

The Center for Japanese Studies of the University of Indonesia



Project Sites Jakarta

1. Background of Project

Since the 1960s, Indonesia has attempted socio-economic development by researching the experiences and lessons learned in other developed countries. As Japan's economic growth and gaining of an important position in the Asia and Pacific region has been rapid, there was a growing tendency to study Japan for economic development. Therefore, in order to promote studies of Japan in the University of Indonesia, the Center for Japanese Studies was established by Grant Aid in February 1995.

Although the facilities and equipment were all arranged by Grant Aid, the University still lacked professionals who could run and manage the Center and carry out research on their own. Therefore, the government of Indonesia officially requested technical cooperation from the Government of Japan in order to build capacity in the Center.

2. Project Overview

(1) Period of Cooperation

20 April 1997-19 April 2000

(2) Type of Cooperation

Research Cooperation

(3) Partner country's Implementing Organization

Center for Japanese Studies of the University of Indonesia

(4) Narrative summary

- 1) Overall Goal
Japanese Studies in Indonesia are promoted.
- 2) Project Purpose
The Center for Japanese Studies of the University of Indonesia becomes a leading organization of Japanese studies in Indonesia.

3) Outputs

- a) Research capabilities of the researchers in the Center for Japanese Studies are enhanced.
- b) The Center for Japanese Studies, as an organization, increases its influence beyond the Center.
- c) Japanese experts gain an understanding of the changing society in Indonesia, and contribute to mutual understanding between Japan and Indonesia.

4) Inputs

Japanese Side

Long-term experts	2
Short-term experts	12
Trainees received	7
Equipment	15 million yen
Local cost	14 million yen

Indonesian Side

Counterparts	35
Land and facilities	
Local cost	

3. Members of Evaluation Team (names and positions to be confirmed)

Team Leader:

Masaru TODOROKI, Deputy Managing Director
Regional Department I, JICA

Cooperation Planning:

Kumiko KAITANI, Associate Expert, Southeast Asia
Division, Regional Department, JICA

Project Evaluation:

Shinsuke TSURUTA, Regional Planning International
Co., Ltd.

4. Period of Evaluation

2 April 2000-13 April 2000

5. Results of Evaluation

(1) Efficiency

Due to the change of the regime in Indonesia, there was a period where experts could not be dispatched as scheduled. However, by dispatching the same team of short-term experts over the course of the project, there was consistency in research and teaching and technical transfer was achieved efficiently. Also, timing, quality and quantity of the experts dispatched were satisfactory. Therefore, it was evaluated that the project was implemented efficiently in cooperation and connection with other related cooperation projects such as the Japan Foundation Program.

(2) Effectiveness

In the four areas of research ("Economic Development and Rural-Urban Relations: Comparative Studies of Experience in Japan and Indonesia", "Comparative Studies on Business of Japanese and Local Enterprises in Indonesia and Labor-Management Relations", "Political Issues of Japan After World War II", and "Japan's Official Development Assistance to Indonesia"), the experts advised on the research planning, field research and report writing. As a result, the outputs were achieved by the research documents and papers in several of the areas and presentation of research results at symposiums. The Center for Japanese Studies established the foundation to develop Japan specialists and became a leader among the related organizations in Indonesia. Thus, it was evaluated that it played an important role in promoting Japanese Studies in Indonesia.

(3) Impact

The Center for Japanese Studies had a direct influence on the researchers and organizations of Japanese Studies within and outside of Indonesia, and on Japanese enterprises and other interested people in Indonesia by presenting its research results in seminars and publications. Furthermore, the Center was now actively involved in the network of research institutes of Japanese Studies in Asia.

(4) Relevance

Indonesia's motivation in studying Japan is related to several things including academics, politics and the creation of employment opportunities, and thus, Japanese studies would have relevance to the needs in the future.

In contrast to conventional Japanese studies, the



A symposium was held at the Center for Japanese Studies at the end of the project

Center for Japanese Studies applied its research results to social and economic activities, thereby addressing current issues in Indonesian society. Therefore, this project was evaluated highly.

(5) Sustainability

Although the Center for Japanese Studies could manage to conduct research in several areas on its own, it was thought necessary to further promote the Center in terms of its financial administration as well as human resources development as a research institute. It would also require a steady intake of young researchers in order to keep up-to-date in a rapidly changing society.

6. Lessons Learned and Recommendations

(1) Recommendations

Further cooperation is necessary in order for the Center for Japanese Studies to develop as an independent research institute.

A long-term human resource development plan for the Center for Japanese Studies is necessary to attract and foster young researchers, and clarify the future of the Center.

Also, in order to strengthen the relations of the research institutes of Japanese Studies within and outside of Indonesia and other Asian countries, the network of researchers and research information needs to be broadened. For instance, one idea is to hold international seminars that invite distinctive scholars of Japanese studies from other than Asian regions.

7. Follow-up Situation

In view of the foregoing, the Research Cooperation titled "Center for Japanese Studies, Phase II" is being implemented from 10 January 2001 to 9 January 2004.

The Environmental Management Center



Project Sites Sulpon

1. Background of Project

The Government of Indonesia constituted the Basic Environmental Protection Law in 1982 in order to contend with the deteriorating environmental situation in Indonesia. In 1983, the Indonesian Government made some effort to develop a framework for environmental administration, and established The Ministry of State for Population and Environment was also established in June 1990. However, these measures were not sufficient to address environmental concerns because of a shortage of engineers and researchers specialized in the environment, and their low level of technical expertise. Under these circumstances, the Indonesian Government planned and requested financial and technical assistance from Japan for the foundation of the Environmental Management Center (EMC), which was expected to be the central institution for environmental management as a part of the Fifth Five-Year National Development Plan.

Responding to the request, the Government of Japan supported the construction of buildings and facilities of EMC under the Grant Aid program and began five-year Project-type Technical Cooperation in the areas of air pollution, water pollution, toxic substances and environmental information in January 1993. Later, in response to the terminal evaluation of 1997, technical cooperation was extended for two years and three months aiming at further strengthening of EMC to facilitate carrying out of its mandate.

2. Project Overview

(1) Period of Cooperation

- 1 January 1993-31 December 1997
- 1 January 1998-31 March 2000 (extension)

(2) Type of Cooperation

Project-type Technical Cooperation

(3) Partner Country's Implementing Organizations

Environmental Impact Management Agency (BAPEDAL)
Environmental Management Center (EMC)

(4) Narrative Summary

- 1) Overall Goal
Environmental monitoring system is established at the national and local levels.
- 2) Project Purpose
EMC acquire basic capability to work as a central institution for environmental monitoring in Indonesia.
- 3) Outputs
 - a) Environmental monitoring technologies and system established in the fields of water, air and toxic substances at EMC.
 - b) Appropriate laboratory management system of EMC is established.
 - c) Network technologies and environmental database system of EMC is developed.
Management capability of local laboratories concerning environmental monitoring system for water, air and toxic substances is strengthened through training sessions.
 - d) Management system at EMC is established.
- 4) Inputs

Japanese Side

Long-term experts	17
Short-term experts	48
Trainees received	58
Equipment	approx. 370 million yen
Local cost	approx. 80 million yen

Indonesian Side

Counterparts	96
Land and facilities	
Local cost	approx. 6.8 billion rupiah (approx. 250 million yen)

3. Members of Evaluation Team

Team Leader:

Kuninori OTSUBO, Investigator, Water and Soil Environment Division, National Institute for Environmental Studies, Environment Agency

Environmental Cooperation:

Sadao NAKAO, Deputy Director, Office of Overseas Environmental Cooperation, Control and Cooperation Division, Global Environment Department, Ministry of Environment

Environmental Monitoring:

Kiyoshi IMAMURA, Senior Research Engineer, Research Section, Environmental Pollution Control Center, Osaka Prefecture

Evaluation Planning:

Toru UEMACHI, First Technical Cooperation Division, Social Development Cooperation Department, JICA

Evaluation Research:

Manabu FUJIKAWA, Regional Planning International Co.,Ltd.

4. Period of Evaluation

22 November 1999-2 December 1999

5. Results of Evaluation

(1) Efficiency

The skills and the dispatch period of both long-term and short-term experts were appropriate, which contributed to the success of the technology transfer to the counterparts. The quantity and type of equipment provided through the project was also appropriate. The inputs on the Indonesian side were also suitable. The number of counterparts actually allocated was larger than initially planned and the labor turnover rate was low. Based on these findings, the project was implemented efficiently in terms of the timing, quality and quantity of the inputs on both the Indonesian and the Japanese sides.

(2) Effectiveness

EMC fully acquired the basic and integral technologies of environmental monitoring and information management. In particular, in terms of QA/QC activities, the reference laboratory division was in the process of acquiring ISO 25 accreditation, one of the international environmental standards in water quality. This achievement contributed to promote the same processes for air quality and toxic substance standards. As such, the project purpose was, in general, accomplished.

(3) Impact

According to the technical advice of EMC,

appendices of the two environmental laws were revised. The necessity of environmental management was recognized by the Indonesian people through their participation in monitoring the haze of forest fires. Furthermore, EMC, as an environmental education facility or a research institute, was opened to high school and university students, contributing to the development of human resources in the area of environmental management.

(4) Relevance

The overall goal of the project was in accordance with Indonesia's national policies including the Sixth Five-Year National Development Plan. The role of EMC in the fields of environmental management and information as well as in technical training continued to grow after the Basic Environmental Protection Law was enforced in September 1997. Therefore, relevance of the project was high.

(5) Sustainability

It was evaluated that EMC would be able to carry out its role independently since it had become an established institution with a high level of technical expertise. EMC's sustainability in terms of the financial aspect was also deemed to be high. An increased budget from the government was expected, and this would be supplemented by generating revenue through research works contracted by government agencies and private institutions after FY 2000.

6. Lessons Learned and Recommendations

(1) Lessons Learned

The cooperation was mainly focused on technical training since the basic technologies of environmental management had not been fully established in Indonesia. It was recommended that the plan should include applied activities: that training achievements would be applied to actual environmental management and administration.

(2) Recommendations

Based on the prospect that the project purpose would be achieved, it was concluded that it would be appropriate to terminate the project on 31 March 2000 as initially planned. At the same time, EMC had already proposed further technical cooperation focusing on the fields of environmental research and the maintenance of analytical instruments. The formulation of model environmental projects in local areas where the environmental deterioration was serious and the development of human resources for environmental management in local laboratories were suggested by the evaluation mission as possibilities for further cooperation.

The Agricultural Statistical Technology Improvement and Training Project

Project sites

Jakarta, West Java Province
(Sukabumi, Serang)



1. Background of Project

Agriculture is an important sector for economic development and providing employment opportunities in Indonesia. Appropriate policies and development plans and their implementation, including the provision of accurate agricultural statistics, are necessary for agricultural development. The Center of Agricultural Data (CAD) was established in 1990 with the main mandate of coordinating the agriculture information system within the Ministry of Agriculture (MOA). However, the accuracy, reliability and timeliness of surveys were found to be lacking largely due to poor survey design and an unskilled survey staff.

In 1993, the Government of Indonesia requested the Government of Japan to implement Project-type Technical Cooperation for the improvement of statistical technology in the agricultural and fisheries sector.

2. Project Overview

(1) Period of Cooperation

1 October 1994-30 September 1999

(2) Type of Cooperation

Project-type Technical Cooperation

(3) Partner Country's Implementing Organization

Center of Agricultural Data (CAD)

(4) Narrative Summary

1) Overall Goal

To conduct the statistical activities in MOA effectively and efficiently by applying new methodologies in food crops and fisheries statistics.

2) Project Purpose

To improve the agricultural statistics activities in CAD.¹⁾

3) Outputs

- Capability of the statistics staff is improved.
- Data collection methodology of agricultural statistics is improved.
- Data processing methodology for agricultural

statistics is improved.

- Computers are well utilized in CAD, DGF, two Model Districts and West Java Province Office.

4) Inputs

Japanese Side

Long-term experts	10
Short-term experts	30
Trainees received	22
Equipment	approx. 630 million yen
Local cost	approx. 101 million yen

Indonesian Side

Counterparts	60
Buildings and facilities	
Local cost	

3. Members of Evaluation Team

Leader/Food Crop Statistics:

Hisao HIRATO, Director, Planning and Coordination Division, Statistics and Information Department, Ministry of Agriculture, Forestry and Fisheries

Fishery Statistics:

Kenichi ODA, Chief, Fishery Statistics Office, Statistics and Information Department, Ministry of Agriculture, Forestry and Fisheries

Data Processing/Training:

Ryouichi KAKIZAKI, Assistant Director, Information System Division, Statistics and Information Department, Ministry of Agriculture, Forestry and Fisheries

Cooperation Evaluation:

Kazuyo HIRAKATA, Chief, Technical Cooperation Division, International Affairs Department, Economic Affairs Bureau, Ministry of Agriculture, Forestry and Fisheries

Evaluation Analysis:

Shigeru KOBAYASHI, System Science Consultants Inc.

Planning Evaluation:

Tsuyoshi NOZOE, Agricultural Technical Cooperation Division, Agricultural Development Cooperation Department, JICA

4. Period of Evaluation

18 July 1999-31 July 1999

5. Results of Evaluation

(1) Efficiency

All Japanese inputs were provided on time following the prepared plan. The Indonesian side could not afford to allocate the budget for the project due to the economic crisis in 1997. However, the Japanese Government promptly allocated this necessary budget, in order to avoid any negative impact of the economic crisis. As a whole, the project was implemented efficiently and according to schedule.

(2) Effectiveness

Data collection methodologies, such as sample survey and data processing methodologies, including statistical software for rice harvesting area surveys, were developed in two model areas in the West Java Province.

Regarding the food crop statistics, overestimation of the hitherto eye-estimation methodology and better accuracy of the sampling survey methodology were recognized by the Indonesian counterparts.

In addition, survey manuals for various types of fisheries were completed and a National Improvement Plan for fisheries statistics was drafted by the Directorate General of Fisheries (DGF) of MOA.

As a whole, the agricultural statistics activities of CAD were improved and the project purpose was achieved.

(3) Impact

As a result of recognition of the accuracy of the sample survey, the Directorate General of Livestock and Agribusiness agency in MOA also requested the improvement of their statistical technology by the introduction of sampling survey methodology. The necessity of closer cooperation among the related institutes, central government and local governments for the establishment of a more accurate statistical system was also recognized. Furthermore, the project contributed to institutional strengthening through the redefinition of responsibilities of related agencies and their organizational reform.

(4) Relevance

The purpose and activities of the project were highly relevant to the needs and policies of Indonesia. The Indonesian Government emphasized the necessity of accurate agricultural statistics and capacity development of agricultural staff in its Sixth Five-Year National Development Plan (REPELITA VI: 1994 to 1998). In addition, the improvement of fisheries statistics is also relevant to national policy since the Government of Indonesia has had the responsibility to manage fishery resources in Indonesian waters since the ratification of "United Nations Convention on the Law of the Sea" in 1994.



A farmer harvesting rice

(5) Sustainability

All agencies related to the project including CAD are trying to allocate the necessary budget. However, it is expected that the funding for statistical activities will not be secure as local governments are expected to allocate most parts of the budget after decentralization. Therefore, continuous financial aid by the Japanese Government is necessary. On the other hand, CAD is expected to have the technical capability to continue training activities independently. Through the training activities of this project, a TOT (Training of Trainers) system was established. Most counterparts acquired the necessary skills through technology transfer and have remained in the same organization.

6. Lessons Learned and Recommendations

(1) Lessons Learned

Establishment of a TOT system is recommended. The TOT system enables beneficiary countries to continue training activities independently after the end of the project. Thus, it is very effective to establish this system in terms of strengthening technological sustainability.

(2) Recommendations

Indonesia needed to import rice due to the drop in paddy production at the time of the economic crisis. However, the lack of a high-quality statistical system made it difficult to identify the necessity amount of rice.

In order to cope with the above situation, it is recommended to conduct a Follow-up cooperation in the field of food crop statistics.

As for the field of fishery statistics, termination is desirable at the end of the planned cooperation period.

7. Follow-up Situation

In response to the above-mentioned recommendations, two-year Follow-up cooperation on paddy production estimation was conducted until 30 September 2001.

¹⁾ This activities include fishery statistics

The Tropical Rain Forest Research Project (Phase III)



Project Sites

Samarinda (East Kalimantan)

1. Background of Project

Indonesia, one of the most forest-rich countries, confronted a severe decrease in tropical rain forests due to illegal cutting of forests along with other factors such as economic development, inappropriate slash-and-burn farming, and forest fires. In 1981, the Government of Japan supported the construction of the Tropical Rain Forest Research Center at Mulawarman University by Grant Aid. Japan also implemented the technical cooperation "Tropical Rain Forest Research Project Phase I and II" for ten years from 1985. The project resulted in the establishment of a research organization and improvement of the counterparts' research capability. The Government of Indonesia requested continuous support from the Government of Japan to foster research activities and to enhance education and training programs at Mulawarman University.

2. Project Overview

(1) Period of Cooperation

1 January 1995-31 December 2000

(2) Type of Cooperation

Project-type Technical Cooperation

(3) Partner Country's Implementing Organization

Tropical Rain Forest Research Center, Mulawarman University (PUSREHUT)

(4) Narrative Summary

1) Overall Goal

The research outputs of PUSREHUT are applied for the rehabilitation and sound management of tropical rain forests.

2) Project Purpose

The scientific and technological aspects of rehabilitation and sound management of tropical rain forest are provided by PUSREHUT.

3) Outputs

- Research activities on tropical rain forests at PUSREHUT are promoted.
- Linkages with other forestry-related research institutions are facilitated.
- Human resources are developed through research collaboration at PUSREHUT.

4) Inputs

Japanese Side

Long-term experts	7
Short-term experts	23
Trainees received	8
Equipment	approx. 108.5 million yen
Local cost	approx. 72 million yen

Indonesian Side

Counterparts	19
Land, building and maneuvering forest	
Equipment	
Local cost	approx. 1.26 billion rupiah (19 million yen)

3. Members of Evaluation Team

Team Leader/Animal Ecology:

Toshiya IKEDA, Director of Forest Biology Division, Forestry and Forest Products Research Institute (FFPRI), Ministry of Agriculture, Forestry and Fisheries (MAFF)

Forestry Soil Science:

Seiichi OHTA, Director of Forest Environment Division, FFPRI, MAFF

Forest Ecology/Silviculture:

Nobuyuki TANAKA, Chief of Regeneration Process Laboratory, Silviculture Section, Forestry Technology Division, FFPRI, MAFF

Planning Evaluation:

Akinao ONISHI Forestry Cooperation Division, Forestry and Fisheries Development Cooperation Department, JICA

Evaluation Analysis:

Hiroyuki KAWASAKI, I.C.Net Limited

4. Period of Evaluation

11 July 1999-24 July 1999

5. Results of Evaluation

(1) Efficiency

Inputs by the Japanese Government were appropriate as a whole. As for the inputs by the Indonesian Government, counterparts should have included more junior staff, as most of the counterparts were 40-50 years old researchers who also worked as university teachers. Another obstacle to research activities was that the Indonesian Government could not fund the project implementation due to the economic crisis.

(2) Effectiveness

Under the project, sufficient data was gathered on all of the research topics (long-term monitoring of natural forests, secondary growth forests and plantations, monitoring of fauna and improvement of silvicultural techniques). Based on the research data, especially regarding the monitoring of fauna, the project achieved outcomes to a greater degree of success than was expected. Research outcomes include 118 theses, publications and presentations in symposiums, among others. Thus, the project purpose was substantially achieved.

(3) Impact

The research outcomes are to be published as a scientific book by a well-known international publisher. It is expected that the research findings will be utilized around the world. In addition, the equipment that was provided to faculty and students of the University, as well as counterparts, contributed to other research activities that were not covered by the project.

(4) Relevance

The priority of the nation's development policy



A counterpart teaching tissue cultivation techniques

shifted from planting for industry to the conservation of the natural environment and residential environment. Also, the study of forest ecology became recognized as important. Therefore, the project purpose is relevant to the needs of Indonesia.

(5) Sustainability

The capacity of the PUSREHUT research staff was improved, and reached a level at which they were able to conduct research without outside support. Thus, sustainability, in technical terms, is judged as high. However, the Government of Indonesia cut the budget allocation for the running costs of PUSREHUT due to the economic crisis. PUSREHUT, therefore, needs to generate its own finances, for example, by conducting collaborated research projects.

6. Lessons Learned and Recommendations

(1) Recommendations

It was recommended that Indonesia identify an autonomous revenue source and assign junior researchers to the research center.

7. Follow-up Situation

The Japanese Government has dispatched an Individual Expert on "Cooperation of prevention and management research for disasters of tropical forest" from 2000 to 2001, which aims to utilize the data related to the change of the ecological system collected by the project for the conservation of tropical forests and the prevention of natural disasters.

The Project for Upgrading the Emergency Medical Care System of the Dr. Soetomo Hospital in Surabaya/ East Java



Project Site Surabaya

1. Background of Project

In the national health plan of Indonesia, the Dr. Soetomo Hospital, in Surabaya, East Java Province, is positioned as a core hospital of Eastern Indonesia that plays a central role in the policy to strengthen the health-care system at the national level. Specifically, the plan puts emphasis on upgrading the emergency-care unit of the hospital so that it will be a model hospital in this field, and thus contains measures such as the improvement of facilities, training of emergency-care personnel and improvement of services.

Under such circumstances, the Government of Indonesia requested Japan to provide cooperation in the construction of the emergency ward through Grant Aid and Project-type Technical Cooperation for capacity building of the emergency-care unit division of the Hospital.

2. Background of Project

(1) Period of Cooperation

1 February 1995-31 January 2000

(2) Type of Cooperation

Project-type Technical Cooperation

(3) Partner Country's Implementing Organizations

Ministry of Health
Dr. Soetomo Hospital

(4) Narrative Summary

- 1) Overall Goal
The system of emergency medical care is upgraded in Surabaya and eventually in East Java.
- 2) Project Purpose
Function of the emergency care unit of the Dr. Soetomo Hospital is upgraded.
- 3) Outputs
 - a) Emergency patient transportation system is established in Surabaya.

- b) Quality of emergency nursing in the hospital is improved.
- c) Information system for the emergency-care unit and the main hospital is developed.
- d) Level of maintenance of equipment in the emergency-care unit is improved.
- e) Emergency-care services are highly regarded by the general public.

4) Inputs

Japanese Side

Long-term experts	14
Short-term experts	36
Trainees received	19
Equipment	approx. 218 million yen
Local cost	approx. 43 million yen

Indonesian Side

Counterparts	51
Land and facilities	
Equipment	approx. 1.8 billion rupiah (approx. 27 million yen)
Local cost	

3. Members of Evaluation Team

Team Leader:

Iwao TATEUCHI, Director, New Business Development Department, St. Mary's Hospital

Emergency care:

Daisaku URABE, Chief, Department of Pediatrics, St. Mary's Hospital

Emergency nursing:

Kimiko YAMADA, Director, Nursing Department, St. Mary's Hospital

Emergency Transportation:

Kuniaki MIYAKE, Section Chief, Ambulance and Rescue Service Division, Fire and Disaster Management Agency, Ministry of Home Affairs

Cooperation Planning:

Hajime UETAKE, First Medical Cooperation Division,

Medical Cooperation Department, JICA

Project Evaluation:

Kanji HOSHINO, PADECO, Co., Ltd.

4. Period of Evaluation

26 July 1999-11 August 1999

5. Results of Evaluation

(1) Efficiency

Inputs such as the Dispatch of Experts, Acceptance of Trainees and provision of equipment were implemented as initially planned. It was judged that the provided equipment was being fully utilized for effective technology transfer.

(2) Effectiveness

As a result of the project activities such as the training of a total of more than 300 ambulance crews and the creation of an ambulance network, whose member hospitals expanded to 13 in the Surabaya city area, an improvement was seen in the system of emergency transportation. Emergency nursing and maintenance of equipment also improved. With regard to the information system for the entire hospital, some components such as the in-hospital LAN system were still under development. However, records such as nursing records and medical charts were processed by computers in each division and were ready to be retrieved when necessary.

(3) Impact

Dr. Soetomo Hospital became an important central emergency hospital not only in Surabaya or East Java provinc but also throughout Eastern Indonesia through activities such as radio-transmitted instructions on emergency care and dispatch of its medical personnel to other hospitals. Also, the Ministry of Health expressed its intention to adopt the techniques transferred through this project as the nursing standard in Indonesia and to disseminate them nationwide.

(4) Relevance

In the National Health Development Plan of 1999, the Government of Indonesia gave the development of the emergency care system a high priority and regarded the Dr. Soetomo Hospital as a "strategic base of the development of the emergency-care system in East Java Province." Therefore, it was evaluated that the project was implemented in accordance with the national plan and strategy and that the timing for implementation was also highly relevant.

(5) Sustainability

From an organizational aspect, since the establishment



Pre-hospital educational activities utilizing audio-visual materials in the waiting room of a hospital



Nursing Seminar

of an emergency-care system was in conformity with the policy of East Java Province, it was considered that the provincial government would likely continue to develop the system. Regarding technological aspects, the project would be sustainable if the counterparts remain in their positions and disseminate the techniques transferred through the project to other staff members of the hospital using the manuals and textbooks developed, continuing seminars and by other means. In terms of the financial aspect, despite a possible reduction in the provincial subsidy, sustainability was considered to be secured by the efforts of the hospital to strengthen its financial base.

6. Lessons Learned and Recommendations

(1) Recommendations

It was concluded that the project was successfully implemented with close cooperation between the Japanese side and the Indonesian side. Therefore, it was judged that this project be terminated in January 2000. In the future, it was hoped that the Dr. Soetomo Hospital, as a model hospital of Indonesia, would be able to handle individual problems on its own.

The Project for Construction of Tropical Disease Center at Airlangga University



Project Site Surabaya

1. Background of Project

The major cause of death in Indonesia had been tropical diseases such as diarrhea and malaria. The eastern part of Indonesia, which was particularly underdeveloped, had high infection rates for tropical diseases while medical standards remained low. Therefore, the prevention and early detection of tropical diseases, and the establishment and extension of primary care became urgent issues in order to reduce the number of patients of tropical diseases.

The National University of Airlangga in Surabaya, the capital city of East Java State, tackled these issues and had been playing a significant role as a major research institution of tropical diseases. Japan also carried out cooperation under provision of facilities and dispatch of team of experts (1991-1994).

Under these circumstances, the University planned to establish a general center in order to improve the diagnosis of patients with tropical diseases, apply the results of basic research to medical treatment and the clinical sector, and extend prevention methods. In response to this situation, the Government of Indonesia requested funding from Japan to construct facilities and purchase the equipment necessary for project implementation under the Grant Aid program.

2. Project Overview

(1) Period of Cooperation

FY 1996

(2) Type of Cooperation

Grant Aid

(3) Partner Country's Implementing Organizations

Airlangga University, Ministry of Education

(4) Narrative Summary

1) Overall Goal

Quality of health services for tropical diseases is improved in Indonesia.

2) Project Purpose

Tropical Disease Center is established.

3) Outputs

a) Facilities of Tropical Disease Center are established.

b) Various types of medical and analytical instruments, research and training facilities including microscope are provided.

4) Inputs

Japanese Side

Grant	856 million yen (E/N amount)
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Indonesian Side

Land

3. Members of Evaluation Team

Operation and maintenance:

Tomoyuki NAITO, Grant Management Department, Project Monitoring and Coordination Division, JICA

Procurement study:

Toru TAKAGI, Japan International Cooperation System

4. Period of Evaluation

5 April 2000-11 April 2000

5. Results of Evaluation

(1) Efficiency

The period of construction was partly delayed due to adjournment of foundation work during the wet season, drought in 1997 which hindered water supply, and

insufficient budget allocation on the Indonesian side. However, as a whole, it was evaluated that the project was implemented as initially planned and efficiency was high since execution and management were appropriately carried out, equipment was obtained locally and meetings concerning facilities and design were held between the Indonesian side and the Japanese side as needed.

(2) Effectiveness

The construction of facilities and procurement of equipment proceeded as originally planned and the activities of the Tropical Disease Center were also launched. Since the budget of Airlangga University was reduced due to the economic crisis in 1997, it was unavoidable that the number and scale of planned seminars and classes also were reduced. However, the University implemented activities using the established facilities and equipment as best it could under the circumstances. Thus, it was considered that the project purpose was accomplished.

(3) Impact

After establishment of the Tropical Disease Center, application research of tropical diseases was advanced and this enabled effective implementation of awareness-raising activities for medical staff and the public concerning the treatment and prevention of tropical diseases. In addition, the results of the research and seminars carried out at the Center directly benefited the local people through the Dr. Soetomo Hospital, a tertiary medical institution in East Java Province. Furthermore, seminar participants at the Center made use of acquired knowledge in their work at local medical institutions and government administrative organizations and contributed to the project purpose of quality improvement of health and medical services.

(4) Relevance

The activities of the Tropical Disease Center corresponded to the Prevention and Alleviation Program of Epidemics, a major policy of the Sixth Five-Year Plan of National Development of the Government of Indonesia. Therefore, it was highly relevant.

Also, this project attempted to obtain equipment of the same type and level as Airlangga University already possessed. Facilities were designed to provide a sufficient environment to implement research activities and seminars. As such, the appropriateness of facilities and equipment was high as well.

(5) Sustainability

Although the budget of the Tropical Disease Center allocated by the Ministry of Education increased annually, it was still too low to sustain the Center, at slightly more than 20 percent of the amount the Center requested. The Center had been making efforts to expand financial resources independently through procuring funds from other governmental organizations, collecting seminar participation fees, income from referee examination of hospitals and referral research for private companies. However, continuous effort would be necessary, as financial sustainability was not considered sufficient.

Although activities at the center were scaled down from the initial plan, there were some unplanned innovative activities, such as the establishment of working groups in each research area. However, the number of personnel for maintaining facilities and equipment was inadequate and the technical ability of the agency in charge of repair work was insufficient; therefore, it was thought desirable to put more effort into establishing a maintenance system.

6. Lessons Learned and Recommendations

(1) Lessons Learned

It is necessary to ensure the capacity of the implementing agency to operate and manage facilities at the Basic Design Study stage in order to secure the sustainability of the project. In particular, it is important to design the scale of cooperation based on the partner country's ability to allocate the necessary budget for running and maintaining the project as planned. Therefore, it is necessary to pay close attention to the allocated budget of existing facilities and the political and economic current of partner countries from the stage of Basic Design Study. Also, it would be an effective measure to build a partnership with Project-type Technical Cooperation to improve maintenance skills.

(2) Recommendations

Many precision instruments for research and examination were provided to the Center; therefore, the Indonesian side was urged to immediately establish maintenance and management systems via maintenance contract for major instruments with local agents, securing suppliers for procurement of necessary supplies, and training the staff of the center in basic operation and maintenance methods. The dispatch of an expert of funding cooperation to examine the management and financial situation and give advice for the improvement of the Center's management system was also suggested.

Implementation Support for Integrated Area Development Project in Barru District

Project Site

Barru District
(South Sulawesi Province)



1. Background of Project

The Sixth Development Plan of Indonesia identified three issues that were 1) improving the quality of human resources, 2) economic development and economic structural adjustment, and 3) equality of income distribution and alleviation of poverty, and then set measures for eliminating regional disparities and alleviation of poverty with a central focus on the Eastern region. An Integrated Area Development Program, which was initiated by the Ministry of Home Affairs, had been carried out with the policies of human resources development, upgrade of living standards, and the combination of environment and development; however, in local areas, there was a lack of experience and personnel who could contribute to the effective implementation of the project and the resolution of regional-specific issues. Under these circumstances, the Government of Indonesia requested Japan to provide cooperation through the dispatch of a team of Japan Overseas Cooperation Volunteers (hereinafter referred to as JOCV)¹⁾ to support implementing the Integrated Area Development Program in the Barru District, South Sulawesi Province.

2. Project Overview

(1) Period of Cooperation

1 January 1995-31 December 1999

(2) Type of Cooperation

JOCV Team Dispatch Program

(3) Partner Country's Implementing Organizations

Regional Development Planning Board (BAPPEDA Tk. I)

South Sulawesi of Province Regional development Planning Board (BAPPEDA Tk. II) of Baru District

(4) Narrative Summary

- 1) Overall Goal
Productivity of economic activities in the targeted villages is increased.
- 2) Project Purpose
Economic activities in the targeted villages are

fostered.

3) Outputs

- a) Farming system is improved.
- b) Human resources are developed.
- c) Quality of local governmental apparatus related to the regional development is improved
- d) Farming support system (infrastructure, etc.) is improved.

4) Inputs

Japanese Side

Junior experts	25 (7 were Senior volunteers and 2 were short-term volunteers)
Trainees received	9
Equipment	approx. 43 million yen
Local cost	approx. 41 million yen

Indonesian Side

Counterparts	
Land and facilities	
Local cost	1.35 billion rupiah (approx. 43 million yen)

3. Members of Evaluation Team

Team Leader:

Yoshihiko NISHIMURA, Professor, Graduate School of International Development, Nagoya University

Evaluation Planning:

Yoshie YAMASHITA, Deputy Director, First Overseas Assignment Division, Secretariat of JOCV, JICA

Project Evaluation:

Kiyoka FUJITA, First Overseas Assignment Division, Secretariat of JOCV, JICA

Evaluation Analysis:

Ikuo YAMAMOTO, IC Net Limited

4. Period of Evaluation

25 November 1999-8 December 1999

5. Results of Evaluation

(1) Efficiency

The dispatch of JOCVs was carried out almost on schedule and the composition and scale of the JOCV Project were also appropriate except for the one-year late dispatch of the JOCV of irrigation engineering due to difficulty in identifying an appropriate person.

The implementing organizations on the Indonesian side did not have sufficient understanding of the role of the JOCV program in JICA's cooperation and in some cases they requested large-scale inputs as well as outputs that the JOCV program could not cover. At the same time, the counterparts considered that JOCVs were students in training. Such misunderstandings hindered the smooth progress of the project. In addition, it was difficult to coordinate relevant local organizations in order to run such a cross-sectored project, since Indonesia had a strict vertical administrative system; therefore, regrettably, the project was often isolated.

Furthermore, both crops and irrigation infrastructure, which were provided through the project, were heavily damaged by natural disasters, such as floods and droughts, which occurred between 1997 and 1999. Some JOCVs were forced to evacuate their project sites due to the deterioration of public security in 1998, and this caused a delay in some activities, particularly the planting of melons.

(2) Effectiveness

As mentioned above, there were some delays in activities due to natural disasters and other external conditions. However, methods of crop planting, improvement of markets, cattle and goat raising, construction of domestic water systems, raising seedlings, and other assistance and information for the regeneration of rural economies were provided to the farmers. In addition, the activities of farmers' organizations, such as the management of facilities and group crop planting, became more active; therefore, project purposes were achieved for the most part.

(3) Impact

There were some positive impacts, such as an increase in agricultural productivity resulting from the establishment and improvement of agricultural infrastructure, and an increase in the number of businessmen visiting villages due to the improvement of markets. In particular, the establishment of infrastructure brought the impacts of secured domestic water use, saved work hours and reduced diseases. On the other hand, there was also the negative impact that the project enhanced people's mental dependence towards aid.

(4) Relevance

The Barru district was still one of the poorest districts in Indonesia at the time of the evaluation; thus, the goal and purpose of this project were relevant to farmer's needs as well as the development policies of Indonesia.



The Project promoted women's participation in income generation activities through breeding of goats

(5) Sustainability

It was assumed that individual local offices would take responsibility for the activities that were expected to be continued after the completion of the cooperation period; therefore, the management system and the budget were secured. Independent systems for management of domestic water facilities and markets for farmers were also established through technology transfer of this project. It was also evaluated that expected inputs, such as land for facility installation, resources obtainable in villages, a portion of funds, and labor power, were appropriately provided by farmers as a result of participatory activities of the project. As such, these factors enhanced the sustainability of the project.

6. Lessons Learned and Recommendations

(1) Lessons Learned

It is necessary to start implementing a project after establishing a common understanding of the project purpose, details of activities and inputs among the relevant actors of the project through preliminary research and successive discussions with partner countries.

The method of coordination among the relevant governmental organizations responsible for the different sectors covered by the project is also required in order to run a cross-sectored project in a country with a strict vertical administrative structure.

(2) Recommendations

It was recommended that the project be terminated at the end of December 1999 as planned. However, it was considered reasonable that restrictive and complementary cooperation be carried over for the activities that began late and were behind schedule.

7. Follow-up Situation

Based on the above recommendations, Follow-up cooperation was carried out from 1 January 2000 to 31 December 2001.

¹⁾ JOCV is called as Junior Experts in Indonesia