

Summary

1. Outline of the Project	
Country: Indonesia	Project Title: Regional Development Policies for Local Government
Issue/Sector: Regional Development Management	Cooperation Scheme: Technical Cooperation
Division in charge: Social Development	Total Cost: 372,911,000 Yen
Period of Cooperation: 8 th April 2001 ~ 31 st March 2005	Partner Country's Implementing Organization: Ministry of Home Affairs
	Supporting Organization in Japan: None
	Related Cooperation: Human Resource Development for Local Governance Project
	Related Cooperation Scheme: Technical Cooperation
<p>1-1. Background of the Project</p> <p>In 1998, with the beginning of the “<i>Reformasi</i>” era to reform the old system, the Government of Indonesia changed its policy of local public administration from central control towards regional autonomy. The legal framework for this decentralization, namely Law No. 22/ 1999 on Regional Governments, was enacted in 1999 and then officially implemented in January 2001. Under these laws, the power of the central governments was greatly developed to local governments and also more than two million personnel were transferred to these regions. Especially, in the field of regional development policy and management, a top-down and centralized approach has been transformed to a bottom-up one, which makes good use of each local character and is based on the local initiative. Accordingly, local governments have been required to formulate, implement and manage its regional development policy, system and programs/ projects. Under these circumstances, JICA implementing a technical cooperation for the Regional Development Policies for Local Governments (RDPLG) based on the request from Government of Indonesia in 2001-2004. The project, together with another technical cooperation for “Human Resources Development for Local Governments (HRDLG)”, formed the “Program of Capacity Development for Local Governance”. The period of the cooperation of the Project was extended from 7th April 2004 to 31st April 2005 by signing the Minutes of Meeting on 27th February 2004.</p>	
<p>1-2. Project Overview</p> <p>(1) Overall Goal</p> <p>Capacity of local governance is improved in Central Government (BANGDA) and Selected Provincial Governments.</p> <p>(2) Project Purpose</p> <p>Capacity of local government in the management of regional development is improved in order to support regional autonomy in Central Government (BANGDA) and Selected Provincial Governments.</p> <p>(3) Outputs</p> <ol style="list-style-type: none"> a) Regional development plan is formulated and implemented based on the principal of democracy and local initiatives. b) Human resources of local governments in the field of regional development are developed. c) Inter-regional cooperation in terms of regional development among province/city/district is promoted. d) Local stakeholders such as universities, NGOs, private sector, and community organization, etc. are properly participated in regional development process. e) Regional development programs/projects are formulated and implemented with local initiatives. <p>(4) Inputs (at the time of Project Termination)</p> <p>Inputs from Japanese Side</p> <ol style="list-style-type: none"> (1) Long term experts (6 persons for FY 2001 & 2002 and 4 persons for FY 2003 & 2004) (2) Short term experts (2 persons per each FY except in FY 2003: 4 persons) (3) Counterpart training: 11 counterparts were trained in Japan 	

- (4) Country-focused training: 56 participants were trained in Japan
- (5) Field activity expenses: Rp. 4,289,008,000 for FY 2003 and 2004
- (6) Others such as office equipment and computers to support Project offices as well as the vehicles for operational in Central Office and Local Project Offices.

Inputs from Indonesian Side

- (1) Counterparts: 12 persons in FY 2002 and 16 persons in FY 2003 & 2004
- (2) Equipment: Office furniture for Project Offices
- (3) Office Space and Facilities: Provided by Government of Indonesia
- (4) Local Sharing Cost: Rp. 308,942,000
- (5) Others: Participants expenditures for travel and daily allowance

(5) Project Performance

- 1) The inputs from the Project have resulted to the formulation of the Master Plans in the 3 selected provinces of North Sumatera, South Sulawesi and West Kalimantan and develop the models as the good practices cases to be compiled into the textbooks and disseminated in nation wide. The compilation of the textbooks has been done at the end of the Project implementation period. Further with support from Capacity Development for Management of Regional Development (CDMRD) Project of BANGDA, the textbooks are used in formulating the best practices manuals to implement the Local Government. The manuals are used as the instrument for socialization of the regional autonomy to all Local Governments nationwide.
- 2) In North Sumatera Province, Lake Toba Master Plan initiated by the Project promoted the integrated development and conservation plans in Lake Toba with the PRA models. The pilot project to promote the organic agriculture and establishment of agro-tourism area were included in the activities in formulating the Lake Toba Master Plan, have been implemented during the project implementation period. The commitment to conduct the conservation program by using 25% of the annual fee from PT. INALUM until FY 2013 has been agreed among the regencies surrounding Lake Toba. The conservation program is still being conducted until present since termination of the project. The orange program has strengthened the farmer groups' capacity in management.
- 3) In South Sulawesi province, the orange program has brought the impact on the empowerment of farmers groups and the idea to establish five promoting areas. At the beginning of the termination of the project, the local government still put the priority on the improvement of Malangke orange as the promoting commodity. But, due to the unstable and low price of the orange, at present around 75% of the orange farms have been changed into maize farm. As for the sericulture and silk industry development, the sustainability of the project is still kept since it is included in the GERBANG EMAS program. The project has impacted to the improvement of the farmer groups capacity through facilitating the NGO and Natural Silk Center to support the enhancement of local farmers capacity. At present, the facilitating assistance is still sustained, followed by other donor.
- 4) In West Kalimantan Province, the orange program has brought the idea of the Regent to establish the citrus centre on May 2006 in Sambas Regency as the research and information center for the technology innovation of orange product. At present, the citrus center has promoted the diversification of orange into small packaging orange juice. On the other hand, the Inland Development Plan has brought the idea to make the Feasibility Study to construct Tayan Bridge which will be the connection bridge within the inland areas in West Kalimantan Province. The SINGBEBAS Master Plan also has brought the idea to develop the Integrated Agribusiness Area (KUAT) in West Kalimantan Province. Although the SINGBEBAS programs has not been implemented yet due to no written commitments among the three regencies during the implementation period and no facilitators to coordinate the three regencies after termination of the project, the BAPPEDA has prepared the detailed design of 12 KUAT in West Kalimantan Province and has implemented 4 KUAT up to present.
- 5) Inter-regional cooperation for the three provinces for orange program has not been implemented. Since there is no follow up coordination from BANGDA after termination of the project, it is difficult to realize such inter-provincial cooperation. The Law regarding the procedures to conduct regional cooperation (Law No. 50/2007) finally has been enacted on 22 August 2007. As other inter-regional cooperation established after the issuance of this Law, the establishment of five promoting areas in South Sulawesi provinces was inspired by the orange program.

(6) Terminal Evaluation Study

A terminal evaluation study had been conducted on 28 November to 17th December 2004. The Study concluded that in terms of the achievement of outputs, the Project outputs were achieved from limited to the great extent. The project output a) was mostly achieved because in West Kalimantan and North Sumatera, the master plans were formulated and the local governments showed a strong commitment to their implementation, and in South Sulawesi the study reflected to the Provincial program that called GERBANG EMAS (Community Economic Development Program). The output b) was achieved in a great extent because the key persons of local governments deeply understand the importance of communication with local stakeholders and participatory development and the Project has compiled the regional development best practices cases textbooks in Indonesia. The output c) was achieved to some extent because at the time of evaluation, the inter-regional cooperation was being spreaded among local stakeholders including universities, NGOs and farmers. The output d) was mostly achieved because the local stakeholders were properly involved in the process of regional development planning. The output e) was achieved to a limited extent because the number of programs/projects that formulated with local initiatives was limited at the time of terminal evaluation due to requiring a considerable time.

(7) Recommendations by Terminal Evaluation Study & The Follow up Conditions

< Before the end of the Project: By March 31st, 2005 >

- 1) The Japanese experts and the Indonesian counterparts need to complete compilation of the Textbook. At the central level, before the project terminates, the Japanese expert team, the Indonesian counterparts and JICA Indonesia should discuss and agree upon a way to utilize the Textbook for the better regional development in Indonesia.

This recommendation has been conducted by BANGDA and JICA Experts. The textbook have been distributed to the regional offices and BANGDA have conducted socialization of the best practices cases to some regions.

- 2) In all three provinces, the Japanese experts and the Indonesian counterparts should continue to implement the pilot projects with a view to making them into models until the project terminates. And before the end of the Project, the Japanese expert team, Indonesian counterparts and JICA Indonesia should discuss and agree upon the necessary measures to be taken after the project to develop these projects into models, refine them and disseminate them.

For North Sumatera Province, BAPPEDA and JICA Expert had implemented 2 PRA facilitator trainings; 2 PRA model in 2 villages and the implementation of organic agriculture pilot project and agro tourism in those 2 villages in Karo Regency and Dairi Regency at the end of 2004. BAPPEDA also had taken an initiative to make 2 facilitators training by using provincial budget and initiated the agreements between the regencies around Lake Toba to disseminate PRA models in their own district.

For South Sulawesi Province, the Study on Formation of the Sericulture and Silk Industry Promotion proposed a way of inter-regency cooperation in the industry, which was determined to be incorporated in the GERBANG EMAS program. The inter-regency cooperation between the cocoon and weaving produce regencies has been established by the farmers initiatives based on the farmer actual needs and this inter-regency cooperation is still conducted until present.

For West Kalimantan Province, NGO and University supported by JICA has conducted the study to promote the organic farming by using mix farming method. In FY 2006, Provincial Government funded the implementation of mix farming model between the cultivation of paddy, fish pond and cattle breeding in Sagatani Sub-Regency of Singkawang Regency. But, the pilot project recommended by the SINGBEBAS Master Plan in the three related regencies has not been implemented yet.

<After the project: From April 1st, 2005 >

- 1) BANGDA should take necessary actions to continue disseminating regional models to other provinces through the good practice modules and the Textbook. It is also recommendable to try to integrate such good practices into the policy of the central government.

As the follow up program, BANGDA in cooperation with JICA expert has conducted the Capacity Development for Management of Regional Development (CDMRD) which was implemented in May 2005 until March 2007, to improve the capacity on the management of regional development as the efforts to support the implementation of the Regional Autonomy, by issuing 3 manual textbooks: 1) Development of Local Economy; 2) Innovation on the Government Implementation; and 3) People Empowerment, that extracted from best practice cases textbooks. These manual are expected to be used as the reference for the Central Government staff to implement the participatory and coordinative bureaucracy attitude in regional development management.

- 2) As for West Kalimantan Province, since the SINGBEBAS Area Development and Inland Development plans have already been formulated, the provincial government recommended to implement these plans in cooperation with the central government and other related organizations.

The SINGBEBAS Master Plan has been socialized through workshop in February 2005 to all concerned stakeholders and its implementation focused on organic farming for the Integrated Agribusiness Area (KUAT). BAPPEDA of related Regency/City had prepared the detail design of 12 KUAT. Four of the twelve plans have been implemented. To ensure the success of the implementation of KUAT, board of management of each KUAT has been appointed in FY 2007.

The master plan concept for Inland Development is referred by Provincial Government to construct Tayan Bridge as a stimulant for other program and activities for regional development in Inland areas of West Kalimantan Province.

- 3) In North Sumatera Province, since participatory approach for regional development applied the pilot project of regional development with concept on organic agriculture is considered to be highly sustainable, the provincial government is recommended to continue to take initiatives to implement it.

Based on the prioritized plans mentioned in Lake Toba Master Plan, BAPPEDA of North Sumatera Province in cooperation with JICA Expert had implemented 2 PRA facilitator trainings in 2004; implementation of PRA in 2 model villages and the implementation of organic agriculture pilot project and agro tourism in those 2 villages model in Karo Regency and Dairi Regency. The second PRA for facilitator training has been implemented in December 2004 by using local budget. BAPPEDA of North Sumatera Province also has initiated to establish an agreement between all regency governments surrounding Lake Toba Catchment Area by using their own budget.

- 4) Concerning South Sulawesi, it is important that the provincial and related regency governments succeed in the Orange Project and the Sericulture and Silk Industry Project, so that these projects can be developed into models of regional development and disseminated.

The Orange Project in North Luwu Regency of South Sulawesi Province was resulted the empowerment and enhancement of farmers groups. At the beginning after termination of the project, North Luwu Government paid attention to orange commodity (Malangke orange) as one prioritize commodity. Although at present, the orange farms in North Luwu Regency, of South Sulawesi Province, have been changed gradually into maize farms (orange planting area is reducing from 19,437 ha in 2002 into 5,547 ha in 2007 due to low price of orange), but the spirit of farmer groups empowered by the Project still used to improve the agriculture sector in this area.

Formulation of inter-stakeholder development promotion plan based on participatory and inter-regional cooperation (Enrekang-Soppeng-Sidrap-Wajo Regencies) approaches for natural silk development implemented by the RDPLG Project are used as a reference for Natural Silk Center and NGOs concerned for silk industry development in South Sulawesi Province.

- 5) The Team considers it important to promote inter-regional cooperation in terms of the optimal utilization of resources and knowledge. In this regard, BANGDA and the three provinces are expected to lead the Inter-Provincial Cooperation in the Orange Industry to successful result, in order to apply such

experience to other commodities.

Before termination of the Project, the three provinces of North Sumatera, South Sulawesi and West Kalimantan facilitated by BANGDA and JICA Expert have made the concept of the MoU. However up to the moment this study is conducted, inter-regional cooperation between the three provinces above has not been realized yet.

(8) Evaluation Team

Member of Evaluation Team: JICA Indonesia Office

Consigned to :

- Mr. Besar Hatmaya - Team Leader/Lead Evaluator
- Ms. Uzaimah - Co-Team Leader
- Ms. Nani Susanti - Development Planning Specialist
- Mr. Ari Fernando – Senior Evaluation Expert

(9) Period of Evaluation : 10th December 2007 ~ 9th February 2008

3. Results of Evaluation

3-1. Summary of Evaluation Results

(1) Impact

The overall goal of the Project: 'the Capacity of local governance is improved in Central Government (BANGDA) and selected provincial governments' have been achieved. The Project has given the positive contribution in the development of human resources in BANGDA and the selected provinces. Through the continuous efforts from the dispatched Japanese Experts, BANGDA and Local Governments have formulated the modules for the trainings to enhance the human resources in regional development management. BAPPEDA of each province supported by BANGDA and the Japanese Experts had formulated three regional development plans based on the local initiatives by involving the local stakeholders such as Universities, NGO, private sector and community organization during the implementation period.

The Project initiated the formulation of Lake Toba Master Plan in North Sumatera Province, the basic concept of SINGBEBAS Master Plan (Singkawang-Bengkayang-Sambas) in West Kalimantan Province, and formulation of study for promoting regional development through the improvement of Silk Industry in South Sulawesi Province. Other activities such as workshop, seminars, and training related to regional development have been conducted in Indonesia and Japan. Therefore, in general all the activities conducted in this project had given positive contributions for the improvement of central government and local government capacity in the management of regional development in supporting local autonomy.

BANGDA, Local Government and local stakeholders including Universities and NGOs recognized the importance of regional development management. As the unexpected positive impact of the Project, the bottom up mechanism applied for the regional development management has accelerated the establishment of NGOs and farmers groups at the regional level, even from the village level. The local stakeholders also played the monitoring role for the implementation of the regional development plan. The RDPLG Project indirectly has improved the capacity of the NGOs involved in this project. For example, NGO in South Sulawesi (Wahana Wisata Lingkungan) which conducted the Study for Regional Development Promotion through the Development of Silk Commodities in South Sulawesi is appointed to assist other donors including Local Government in empowering the local farmers.

In West Kalimantan Province, the potency of some regencies involved in SINGBEBAS Master Plan has triggered a proposal to establish the new province separated from West Kalimantan Province. Those three regencies have the strong beliefs that the SINGBEBAS Master Plan will lead them to improve their regions. The Regent of Sambas Regency of West Kalimantan province who participated in the orange program, after termination of the project constructed the citrus centre on May 2006 in the 2.6 ha of land included the agro clinic facility with the vision to make Sambas as the national citrus development centre. The function of the citrus centre is the research and information centre on the citrus technology innovation. At present the citrus centre has made the diversification of orange into the small packaging orange juice, which also impacted to the improvement of the economy of the farmers.

No unexpected negative impacts have been brought by the project to BANGDA and the selected 3 Provincial Governments.

(2) Sustainability

Institutional

The RDPLG Project has improved the capacity of the local government staffs that trained by the Project and hence improved the capability of institutions in managing the regional development. The skill and knowledge gained from the Project were used as the reference to develop other plan, policies and strategies.

There is no significant organization change of BANGDA and BAPPEDA of each Province since the terminal evaluation study. Although the dissemination of the knowledge and skill gained from the Project was not conducted formally, the staffs who participated in the trainings were given the good contributions to the development of their regional plans by creating some new concept of regional development plan.

Financial

MOHA and Local Government have allocated some budget for the capacity building related to the regional autonomy management and implementation of some of the master plans programs after termination of the Project. JICA also has continued supporting this project by implementing the Capacity Development for Management of Regional Development (CDMRD) Project in cooperation with BANGDA to disseminate the manual best practices on the regional management to all provinces and Capacity Development in South Sulawesi.

Technical

The modules applied in the training/workshops/seminars were adopted based on the actual requirements on the implementing period, although for some ex-trainees, the modules given by the Project were the common modules which have been studied before. However, in terms of theoretical aspect, the ex-trainee can fully understand the skills and knowledge gained in the project.

The introduction of Japan's experience on regional autonomy to the participants had contributed to the improvement of administrative capacity of BANGDA and Local Governments. Those experiences have brought the broader concept to develop the regional economy by strengthening the local commodities and resources.

3-2. Factors that have promoted project

(1) Impact

The issuance of legal framework on decentralization such as Law No. 32/2004, Law No. 33/2004 and Law No. 25/2004 concerning National Development Planning required the capacity strengthening for regional development management. Based on these Laws, each Local Government has the obligation to develop their regional economy by promoting their local commodities. Allocation of regional budget shall be calculated based on the potency, condition and needs of each Local Government and financed by regional income. Therefore, challenge and competition between the Local Governments due to the decentralization and globalization required the Local Government to improve their capacity which is relevant in promoting the achievement of the project overall goal. In general all the activities conducted in this project had given positive contributions for the improvement of central government and local government capacity in the management of regional development.

Technical and financial Supports from JICA Experts, BANGDA and Local Government in formulating the master plans and implementing the pilot projects by involving the local stakeholders such as NGOs and Universities were also essential for promoting the impact of the project. For example support from JICA to involve the NGO in strengthening the silk farmers capacity has interested other donor such to participate in the capacity building of the local stakeholders.

Other factor that promoted the Project was the issuance of Government Regulation No. 50 Year 2007 concerning the Procedures for Inter-Regional Cooperation Implementation. The regulation had promoted the formulation of five promoting areas in South Sulawesi Province. The inter-regional cooperation to promote regional development can be realized under the coordination of the Governor as stipulated in the Regulation.

(2) Sustainability

JICA, BANGDA and the selected Local Governments have secured several budgets to support the RDPLG pilot projects and to develop the human resources. For example in North Sumatera, JICA supported financing the formulation of master plan and 1st PRA and pilot project, meanwhile BAPPEDA conducted 2nd PRA facilitators training by using their local budget. In West Kalimantan, JICA supported the formulation of SINGBEBAS Master Plan and Inland Development Plan and Local Government allocated budget to implement the mix farming and to promote the orange development, the Local Government has established the citrus center. In South Sulawesi, JICA supported financing the Study on Formation of the Sericulture and Silk Industry, and the inter-cooperation between the three selected provinces and Local Government has allocated budget to support the farmers in promoting the Malangke orange in orange program.

3-3. Factors that have inhibited project**(1) Impact**

The main factor that inhibited the implementation of the proposed programs in the SINGBEBAS Master Plans in West Kalimantan is the mutation and succession of the Regent which impacted to the change of prioritized plans and strategies. No written commitment (MoU) resulted to the stagnation of the program implementation.

The inter-regional cooperation among the three provinces for orange program also has not being implemented yet due to the MoU between the three provinces has not been issued. It still needed the coordination from Central Government such as BANGDA to manage the coordination between the three provinces.

Other factor that inhibited the project was the change of land use of the orange farm in North Luwu Regency of South Sulawesi Province. At the beginning after termination of the project, North Luwu Government paid attention to orange commodity (Malangke orange) as one prioritize commodity. At present, the orange farms in North Luwu have been changed gradually into maize farm, reducing from 19,437 ha in 2002 into 5,547 ha in 2007 due to low price of orange.

(2) Sustainability

Limitation of Local Governments' budget is one of the inhibited factors to disseminate the skill and knowledge gained by the Project and to implement the pilot projects and program proposed in the Master Plans.

For promoting the organic farming such as orange program in North Sumatera and West Kalimantan and development of one village one product, facilitating from Central and Local Government in marketing, financial access and technology innovation are essential.

For silk industry in South Sulawesi Province, Local government should make a good coordination on the import policies of silk yarn. Because the cheap import synthetic yarn from China has attacked the growth of the domestic silk yarn industry in Soppeng and Enrekang Regencies.

Some mutation and retirement of BANGDA, BAPPEDA staffs and Regent also affected the constraint in the aspect of sustainability. For instance, formulation of the inter-regional development council and forum are delayed until present due to the change of some local government top management in West Kalimantan Province.

3-4 Conclusions

- 1) The RDPLG has improved the capacity of BANGDA and three selected provinces of North Sumatera, West Kalimantan and South Sulawesi Province in some extent. The recommendations by the terminal evaluation study mostly were implemented and executed properly by the counterpart and JICA.
- 2) Some positive impacts have been brought about by the project besides what were originally intended such as the acceleration of the NGOs and farmers groups establishment at the regional level, even at the village level. The Project indirectly has improved the capacity of the NGOs involved in this project. For example, NGO in South Sulawesi (Wahana Wisata Lingkungan) which conducted the Study for Regional Development Promotion through the Development of Silk Commodities in South Sulawesi is appointed to assist other donors including Local Government in empowering the local farmers. In West Kalimantan, the potency of some regencies shown by SINGBEBAS Master Plan has triggered a proposal to establish the new province separated from West Kalimantan Province. Those three regencies have the strong beliefs that the SINGBEBAS Master Plan will lead them to improve their regions. And after termination of the project, a citrus centre with total 2.6 ha area included the agro clinic facility on

May 2006 was established by Regent of Sambas with the vision to make Sambas as the national citrus development centre. No unexpected negative impacts have been brought by the project to BANGDA and the selected 3 Provincial Governments.

- 3) The project has improved the capacity of the implementing agency. BANGDA and BAPPEDA staffs that have been trained in Japan during the implementation of Project have got experiences and knowledge on how to implement the regional development. In Central Office, participants from Directorate of Urban of BANGDA conducted the workshops to improve the regional management such as to formulate the concept on the urban service standard on 11 to 12 December 2007. In the selected 3 provinces, the participants proposed some plans based on their experience in Japan.
- 4) The external factors that influenced the achievement of the project overall goal are the issuance of the legal framework such as Law No. 32/2004, Law No. 33/2004 and Law No. 25/2004 which become the spirit for local government to implement the decentralization and to improve their capacity in managing their development. Recently, the issuance of Government Regulation No. 50/2007 also given a new spirit to conduct a regional cooperation under coordination of Ministry of Home Affairs (BANGDA) or Governor or Regent/Mayor.
- 5) Some factors that inhibited the achievement of the project were the mutation and succession of Head of Regency or City which reflected to the change of the prioritized plans and strategies, lack of coordination from BANGDA to implement the inter-regional cooperation and change of the land use of orange farm into maize farm due to no control from Local Government on the orange price
- 6) Technical and financial Supports from JICA Experts, BANGDA and Local Government were essential to achieve the overall goal of the Project and for sustaining the project achievements.

3-5 Recommendations

(1) For Central Government

- It is recommended that BANGDA continues facilitating and coordinating regional development plan and also facilitating inter region cooperation among the provinces which has been proposed by the Project
- It is recommended that BANGDA continues facilitating formulation of rules and mechanism to disseminate the indispensable knowledge gained in the Project within the local government staff.

(2) For Local Governments

- As some of the trained staff moved to other division/organization after the regional autonomy began, it is difficult to maintain the transferred skill and knowledge if it is not supported by the Local Government institutionally. It is recommended that Local Government makes continuous efforts to consolidate and disseminate indispensable skill and knowledge gained in the Project.
- For North Sumatera and West Kalimantan Provinces, to enhance the inter-regional cooperation between orange farmers in some orange producing Regencies such as in Karo and Dairi Regencies of North Sumatera and Sambas Regency in West Kalimantan, BAPPEDA and Local Governments needs to facilitate and coordinate them in the area of marketing including export market.
- For West Kalimantan Province, it is recommended that the establishment of Inter-Regional Development Council and legalization of the SINGBEBAS Development Forum as the key factor for the success implementation of SINGBEBAS Master Plan.
- For South Sulawesi Province, the establishment of an integrated facilitating board or forum such as from BAPPEDA, Agriculture Office, Industrial and Trade office to support the farmers in creating the new product innovation; to improve the quality; to facilitate to the financial sources and market access will give greater impact.

3-6 Lesson Learned

- Although the regional development master plan based on the local commodity through the participatory approach have been established, it seems that in order to implement plans mentioned in those master plans it has to be followed by the integrated consistent efforts by the Local Government. The changes of the Head of BAPPEDA or Regent/Mayor resulted in the interruption of the committed plans. Therefore, the issuance of agreement or MoU to ensure the consistent efforts from Local Government needs to be facilitated.
- In formulating the future project design, clear mechanism for disseminating the project benefits should be considered. Furthermore establishing strong coordination between BANGDA and Local

Government for monitoring the impacts, problem encountered and getting feedback for the improvement of the project should be considered.