIS Timor	Workshop	Mr. Haris Oematan (Director)	Mobile: 0821 4735 0674 Email: oematanharis@gmail.com
	YAO	Workshop	Mrs. Edonajov Riwu (Director)	Mobile: 0813 3941 0495
Local partners (Tripartite)	Employer	PhI	Mr. Fredy Ongko Saputra (Head of APINDO in NTT)	Mobile: 0811381236
	Union	FFI	Mr. Frans Teti (Secretary of KSPSI NTT)	Mobile: 0812 3745 5847
Direct beneficiaries	KUPANG			
	Seaweed farmers in Kec. Semaui Selatan	FGD	10 seaweed farmers in Mburukulu	
	PLB (penyedia layanan bisnis) in Semaui Selatan	FFI	Mr. Siswanto	0822 3752 5487
	Corn farmers in Amabi Oefeto	FGD	Mrs. Gernelia Ndoki	0821 2598 9574

	KP2L (Kelompok Penyedia layanan lokal) in Amabi Oefeto	FFI	Mr. Adam Baran	0852 3915 3468
	Cattle growers in Amarasi Timur	FGD & FFI	Mr. Dedi	0812 3658 5498
	KPTS (Kelompok penjualan ternak Sapi) in Amarasi Timur	FGD & FFI	Mr. Yamres Ramboki	0812 8242 7348
	EAST SUMBA			
	Seaweed farmers	FGD	Mrs. Afriani, cs	0852 3995 5945
	PLB		(Not formed yet in Sumba Timur)	
Significant others	Buyer/Middle man	FFI	Michael Dethan (cattle buyer)	Mobile: 0813 3792 8502
		FFI	Mr. Uce (seaweed collector)	
	University expert	FFI	Mr. Martin Mullik (Livestock Expert Univesity of Nusa Cendana, Kupang)	Mobile: 0812 376 9254
	Financial institution	FFI	Mr. John Sine (Head of Bank NTT Branch in Oesao)	Mobile: 0852 372 32303
	Training facilitator	FFI	Mrs. Suryani (Faculty of Economics, Wira Wacana Christian University, East Sumba)	Mobile: 0852 3933 6288