

## Conference Paper

# Learning, Evaluation, and Planning (LEAP) Model to Evaluate the WVI's Economic Development Program in Poso, Central Sulawesi, Indonesia

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## Abstract

Conflict in Poso Indonesia, leaving a variety of problems that can happen again at any time. Social issues become important enough to be linked to the development of Indonesia's vision program to overcome poverty. The welfare gap is a major factor in poverty alleviation, such as increasing income in various sectors. agriculture, services, livestock, and entrepreneurship into the leading sectors. World Vision Indonesia as an organization engaged in social and community empowerment can be a pilot project that works with the government to address various social problems caused by the conflict.

**Keywords:** Community empowerment, capacity building, economic development.

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## 1. Introduction

Poso District is one of the regions in Indonesia which had suffered lengthy social conflicts (1998 – 2007). Social conflict in the form of riots between citizens groups with differing identity especially of Islam and Christianity has left new social problems in the community life of Poso. The conflict has broken down the pillars of the unity that was once held by the society. Social integration of post-conflict societies became the main issue that must be resolved. The current society integration started well, this can be observed from social conditions. However, the conflict resulted in conditions that put children (directly or indirectly) as a vulnerable group.

As the region that experienced the worst unrest and was often called an area prone to conflict, Poso District is now slowly starting to recover and organize itself as a safe and secure area for the social life of its society. Naturally, this is not an easy task considering the impact of the social conflict is still keenly felt by most of the society such as social disintegration, deterioration of the economy, as well as social

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security problems that threaten the mental psychological development of Poso's succeeding generation of children. Thus, attention to the development of Poso's community resources should be a priority of national development agenda. Poso is blessed with beautiful and lush landscapes that naturally Poso District became the primary supporting region of the agricultural sector particularly in Eastern Indonesia. Thus, it can be said that the economic development program that are implemented by the Poso Area Development Program of World Vision Indonesia (WVI WVI) is contributing as a part in an attempt to improve the quality of life of the community by engaging in coaching and empowerment to local communities so they can move beyond the poverty line and live with better welfare.

As befits a humanitarian program, the program needs to be evaluated as a form of accountability to the stakeholders as well as learning, suitability of achievements or accomplishment outside of expectations so that it can be a comprehensive study documents for the entire staff of WVI, children, community and also WVI's partners to improve similar efforts in the future. Evaluation of both programs is conducted in order to answer the question: how far does the final achievement over the implementation of the program of economic development programs and child sponsorship management by the WVI Poso based on planning documents for the 2011–2015 period, particularly related to social welfare indicators. The process of evaluation of the economic development program is expected to occur in society groups that had been mentored in economic development program where they can freely access the markets and capital, enterprise development, income generation, etc. In addition, the emergence of a successful community profile is also expected as an impact of their participation in the activities of the program.

The purpose of the evaluation is as follows:

1. To see the top end achievement of the implementation of economic program by the WVI Poso referenced by planning documents for the 2011–2015 period, particularly related to child welfare indicators (CWB)
2. Through the process of evaluation the economic development program is expected to change/transform to a better quality of life in children manners (registered children) as well as their families. The changes are expected to occur in society groups that had been built in economic development program where they can freely access markets and capital, enterprise development, income generation, etc. In addition, the emergence of a successful community profile

is also expected as an impact upon their participation in the activities of the program.

3. To obtain a learning experience, suitability of achievement or even an achievement beyond expectations to be a comprehensive study documents for the entire staff of WVI, children, community and also WVI partners to improve upon similar events in the future

## 2. Methodology

Research evaluating the economic development program was focused on extracting data according to the log frame indicators to program stakeholders on the WVI Poso attendant region. The main subject in this research is the community, that is, citizens of the village both direct or indirect beneficiaries, students and teachers at the school, and local government. These studies are using quantitative and qualitative approaches. A quantitative approach is done through a survey to collect data from respondents (citizens) in the attendant regions (villages) that were the locations of the program/activities of the WVI Poso. While the qualitative approach is done through the use of data collection methods, such as interviews with key informants, focused group discussion, observation, and secondary data analysis.

As mentioned previously, there are two types of data collected in this study, namely the quantitative data and qualitative data. Detailed explanation of the use of various data collection methods as follows:

### 2.1. Household surveys

The survey was conducted with the use of instruments in the form of a questionnaire. The questionnaire was a structured interview guide used by the enumerator (the interviewer) to conduct interviews with respondents. This questionnaire contains some questions relating to the important aspects of data/information to answer the purpose of this study. Household surveys intended for household targeted objectives in the WVI Poso attendant villages especially villages contained Small Enterprise Group (SEG) in it to see the extent to which program achievement by SEG by the time of the research.

The respondents to this study are the heads of household/spouse or household members of selected households (sample). The total respondents are 200 people/

household heads scattered in some attendant areas (villages). Survey location selections at District, district and village levels were conducted by multistage random sampling, where in the first stage of determining the sampling performed over the areas/villages that have received the benefits of the program by a systematic random method so that all villages have the same likelihood to be the sample area. The following is a table of the WVI Poso program area coverage in 2015.

Sample withdrawal technique is done by several stages:

1. The first stage, 10 random stratified village based on the number of villages per district.
2. The second stage, from each of the 10 chosen villages, 20 households in each village was as samples, so that the total number of sample households are 200 households which included 1 adult respondent and 1 child respondent (ages 12–17 years) for each households. The technique used to determine the 20 households in each sample village was random walk. In this technique the area coordinator and the enumerator is determining the sample withdrawal starting point which may represent the midpoint area of questionnaire deployment, then the sample is drawn into the four cardinal directions. However, the determination of the starting point is also matched with the pattern of settlement groupings in each village. The following is a list of selected area sampling based on random systematic calculation:

## 2.2. Focus group discussion

Focus group discussion (FGD) was used to explore qualitative data about the process of program implementation including challenges and solutions, the perceived impact, program sustainability, as well as suggestions for improvements. FGD performed to groups of beneficiaries:

## 2.3. In-depth interview

In-depth interview method was conducted to obtain contextual and detailed information regarding aspects of social, economic, cultural, politics and policies related to the WVI Poso programs/activities implementation in the field as well as data about specific cases at villages, districts and counties level. In addition, in-depth interviews are expected to accurately obtain information regarding perceptions and experiences

TABLE 1: Sampling area list.

Cluster	District	Village	Number of Households	Number of Farming Households	Number of RC (WVI Sponsored Children)
1	Lore Barat (West Lore)	Kageroa	90	77	37
2	Lore Barat (West Lore)	Kolori	122	111	25
3	Lore Selatan (South Lore)	Bulili	167	144	18
4	Pamona Puselemba	Peura	330	300	62
5	Pamona Selatan (South Pamona)	Bo'e	265	230	24
6	Pamona Tenggara (Southeast Pamona)	Salindu	94	82	37
7	Pamona Tenggara (Southeast Pamona)	Wayura	240	225	26
8	Pamona Timur (East Pamona)	Didiri	180	168	31
9	Pamona Timur (East Pamona)	Tiu	227	191	47
10	Pamona Utara (North Pamona)	Lena	172	162	43

Source: Research processed data, 2015.

TABLE 2: Levels and numbers of key informants.

No.	Typology	Total
1	FGD with SEG members of the WVI Poso program beneficiaries (SEG at Tentena and Bada)	9 people
2	FGD with religious figures, community figures, RC parents and SEG members and children's advocates at Tokilo village	5 people
3	FGD with the WVI Poso (WVI manager and CDC)	2 people

Source: Research processed data, 2015.

of informants as they interact and contribute to the activities of the WVI Poso to date. Key informants interviewed was composed of several typologies, levels and numbers that can reflect the degree of interaction and communication against the program as can be seen in the following table:

TABLE 3: Levels and numbers of key informants.

Level	Typology	Total
District	The government (Bureau of Cooperatives & SMEs)	1 people
	Bureau of Agriculture	1 people
	Advisory Bureau for Agricultural, Livestock, Fisheries and Forestry (BP4K)	1 people
Village	Community leaders, religious figures, traditional/tribal leaders	8 people
	Members of SEG regardless of their success (paternal, maternal, and children's groups)	6 people
	Parents of sponsored children	2 people
Corporate	PT Armajaro and other cocoa distributors Bank Perkreditan Rakyat (Bank of Community Funding)	2 people
The WVI Poso	Facilitators (EcoDev & CSMP)	2 people
	<b>TOTAL</b>	<b>23 people</b>

Source: Research processed data, 2015.

## 2.4. Field observation and documentation study

Observation is a technique of collecting data to gather information regarding the physical and social interactions in everyday society. Field observations in this research evaluation emphasize on the social situations and conditions of the communities in the WVI Poso area of program implementation including agricultural conditions, economic activities and access to health services. Regarding documentation study, this research referred to the WVI Poso project design, annual reports (2011–2013), Poso in Numbers – BPS Poso, and WVI documentation/report on the monitoring and evaluation of the WVI Poso.

## 3. Findings

In the context of the WVI program overall, the economic program is WVI's activities that has a high strategic value is, even though the program does not directly touch the interests of and improve the conditions of children. This is because the existence of an economic program is very useful for creating societal conditions, especially families, to support and ensure the sustainability of the improvements to the condition and welfare of children attempted by the WVI Poso.

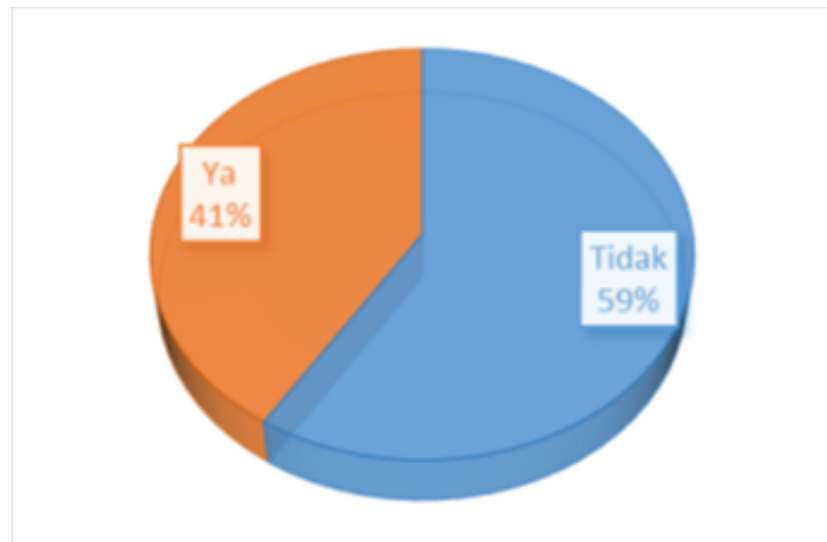
The main objective of the economic program carried out by the WVI Poso is to increase revenue through horticulture diversification of agriculture and maintenance of livestock in the WVI Poso's area. The program is meant to support the fulfillment of the basic needs of children. This is done by increasing the quantity of agricultural products and the availability of livestock owned by the family. Another way is by improving public access to get venture capital. Expected increase in revenue through this program will be used by the family to bear the costs of education and health of children. It is further hoped that such conditions will drive a change in attitudes of parents toward children.

The target population of the economic program includes adults and children who from 47 SEG and 54 KSA. All in 7 districts of Poso District, namely Pamona Utara (North Pamona), Pamona Timur (East Pamona), Pamona Selatan (South Pamona), Lore Selatan (South Lore), Lore Barat (West Lore), Poso Kota (Poso Town), and Poso Pesisir (Coastal Poso). The selection of the target population for this program is done through SEG and KPA in pre-determined villages. Furthermore, beneficiaries of this economic program can be divided into two categories:

- Direct beneficiaries; 47 SEG consisting of 588 male, 588 female, and 54 FPA which consists of 1,350 children (675 boys and 675 girls).
- Indirect beneficiaries; other community members of the seven districts in which the programs are conducted. Estimated number of indirect beneficiaries are about 13,500 adults (6,750 male, 7,750 women) and 20,250 children (10,125 boys and 10,125 girls).

The economic program was carried out for over 3 years, starting in 2008 and ending in 2011. However, the program was then extended for 4 years, so it expires in 2015. On this year's evaluation, a survey of 200 respondents was conducted where 41% or 82 people are those who were/are members of SEG and are direct beneficiaries of the economic development program. The following is a profile of the respondents who were direct beneficiaries of the economic development program

From findings in the field the 41% of the community who benefited directly from the economic development program of the WVI Poso to include: (1) the granting of agricultural horticulture training, environmentally friendly breeding pigs and ducks; (2) horticulture agriculture system development through demplot; (3) organizational,



**Figure 1:** Respondents' membership in SEG/farmer groups (n = 200). Source: Research processed data, 2015.

business, financial management training, and mentoring for SEG institutional strengthening; (4) establishment and development of business units and consortiums to facilitate access to venture capital; (5) making compost making training and (6) disaster response training.

Based on documentation study, the model of horticulture agriculture has been facilitated by the WVI Poso by demonstration plot (demplot). In the demplot an environmentally friendly (organic) model of horticulture farm was developed, and as far as possible by making use of the local resources owned by the farmers. In contrast to the general trainings usually organized by the WVI Poso, within the demplot farmers who are members of SEG are given not only theoretical knowledge, but farmers can directly practice the knowledge that they received. In demplot, farmers were accompanied by a trainer or instructor. Assistance provided by WVI in the form of instructors, plant seeds, as well as ancillary equipment, while the land for demplot and the work was provided by the community

Agriculture horticulture training is generally done in the classroom in the form discourses, material study (theory) then followed by limited practices. Keynote speakers are generally expert sources recruited from outside Poso. Training materials include environmentally friendly (organic) farming for some types of horticultural plants, particularly vegetables, corn, nuts and beans (soybeans), and the business calculations of farming. Based on interviews and FGDs of some SEG administrators, the speakers generally put more emphasis on lecture materials (theory) rather than direct practices. Similarly comments from the community:



*the WVI program nowadays is more towards agricultural capacity improvements targeting the younger generation of school dropouts who were given cocoa seedlings. Training involves care, nurseries, planting and up to harvesting. We involve all youths, then WVI invited outside coaches (dn, Toma Kageroa, 6/3/2015)*

Meanwhile, the WVI Poso efforts to develop husbandry models were done by way of providing training about the intensification maintenance pigs and ducks maintenance along with the business feasibility study and supplying starting stocks to members of SEG and KPA. Based on documentation study, in 2009 the WVI Poso has conducted husbandry training on pigs and ducks in 12 SEG. Next in 2011, WVI provided training and providing starting stocks of pigs and ducks to 52 household heads who were registered as members of SEG.

*training held in SEG were many starting from group management, agricultural training like freshwater aquaculture training, the cultivation of vegetable crops, ducks, cocoa, as well as rice paddies. In addition, there are some training that was targeted for assistance, such as duck livestock to feed creation training would eventually be provided with starting livestock, there were also assistance for plant crops, cacao, rice crops or vegetables (a, Lore village facilitator, 6/3/2015)*

Economic development program cannot be separated from programs for SEG strengthening and capacity building. The success of the development of the SEG will also determine the success of the program as all economic programs were conducted through the medium of SEG. The efforts made by WVI in the institutional strengthening of the SEG include trainings for SEG members regarding organizing, financial management, entrepreneurship and business, as well as mentoring groups.

Since its inception 2008, the economic development program has been implemented and has provided a number of benefits felt by people in Poso especially direct beneficiaries as shown on the following chart 5.9:

In general, Chart 5.8 encapsulates a number of responses regarding program utility as perceived by the beneficiaries of the program. The results of this survey indicate that most respondents feel significant efficacy in several aspects ranging from increased knowledge of farming (77%), improve livelihood of the child or in other words guarantee sustainable prosperity for children growth (79%), increasing revenue/family income, improving business/ agriculture (60%), adding/expanding networks (77%),



Figure 2: Economic development program benefits (n = 82). Source: Research processed data, 2015.

improving organizational skills (75%) and increase a sense of solidarity and fellow-feeling with other farmers/ranchers (80%).

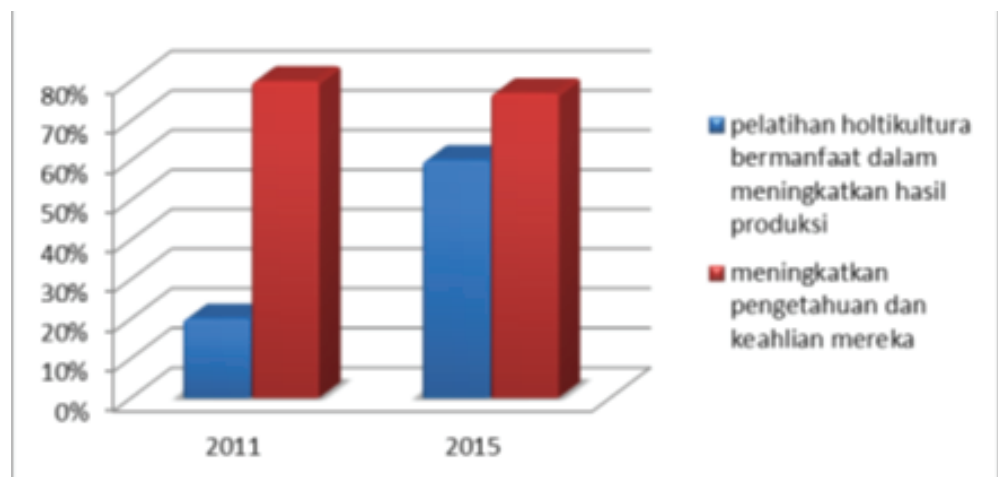


Figure 3: Percentage benefit economic development, activities in 2011 and 2015. Source: Research processed data, 2015.

Survey results in 2011 regarding benefits derived from the economic development activities showed that 80% of respondents (n = 10), are of the opinion that horticulture agriculture training is beneficial in enhancing their knowledge and expertise. The percentage might appear to have decreased by 3% from 80% in 2011 to 77% in 2015. It should be noted that the total number of the respondents surveyed were also different, since in 2011 there were only 10 (ten) respondents. Nevertheless, it can be stated that in general the program performed well indicated by the fact that most respondents felt the training program provided a positive benefit of increasing their knowledge.

In the meantime, significant changes are seen in the production improvement. In the 2011 survey, only 20% of respondents (n = 10) stated that the trainings are beneficial in improving production yield while in 2015 it is improved to 60% of respondents (n

= 82) that stated an increase in yield. Thus it can be said to have improved by 40%. This improvement is influenced by the increased intensity of the program the 2011 evaluation and the impact of the activities of some SEG/farming group mentored by the WVI Poso that has managed to increase their production yield, so this triggered interests from other farmers who want to obtain similar results.

*our farmers, sir... His brain is in the eye. If he has yet to see the result directly he will not want to believe. We have already invited them to join the training but few want to come. But once we can harvest three times more than they do have then they ask to be taught (y, SEG Sondobale, Uelene 7/03/15)*

Unfortunately apart from the two aforementioned aspects no other initial data was provided by the 2011 evaluation. Nevertheless, based on the results of the 2015 survey, successful achievement of the program can be identified on a number of utility aspects (Chart 9) felt by society with over 70% response indicator. This means that most of people (75–80%) feel that the overall economic development program is very beneficial to their economic activity.

#### **4. Program Goal: Improved Productivity in Agricultural Rice, Cacao, Breeding of Ducks and Pigs; As Well As The Improved Access to Market and Venture Capital for the Community**

Nowadays effort to remove poverty has become the main agenda of development in many countries, including Indonesia. One of the main targets of the MDGS objective is reducing the proportion of the poor/poverty levels. Poverty indicator used are those who live below the poverty line (income below US\$ 1 ppp/day). It is expected that by 2015 a reduction of half the world's poverty level of 1990. For Indonesia, the challenge is in line with UU No. 17 of 2007 regarding long-term development plan (RPJP) 2005–2025, stating that by 2025 the proportion of impoverished population in Indonesia should not be more than 5%.

the WVI Poso through the economic development program has a strategic contribution in encouraging national economic growth, particularly in the region of Poso District. Through economic empowerment of society in the agricultural sector (horticulture and cocoa) and animal husbandry over the past seven years, the WVI Poso has been able to stimulate local communities especially those who were direct program beneficiaries, in improving the productivity of their produce by applying appropriate technology that

allegedly not only optimize production process but also cultivate distribution channels as well as opening access to funding from local sources of capital in order to maximize the community’s agricultural potential.

Economic situation of the people of Poso cannot be separated from the public security situation. Poso’s geoChartical location in the middle of Sulawesi was a very strategic value in economic terms, but the undeniable fact that the security situation of Poso is conflict-prone is certain to bring effect to the local economic activities. As expressed by one of Poso District Bappeda official;

*we are in a strategic position in the middle of Sulawesi. Well, the people that recognize this will certainly see it as an opportunity. But it cannot be denied that there are conflicts in our area, well, quite frankly this disturbs people’s economic activities. When speaking of poverty, it is all very relative. Absolute poverty is very nearly invisible. If they stay still in any place they will definitely remain poor, but if they are in a specific area and they do activities that can support the economy then they are said to be above the poverty line, almost poor perhaps, but not in severe poverty. Well, it is observable over the years though the decrease was not too significant. Our last figure was at 18.22% in 2013. So in general this is quite encouraging. Our people have good motivation to improve. So arguably the socio-economic context in our society is still safe.*  
(h, Bappeda Poso, 6/3/2015)

TABLE 4: Poso district poverty indicators.

Indicator	2005	2006	2007	2008	2009	2010	2011	2012	2013
Poor Population	38.70	41.90	44.00	43.40	41.60	45.30	42.98	40.80	41.30
Poverty Levels (po)	28.19	29.28	28.02	25.75	23.29	21.42	20.10	18.46	18.22
Poverty Severity Index (p1)	7.21	6.54	5.24	7.14	4.69	4.15	3.45	3.66	3.00
Poverty Severity Index (p2)	2.58	2.20	1.36	2.44	1.40	1.31	0.86	1.15	0.78
Inflation Rate (%)	-	-	-	-	-	-	-	6.70	8.94
Economic Growth (%)	7.58	7.64	7.67	7.72	7.78	7.96	8.17	8.32	8.44

Source: Poso in figure, BPS 2015.

Referring to the preceding table particularly indicators between the year 2008 (The year 2008 was the start of the Poso WVI’s economic development program) through 2013, in general there’s a decline of poverty levels in Poso by 7.53%. This is quite a significant value for a region that experienced lengthy social conflict. While it can’t

necessarily directly link the mezzo-oriented (community level) WVI program contributions with the general (macro) level of poverty in Poso District, however this is an important basis for related discussion on the extent to which the contribution provided by WVI economic development program to the decrease in poverty rate.

As described in the previous chapter, the region of Poso District have different types of natural resources as regional assets with good potential to be developed to support the implementation of the regional development and increased regional income to effect a real and responsible autonomy. The agricultural sector is one of the flagship sectors. The types of crops developed are rice paddy in Poso Pesisir (Coastal Poso), Pamona Utara (North Pamona), Pamona Timur (East Pamona) and Pamona Selatan (South Pamona) districts. The other sectors are plantations with different types of cocoa commodities, clove, and coconut scattered throughout Poso District.

This potential is in line with the targeted WVI program on increasing the quantity of agricultural products (cocoa and horticulture) and the availability of family-run livestock and improving public access to venture capital. This effort is supported by the percentage of people occupied as farmers where 94% of farmers have their own farmland/ plantation as reflected in Chart 5.10.



**Figure 4:** Respondents who possess agricultural land/estate (n = 82). Source: Research processed data, 2015.

The majority of respondents (94%) claims to have private proprietary rights over the land they use as a means of economic production. This becomes its own value for the WVI program to improve community economy in the agricultural sector because the beneficiaries have the means of production themselves.

The relationship between supporting resources, livelihoods, and ownership of land/ means of production is an important factor as the startup potential that drives the

achievement of economic development program implementation in accordance with the target of the program, that is, increased agricultural productivity and increased access to market and venture capital for the community. To observe these increases, some indicators to be considered are: (1) the extent/percentage of the community above the poverty line; (2) the number of SEG to allocate group savings for children's education and health; (3) the existence of 27 SEG implementing rice, cocoa, horticulture agriculture; (4) the percentage of farmers in a consortium acquiring additional venture capital; (5) the increase of the number of consortiums from 3 in 2011 to 6 in 2015; and (7) the percentage of families able to provide the basic necessities for the children in the last year;

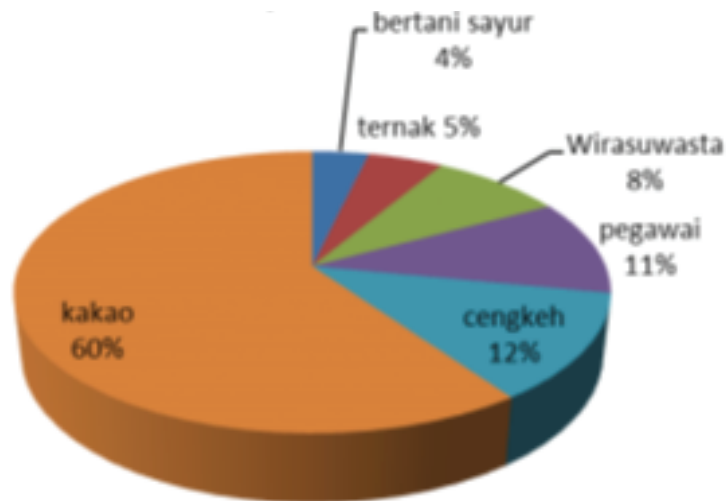
## 5. The Percentage of the Community Above the Poverty Line

We acknowledge two types of poverty lines, namely the absolute poverty line and the relative poverty line. Absolute poverty lines are set based on an anchored standard of the ability of individuals or households to meet their basic needs. In 2005, the World Bank has revised the absolute poverty line of US\$ 1 ppp/day to US\$ 1.25 ppp/day. If converted into rupiah then the value of the absolute poverty line is IDR 16,250/day or IDR 487,500/month. Meanwhile relative poverty is dependent on the average consumption percentage of the population in a region/country. Therefore, in order to see the percentage of the community particularly beneficiaries of the program above the poverty line, income approach was used to see the absolute poverty line and expenditure/consumption approach to look at the relative poverty line.

### 5.1. Income

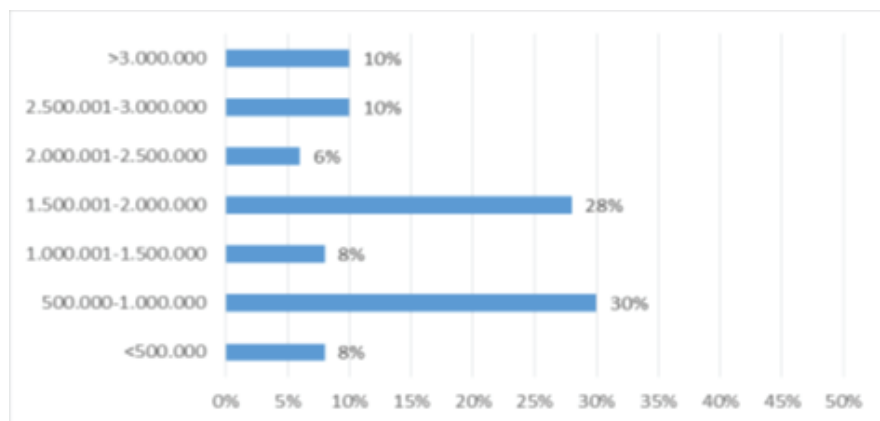
The level of household welfare can be seen by using the income received data. The income data was obtained through a survey where the respondents personally stated the amount of monthly income. It was in fact not easy to obtain truly accurate data considering the majority of the respondents are farmers who's monthly income varies according to the monthly harvest.

The preceding Chart illustrates that most respondents (60%) or as many as 50 respondents rely on sources of revenue from cocoa plantations. Respondents who farmed horticulture/vegetable are only about 4% or 3 people and the respondents relying on animal husbandry by 5% or 4 people. Moreover there are respondents with



**Figure 5:** Respondents’ major sources of revenue (n = 82). Source: Research processed data, 2015.

entrepreneurship as a main source of income by 8%, employment by 11% and cloves plantation by 12%. However, entrepreneurs, employees as well as cloves planters will not be discussed further considering the WVI Poso program puts more emphasis on cocoa farming, horticulture and animal husbandry. Here is a Chart of a cocoa farmer approximate income from monthly yields.



**Figure 6:** Monthly revenue from the cocoa harvest (n = 50). Source: Research processed data, 2015.

The preceding Chart shows a difference in the amount of revenue generated by the cocoa farmers who were beneficiaries of the program. The difference is due to several factors, such as the difference in land area owned by the farmers, the quality of the crops, market prices, etc. The lowest income discovered in the survey results was IDR 300,000/month (4 respondents) and the highest income IDR 12,000,000/month (1 respondent). The average income of respondents was IDR 2,020,294 with a midpoint (median) of the entire range of income at IDR 1,800,000 while the value of most obtained (modus) was IDR 2,000,000.

Compared with the results of the 2011 evaluation, the average income of respondents (n = 83) was IDR 931,575/month (LabSos, 2011). This figure is certainly far below the average income in the 2015 evaluation which has now reached IDR 2,020,294/month. So it can be said to have doubled in the span of 4 years post mid-year evaluation.

Meanwhile, based on the Chart are also apparent that the majority (92%) has income above IDR 500,000/month. This indicates that most cocoa farmers who joined the WVI program are above the absolute poverty line. However there are undeniably still 8% or 4 cocoa farmers who earn below IDR 500,000 in one month or in other words they are still below the poverty line (absolute). Additionally, compared to the regional minimum wage (UMK) Poso for 2015 (SK Gubernur Sulawesi Tengah No.561/607/RD.HUKUM-6.ST/2014. <http://ppid.sultengprov.go.id/index.php/dinas-kehutanan/506-lampiran-sk-umk-2015-kab-Poso>) set at IDR 1,600,000 in one month, then only 54% (which has earnings > IDR 1,500,000) who have income above the UMK average. The people's improving income is also perceived as a social dynamic of Poso communities during the ongoing the WVI Poso economic development program as mentioned by the two following sources:

*residents here are 80% of farmers, back then farming was just farming not producing. But after being shown business feasibility analysis by WVI, there is a new thought for the business that provides welfare for families. While for old style farming yields of 8-10 sacks was something to be proud of, nowadays it's considered a failure here. The one hectare yield of 8-10 sacks, must now be 100 sacks. Yes due to WVI's training from we're a bit open minded about business feasibility analysis (fgd, Tokilo, 8/3/2015)*

*there is an increase in people's income, back then many housewives would sit around chatting but now they can utilize their residential gardens and have also been able to use the organic fertilizer to fertilize the soil (l, bp4k, 9/3/2015)*

The two preceding statements expressed the changing dynamics of society felt since the existence of WVI economic development program. Although there are still complaints from the community regarding economic conditions, in general the program implemented by WVI has brought a positive impact toward improving people's income.





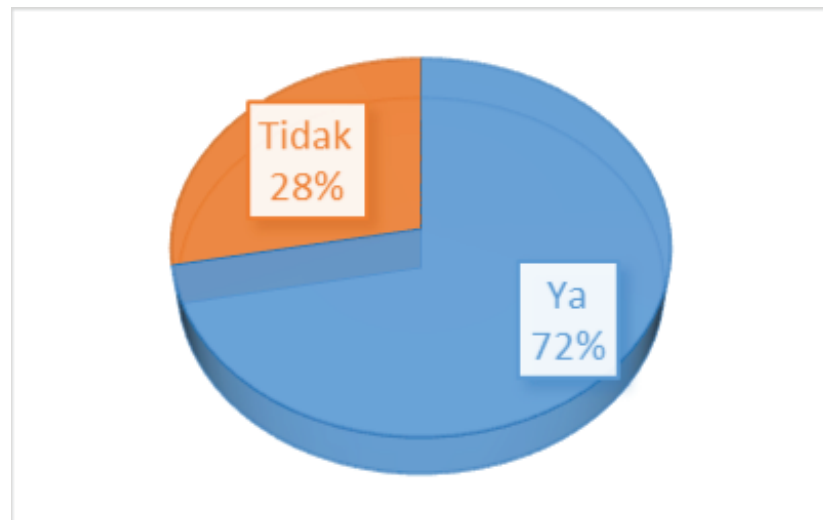
Figure 7: SEG green fresh. Source: Research processed data, 2015.

## 5.2. Expenditure/consumption

The level of consumption of a society is often used as an approach in measuring poverty level, in fact most economists argue that consumption is more dependable than income in measuring poverty level. However, measurement poverty with level of consumption is not necessarily easy to do. As mentioned by Pradhan et al. (2009), this is due to the determination of consumption poverty line is very complicated given as we first need to answer a few questions such as: what type of produce is put in the food cart? How many calories need to be established from the food cart? etc. Answering questions like these usually required the social agreement that formed the basis of the question.

Nonetheless, when viewed from a practical aspect, though potentially with some drawbacks mentioned, the level of consumption approach is still better than the income level because people generally remember what they spend more easily than what they earn. In order to anticipate these, evaluation survey was conducted with two patterns of questions. *First* to ask the households perceived ability to meet their basic needs. *Second*, to ask the monetary amount/value they spend to consume those goods/services. Here is the general perception of respondents' ability to meet their basic needs.

The survey was conducted over 200 respondents and based on findings in the field there were 72% of RC parents who has been able to meet the basic needs of their household. While 28% other claimed unable to meet the basic needs of their household. This indicates the majority of the program's beneficiaries have obtained the impact from the program namely fulfillment in meeting the household's basic needs.



**Figure 8:** Respondents' ability to meet basic needs (n = 200). Source: Research processed data, 2015.

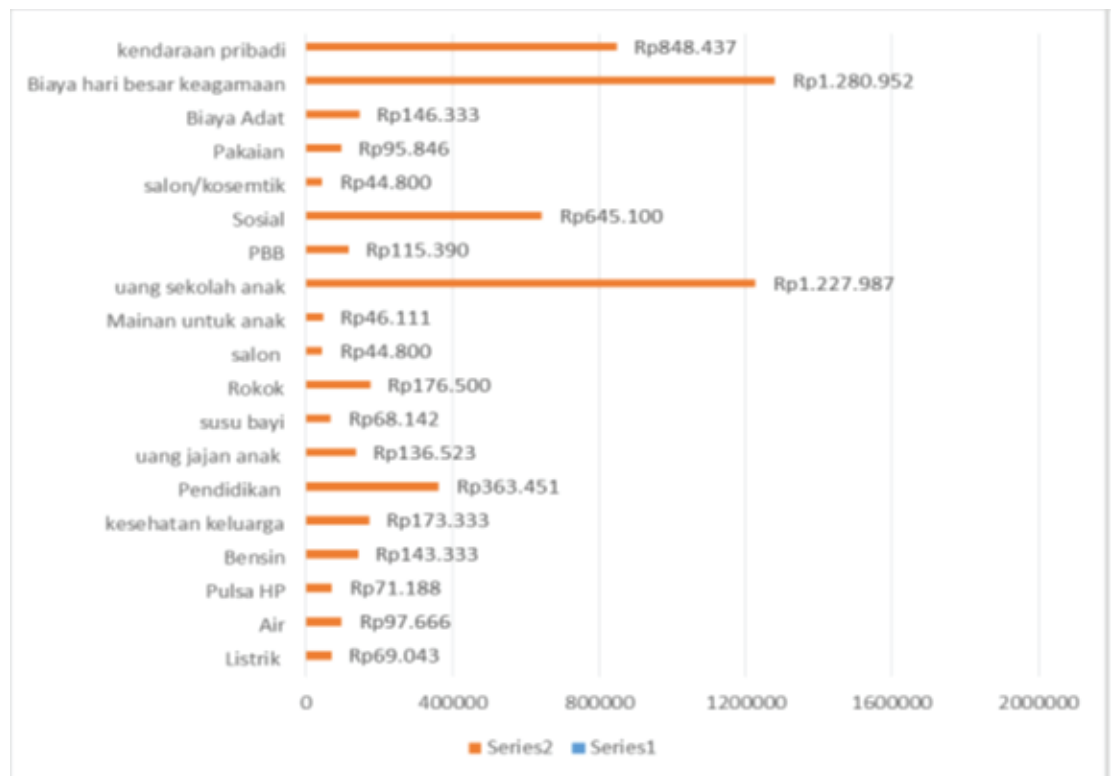
The rising socio-economic condition of the community is likewise is also an effect of the rising income of households. This reflects that the community is generally capable of fulfilling their needs through their economic activities.

According to the BPS 2013 data in Poso District:

*39.73% of the population spends from IDR 300,000 to IDR 499,999 in order to fulfill food consumption needs in each month and 50.34% fulfill their food consumption needs for less than IDR 300,000 per month. For non food consumption, 20.03% of the residents of Poso District spends from IDR 200,000 to IDR 299,999 per month. Non food consumption includes monthly rent and education financing. In 2013 50.22% of the population in Poso District spends less than IDR 500,000 for food and non food consumption in each month. And 38.34% spends from IDR 300.000 to IDR 499,999 for food and non food consumption in each month*

In comparison to the BPS data, the preceding Chart show average real expenditure from the 2015 survey results in which the average highest expenditure is for religious holidays costs with an average of IDR 1,280,952 and then to children's school fees at IDR 1,227,987 and to personal vehicles expenses by IDR 848,437 and social expenses at IDR 645,100.

However comparison between average real expenditure with BPS data and community conditions in Poso then there are a few notes before we standardize the expenses of each family. *First*, the food cart used may not correspond to the actual food patterns in each district/village in Poso District. *Second*, if there is a difference in relative prices between areas (e.g., Tentena with Poso Pesisir), the framework of food in each region

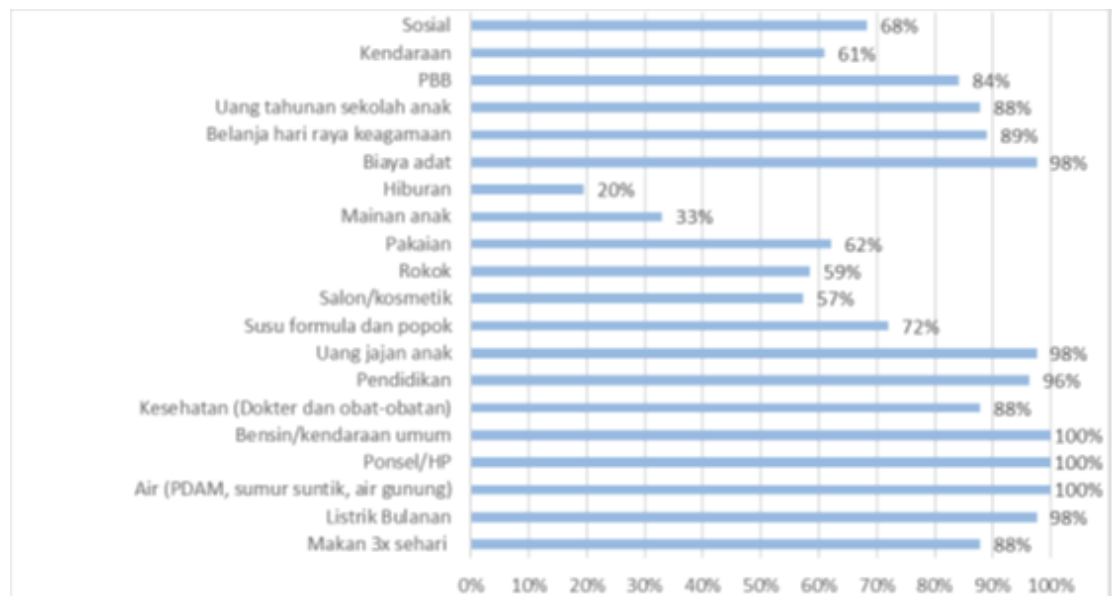


**Figure 9:** Respondents' average expenditures to the necessities of life of their family in 1 year (February 2014–February 2015), n = 82. Source: Research processed data, 2015.

will not be optimal. *Third*, each person has different consumption requirements that are influenced by age and gender. *Fourth*, the amount of family members in the household heavily influenced the level of consumption that needs to be met. Therefore, as a way to ensure the fulfillment of the necessities of life and to corroborate the preceding BPS data, the evaluation conducted a survey of the people's perceived ability to meet the necessities of life for the members of their family in the past year.

The preceding Chart illustrates the perceived ability of respondents to fulfill the necessities of life for their family in the last year (February 2014–February 2015). It shows that more than 60% of respondents stated they were able to fulfill most of the needs of their family life. As many as 88% of respondents have been able to fulfill the need to eat 3 meals a day, other basic necessities such as education by 96%, 88% of respondents stated to have fulfilled their health needs. On the other hand the survey also questioned whether respondents borrowed money if they were not able to meet these needs? The most declared no, only a few for 3 meals a day (7%), electricity (1%), health (1%), child allowance (2%), cigarettes (1%), religious holy days (12%), vehicles (2%) and social expenses (9%).

Although not all 100% of respondents were able to meet the needs in every aspect of the above requirements, but it turns out that people did not necessarily borrow



**Figure 10:** Respondents ability to fulfill the necessities of life for their family in the last year (February 2014-February 2015), n = 82. Source: Research processed data, 2015.

money to fulfill those needs. During observation and interviews the communities in Poso like many rural communities have a high level of social cohesion where family and social institutions are functioning ideally to bind every member of society either between individuals within a single family, between individuals within a social environment as well as between families. So when an individual or family are suffering from a shortage they will be assisted by another individual or family. The concept of consensus discussion and mutual assistance makes the standard definition of poverty line become very relative in the reality of life in agricultural communities in Indonesia such as in Poso.

*so when Poso is compared to Java there is indeed greater market opportunities there. But when comparing the standard of life, the farmers here are better off, they are not destitute. They mostly own the land they work, while in Java most are just tenants, so the comparative distribution of income is obvious (m, Bureau of Agriculture, 9/3/15)*

Based on the entire exposition on income or consumption level then it can be said that most of the beneficiaries of the economic development program are above the poverty line. From the income level point of view, there are 92% of the community who are above the poverty line while if seen from the consumption level it can be stated that there are 72% of the program beneficiaries who declared that they were able to fulfill the basic needs of their households. With these results it can be concluded

that the WVI program has significant contribution toward poverty alleviation program initiated by the government of Poso District.

## 6. Existence of 27 Small Enterprise Groups (SEG) Practicing Rice, Cocoa, Horticulture Agriculture

On the 2011 evaluation results, the WVI Poso mentored SEG has been established and there were 24 SEG. But the activities of most SEG are less visible. Only a few are active, for example SEG in Tokilo, Masawe, and Tuare villages. While by 2015, there are 12 active SEG. Here are their profiles:

TABLE 5: Number of active SEG (per July 2015).

No.	The SEG	Origin	District	Members
1	Pelita Jaya	Kageroa	Lore Barat	19
2	Pebanga'a	Lengkeka	Lore Barat	93
3	Sinar Tani	Tuare	Lore Barat	70
4	SPP Avobia	Bulili	Lore Selatan	10
5	Kahantambia	Bewa	Pamona Selatan	20
6	Narwastu	Peura	Pamona Puselemba	23
7	Tani Organik Green Fresh	Sawidago	Pamona Puselemba	25
8	Rukun Kasih Anak	Taripa	Pamona Timur	62
9	Sondo Bale	Uelene	Pamona Selatan	20
10	Mawar	Tokilo	Pamona Tenggara	14
11	Morokoa	Tokilo	Pamona Tenggara	17
12	Mosima	Tokilo	Pamona Tenggara	36

Source: the WVI Poso documentation, 2015.

Based on the preceding table quantitatively the SEG establishment program did not reach the planned targets. It even experienced a decline from the previous achievement. By the 2011 evaluation results, there were at least four important notes describing the suboptimal progress of forming new SEG. *First*, it is a matter of SEG formation strategy. *Second*, the ongoing SEG mentoring process. *Third*, the people of Poso's generally weak organizational ability. *Fourth*, the fact the some SEG were utilized (hacked)

by some administrators or members for personal gain, at the expense of the other members.

Of the four, the first two points are internal factors of the WVI Poso. On this subject, unfortunately by the writing of this report the evaluating team has yet to obtain data/documents regarding the standard operational procedure (SOP) on the formation of SEG, the WVI Poso development facilitator (FP) guidelines, and guidelines for monitoring and evaluation of SEG. But based on information obtained from discussions with the WVI Poso program management team, the guidelines already exist but the difficulty is in the limited quality of human resources available in Poso so that the program management team had limited human resources available to be recruited as FP that are able to understand and run the program in accordance with the procedure:

*our actual FP qualification standard is college graduates. Well since WVI's (World Vision International) initial entry was through church institutions, their intervention to the community... Well most of these high school graduates, the only baccalaureate is Mr. Arman in Bada, and even he is a new recruit (FGD with the WVI Poso management, 12/03/15)*

On the other hand, the next two points are external factors whereby in this case the subject is beneficiaries of the program themselves. Their initial participation in SEG was due to numerous socializations conducted by the WVI Poso on the economic development program. But as time went on they opt out for various reasons resulting in a number of SEG becoming inactive due to lack of participation of the members and the Groups eventually disbanded. Here are a number of reasons:



**Figure 11:** Reasons respondents opt out of SEG (n = 32). Source: Research processed data, 2015.

The preceding chart corresponds to reasons for opting out of SEG. Most respondents left because they felt the group is not running as it should be (59%). This most likely has a correlation with the original reason for forming the SEG in the first place.

*WVI has no ground rules regarding formation of SEG, but there has to be at least 15 members. Feel free to add members but do elaborate the group rules (bylaw). The community was granted independence, WVI only accompanies such as with information (0, FP Pamona, 4/3/2015)*

Information from FGD results with SEG representatives indicates that before they joined the SEG, they already have their own interest groups, for example farmer groups (poktan). As the initial formation of SEG originated from already existing community groups in Poso it is not surprising that if at any time the interests of the group is no longer in line then the group itself will be disbanded because of its social bonds tend to be for personal gain rather than group interest.

While the fact that the quantity of SEG did not meet the target achievement of the program but the existence of the 12 SEG successfully maintained by the WVI Poso until the end of the program shows good quality in the internal aspect of the groups. This is apparent from the results of the census carried out in conjunction with the evaluation survey. Further discussion of the internal quality of SEG will be discussed in Chapter 5.5.

## 7. SEG Census Survey

Census of SEG is one instrument that has been developed by WVI to monitor the level of development of community based organizations which in this case is the self-help groups or SEG. SEG are prepared as a societal economic institution where people can eventually work as a group and in mutual assistance to meet the needs of their household. As a social organization, the existence of SEG is one of the important pillars in helping to raise people's income in particularly after the WVI program ends. Therefore, a number of aspects along with their indicators were designed by WVI to monitor the extent of SEG development particularly at the end of the WVI program year. The level of development is classified into 3 (three) categories namely Pemula (novice), Berkembang (developing) and Mandiri (independent). The qualifying aspects are organizational, group activities, and resources. Census was conducted through self-assessment by representatives of each SEG surveyed on the program final evaluation this year.

### 7.1. Organizational aspect

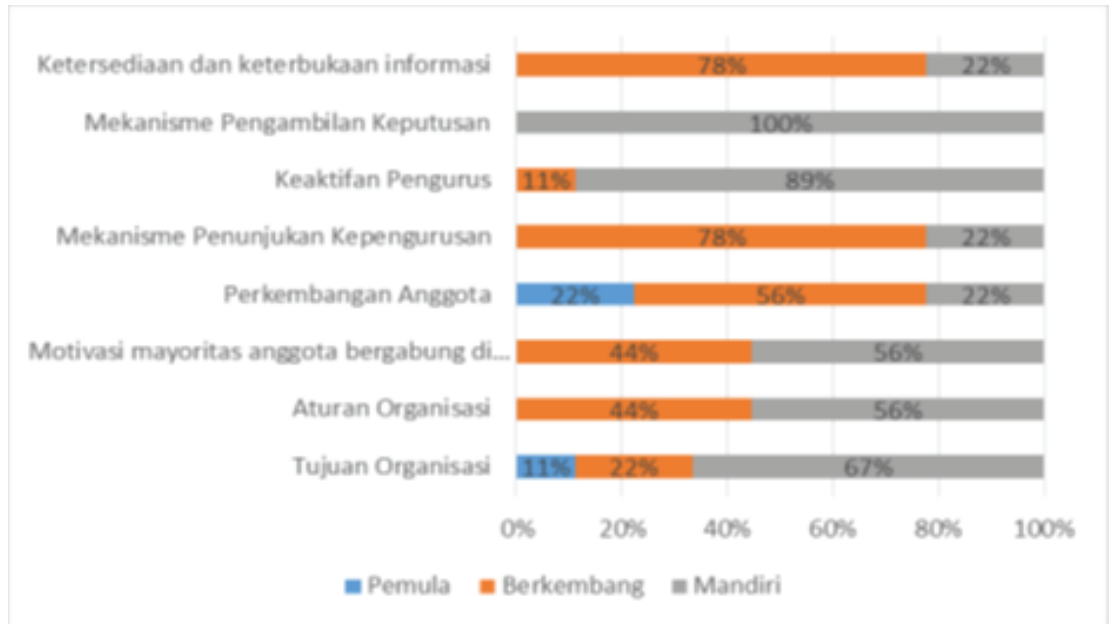


Figure 12: Organizational aspects. Source: Research processed data, 2015.

SEG organization as an implementation of the economic development program is an institution that needs to be considered on the substance of group activities. It is therefore necessary to consider every indicator in the organization. There are at least 8 aspects specified by WVI, namely: (1) Availability and accessibility of information; (2) Decision-making mechanism; (3) The administration’s dynamism; (4) The mechanism for administration appointment; (5) Membership expansion; (6) Motivation of the majority of members; (7) Rules and bylaws of the organization; (8) The objectives of the organization.

Those eight indicators were then rated with Mandiri (independent) as the highest rating, Pemula (novice) as the lowest rating, and rating of Berkembang (developing) in between. For the first aspect, 78% of SEG are at the developing level, while the remaining 22% are independent. For the second aspect, all SEG have reached the independent level. Third aspect, SEG rated independent have reached 89%, while the rest have reached developing level. On the fourth aspect, 78% SEG are rated developing, while the remaining 22% are independent. For the next aspect of membership expansion, 56% are rated developing, 22% are independent, and there are 22% still rated novice. On the next aspect, that of members’ motivation, 44% are rated developing, and the remaining 56% are independent. For the seventh aspect, 44% SEG are rated developing, and 56% are independent. The final aspect, that of organization’s objective, 11% are novice, 22% developing, and 67% independent.



By the census results, it can be described that the majority of SEG are organizationally independent. This indicates that the SEG mentoring program by WVI have managed to improve the organizational capacity of SEG administrators. Regardless of the dynamics, the existence of SEG have assisted in building public awareness of the importance of synergy in cooperating organizationally to improve their economy for the better.

### 7.2. Group activities aspect

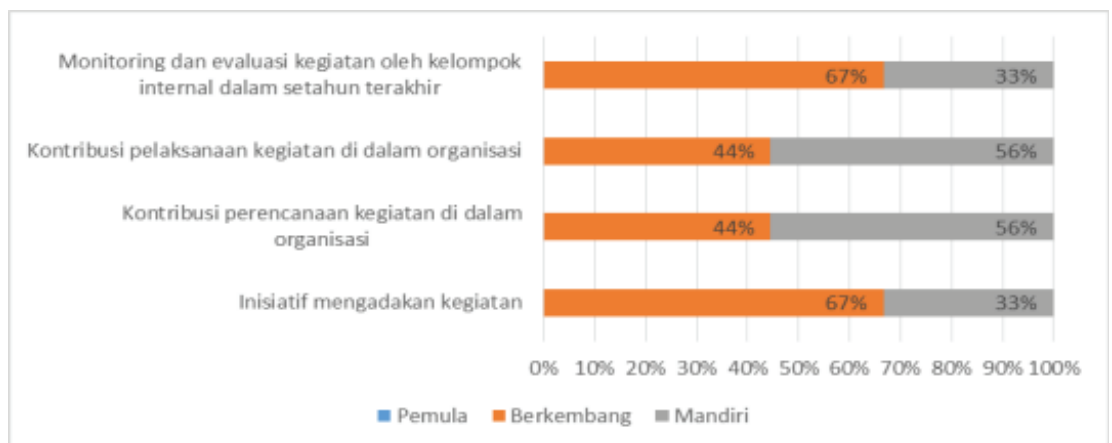


Figure 13: Group activities aspect. Source: Research processed data, 2015.

Another aspect is that of group activities. To see the substance of an SEG’s organization, there are 4 indicators to be noted: 1. Internal monitoring and evaluation of the group’s activities for the previous year. 2. Contribution to internal activities. 3. Contribution to internal activities planning. 4. Initiative to conduct activities.

By the monitoring and evaluation indicator, there are 67% developing SEG and 33% independent. The second indicator is contribution, by which 44% SEG are rated developing and 56% independent. The next indicator of planning contribution, 44% SEG are considered developing, and 56% independent. The final indicator regarding SEG’ initiative in conducting activities, 33% are considered independent while 67% are still rated developing.

Generally the SEG activities aspect has shown indicators of the developing stage. This is very noticeable especially regarding the initiative to conduct activities indicator as well as the internal monitoring and evaluation indicator. The low rating of both indicators shows that activities conducted are still limited to waiting for WVI’s program guidance. The lack of internal activities may also be influenced by each members’

individual activities as they are mostly farmers and ranchers who spends most of their time for their own economic activities.

### 7.3. Resource aspect

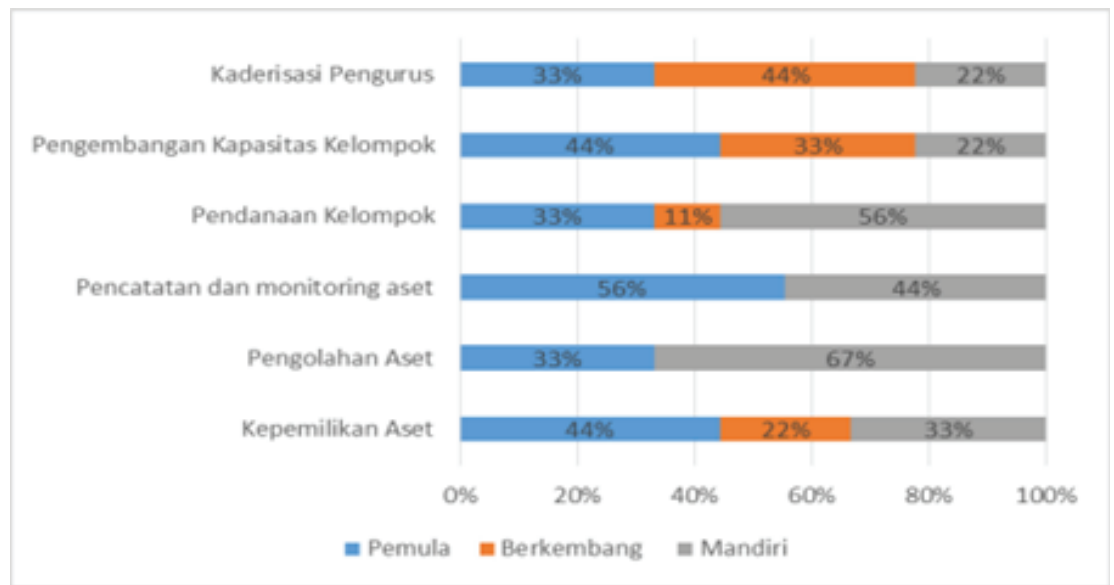


Figure 14: Resource aspect. Source: Research processed data, 2015.

An equally important aspect is that of resources. There are at least 6 indicators regarding this aspect. The first is administrator apprenticeship. The chart shows that 33% are still at novice stage, 44% are independent, and 22% developing. Next is developing group capacity, 44% novice, 33% developing, and 22% independent. The next indicator is group funding, 56% are already independent, 11% are developing, while 33% are novice. The next is about recording and monitoring of assets, 56% are novice and 44% are independent while on the asset management indicator there are 33% novice and 67% are independent. The final is the asset ownership indicator, 44% are novice, 22% are developing, and 33% are independent.

Compared with the other two aspects, the resource aspect while some have reached independent level many more are still at the novice stage. The resource aspect is a yardstick in whether the SEG will maintain their existence. With these results, WVI should maximize them for the final stage of the program.

## 8. Conclusions and Recommendations

Overall both programs implemented by WVI which are the economic development project and CSMP (sponsorship) can help improve economic and social empowerment of society in Poso. That increase in economic and social empowerment has a good impact in reducing poverty level in Poso District. Poverty level was relatively decreased according to government sources published by BPS and BAPEDDA. From the data provided by the Sociology Lab in 2011 against the 2015 data by BAPEDDA obtained by the evaluator team shows a decrease. The poverty level in 2011 was 20.10%, while in 2015 is 18.22%. This decrease in the percentage of poor people in Poso is due to WVI's role in assisting the local government with the economic development project, such as the SEG program. The presence of WVI's program also indicates significant support on achieving target child well-being marked by the growing awareness of parents in allocating portions of their income for children education and health in the form of bank savings.

In a specific study, the community economic empowerment has shown an increase since 2011 in several aspects, such as savings awareness, and an increase in SEG membership. While many people still do not save there is at least a tendency of increasing society awareness to begin saving as shown by the 7% in 2011 which has now improved to 38% in 2015. While it may seem less than efficient when considering the timeframe nevertheless an increase of 21% is a positive indication of program achievement so far as society economic improvement program is not straightforward. The most important issue is to sway society awareness on the importance of planning and preparing for their future. Increasing society awareness on saving is one indicator that more people are planning for their future, regardless of their purpose in saving. Then the existence of saving also shows that society begins to grasp the importance of household financial management. Therefore awareness of family economic resilience has been planted in their thoughts.

Increase in the number of people in the SEG program has drastically increased by 37.8% from 3.2% in 2011 to 41% in 2015. The evaluator team noticed 2 key reasoning that can clarify that significant increase. First, acceptance of the approach method used by the facilitators. Second, program benefits already experienced by society. This confirms that program approach was done intensively and consistently as it is not easy to develop trust and respect in society with a one-shoot system program model. It requires a process to build a good rapport with society so they will voluntarily participate with the program out of awareness rather than transitory necessity.

Good approach method by utilizing local facilitators provide considerable influence and was proven very effective. This is because facilitator as extensions of WVI Poso can interpret the organization's goal to society's culture. Therefore it became easy for people to understand the goal of WVI Poso that aims to society's own welfare. While the second reasoning illustrates that society tends to follow a proven course. Therefore, in the early year of SEG formation not many joined and more joined after seeing the benefits experienced by those early members.

The SEG program does not only provide material benefits but also in non-material form, such as organizational skill improvement and enhancing solidarity. This can be shown by findings of the quantitative method, there are several major benefits of the SEG program. Firstly improving organizational skills (91.5%). Secondly, adding and expanding network/communication (93.9%). Third, enhancing solidarity (97.6%). Therefore it is apparent that the success of the economic development project did not only build the material foundation but also strengthen the social foundation of society as well.

## 9. Lessons Learned from the Evaluation Process

In general the program conducted by WVI, that is, Economic Empowerment Project can help increase economic and social empowerment of communities in Poso. Improvement of the economic and social empowerment has a pretty good impact in lowering poverty in Poso. Relative poverty is declining when referred to the government data issued by BPS and Bapeda. From the data presented by the sociology lab in 2011 against the 2015 data obtained by research team from Bapeda in 2015 shows a decline. In 2011 the poverty figure was 20.10% whereas by 2015 it is 18.22%. This decrease in the percentage of poor people in Poso cannot be separated from the role of WVI who assisted government with economic development program, such as SEG.

Specifically, community economic development program has increased from the year 2011 in some factors, such as the community awareness of savings, and the increasing number of members of SEG. In 2015 the society awareness of savings seems to increase by 7% from 2011 to 38% in 2015. Increased public awareness to save is one indicator that a society that is planning its future, regardless of the reasons for savings. But the existence of the savings also shows that the public is starting to understand the importance of household financial management. Thereby awareness of the family's economic resilience has been embedded in their minds.

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