

**REPORT OF EXTERNAL
EVALUATION
and Lesson Learned from
FIELD BUMI CERIA PROGRAM
IN PADANG PARIAMAN
2010-2013**



Prepared by: Tati Krisnawaty dan Paul ter Weel

Januari 25th, 2013

LIST OF CONTENT

Acronym, 2
Executive Summary, 3
Introduction, 7
1. Chapter 1: Evaluation Methodology, 8
2. Chapter 2: Achievement of FIELD-Bumi Ceria and its Supporting Factors, 11
3. Chapter 3: Challenges and Crucial Issues, 14
4. Chapter 4: General Conclusion and Recommendation, 20
Annexes, 22

ACRONYM

BASARNAS	<i>Badan SAR Nasional</i> (National Search and Rescue Agency)
BPBD	<i>Badan Penanggulangan Bencana Daerah</i> (Regional Disaster Management Agency)
BPKP	<i>Badan Penyuluh dan Ketahanan Pangan</i> (Agricultural Extension and Food Security Agency)
CDPG	Community Disaster Preparedness Group
CDPC	Community Disaster Preparedness Center
Disperta	<i>Dinas Pertanian</i> (Agricultural Service Office)
FBC	<i>FIELD-Bumi Ceria</i>
FS DRC	Field School on Disaster-Resilient Community
FFS	Farmer Field School
GPP	<i>Gerakan Pensejahteraan Petani</i> (Farmer Welfare-building Movement)
GWG	Gender Working Group
KSB	<i>Kelompok Siaga Bencana</i> (Disaster-prepared Group)
LPH	<i>Lumbung Pangan Hidup</i> (Living Food Bank)
LP2M	<i>Lembaga Pemberdayaan Perempuan dan Masyarakat</i> (Institute for Women and Community Empowerment)
PEKKERTI	<i>Pengkajian Kerentanan dan Kapasitas secara Partisipatif</i> (Participatory Vulnerability and Capacity Assessment)
POD	<i>Pendidikan Orang Dewasa</i> (Adult Education)
PPO	<i>Persatuan Petani Organik</i> (Association of Organic Farmers)
PTMG	<i>Pembibitan Tanaman Multi Guna</i> (Multi-use Tree Nursery)
P3MTBPI	<i>Persatuan petani Pemandu dan Masyarakat Tangguh Bencana serta Perubahan Iklim</i> (Association of Farmer Trainer of Resilient Community towards Disaster and Climate Change)
RPB	<i>Rencana Penanggulangan Bencana</i> (Disaster Management Plan)
PRB	<i>Penanggulangan Risiko Bencana</i> (Disaster Risk Management)
PSB	<i>Posko Siaga Bencana</i> (Disaster-prepared Post)
SKPD	<i>Satuan Kerja Pelaksana Daerah</i> (Regional Implementation Unit)
SL	<i>Sekolah Lapangan</i> (Field School)

SLMTB	<i>Sekolah Lapang Masyarakat Tangguh Bencana</i> (Field School on Disaster-Resilient Community)
SLPRBBS	<i>Sekolah Lapangan Pengurangan Risiko Bencana Berbasis Sekolah</i> (Field School on School-based Disaster Risk Reduction)
SLTSB	<i>Sekolah Lapangan Tehnis Siaga Bencana</i> (Field School on Technique for Disaster Preparedness)
Sumbar	<i>Sumatera Barat</i> (West Sumatera)

EXECUTIVE SUMMARY

This report presents the findings and recommendations of an external evaluation of the FIELD-Bumi Ceria project. The main purpose of the evaluation was to assess with all parties in the project, the results of the project, the gap between its dream and its achievement, listing the availability of potential support, and recommend possible strategies to sustain the project results. The timespan of the evaluation was 14 working days of which 8 days have been spend in the field with visits to 10 nagari's (observation, discussion, and short interviews, 4 focus group discussions, 9 deep interviews and a debriefing with the FIELD-Bumi Ceria team. The evaluation results are expected to improve the further performance of FIELD-BumiCeria in facilitating the community, in collaborating with stakeholders, as well as in strengthening the capacity building of the facilitators to sustain the process of building farming communities resilience to disasters and climate change.

FIELD-Bumi Ceria project in a nutshell

The FIELD-Bumi Ceria project has been operational from October 2010 till end of March 2013. The project is implemented in 20 Nagari's in the coastal district of Padang Pariaman, being one out of seven districts of West Sumatra, severely hit and damaged by an earth quake in September 2009. Through a series of field school approach, the project was conducted to generate and support resilience of farming communities vis a vis disasters and climate change. There are six components of project activities designed in an interrelated sequence, namely: (1) assessment and site selection, (2) Field orientation, (3) Field Schools, (4) Field Days, (5) Follow-up Actions, and (6) participatory Monitoring and Evaluation, including the External Evaluation. For its 2½ years implementation time (from October 2010 to March 2013) FIELD-Bumi Ceria targeted the following results: (1) 3,000 people in the program to be trained in disaster risk reduction and climate change issues, (2) 20 community groups to increase their capacity to reduce disaster risk and climate change, (3) 80 technical field schools to be conducted to strengthen farming communities capacities to reduce disaster risk and climate change, (5) 2500 cadres trained on disaster risk reduction and climate change issues, and (6) a community network involving other stakeholders to be developed to support the improvement of disaster risk reduction and climate change. As well an amount of U.S. \$ 100,000 to be leveraged from other sources to support community actions to improve disaster risk reduction and climate change; and to have one local policy adopted to support the improvement of disaster risk reduction and climate change. The FIELD-BumiCeria team consists of 10 Area Managers (each responsible for the project in 2 nagari's, 3 specialists (for the risk reduction, climate change& agriculture, and M & E), administrative staff, and a managing director.

Evaluation Findings

The evaluation mission has come to the following findings and conclusions regarding the implementation of FIELD-Bumi Ceria project activities, their impact and prospects to contribute to *building farming community resilience to disasters and climate change*.

First of all, the overall objective --to generate and support resilience at the community level through organised action learning in Field schools conducted at the community in 20 nagaris of Padang Pariaman district-- before the end date of 31 March 2013 will be met. In the two years up to September 2012 the project has trained 2,367 cadres *in disaster preparedness and climate change mitigation and adaptation* and organized 51 Field Schools. More than 8,000 people have actively participated in various training activities on disaster risk reduction and climate change mitigation and adaptation.

Field-Bumi Ceria has successfully developed and implemented 8 curricula along the Field School model, in: Participatory Vulnerability and Capacity Assessment, School based Disaster Risk Reduction, Eco-Rice, Living Food Bank, Multi-Purpose Tree Nurseries, Waste Management, Climate and Bio Gas, and Field School on Disaster Resilient Community. These activities contributed to the journey of building farming communities resilience to disaster and climate change through knowledge improvement, skills building, awareness raising; integrating local and livelihoods issues with disaster risk reduction and climate change agendas, and strengthening the tradition of co-operation in the *nagari* level. At a broader level, FIELD-Bumi Ceria successfully organized a range of local workshops, field days, cross learning visits, stakeholder meetings, contributed to 2 Farmer Jamborees. The project also has worked together with various civil society organizations like PKBI Sumbar, local partners of Oxfam, as well with government agencies like Department of Agriculture and the Regional Disaster Management Agency (BPBD Padang Pariaman). FIELD-Bumi Ceria has contributed to the Master Plan on Disaster Management and to the bylaw on Disaster Management, and the Regional Action Plan on Disaster Mitigation as included in the APBD/ Regional Budget 2013.

The evaluation team found ample evidence of the effectiveness of the FIELD-Bumi Ceria's approach in using the Adult Education 'Field School' methodology stimulating learning and strengthening/ building social relations, mobilizing cooperation, and improving knowledge through experience, and creating awareness and empower farmers to actively deal with their direct environment and resources. Within the relatively short timeframe of the project a substantial number of people (over 2,000 people) have become *nagari* cadres, majority of them women, have joined the weekly sessions in a large number of Field Schools . There is also clear evidence that through the Field School Adult Education approach, the project has mobilised and revitalised a large domain of still existing local knowledge that had been marginalised and dormant, resulting in active planting of local food plants, medicinal herbs and local trees species. These crops have been planted with improved knowledge about improving soil fertility through making and use of compost and improved knowledge on seed selection and improvement. The evaluation team found ample evidence of farmers applying their revitalised and newly acquired knowledge and awareness about making their food provision more reliable, resilient and sustainable, while also increasing their incomes. Altogether this shows the potential of SL activities to build awareness and empower farming communities to more sustainably use their immediate environment and natural resources in the vicinity. In other words, SL has the potential to build the farming communities resilience to deal with the risks of disasters and climate change.

The success of FIELD-Bumi Ceria project in Padang Pariaman has strongly benefitted from the high commitment of project team. With their work ethics 'Everyday is Monday', being

available and listening to the people participating in the project they became part of a collective people's effort. Also important was fusing the learning methodology and local cultural roots based on the philosophy *nature as teacher* ("***Alam takambang manjadi guru***") and acknowledging the importance of nagarias as the collective living space (at least consisting of 4 tribes: "***nagari ba kaampeksuku***") and being managed democratically by the values and cooperation (such as *goro* and *Julo-Julo*). The team was quickly finding recognition by the local government levels (ranging from the nagari level to the provincial level). The evaluators found government agencies highly positive and in support of the FIELD-Bumi Ceria activities, although in budget terms the government hasn't yet a window to support this kind of innovative initiatives.

The ambitious targets of the original project design however also created some flaws and shortcomings in putting enough emphasis on the quality of the learning processes of the junior staff and local level facilitators. The success of the Field Schools has certainly been the concrete action in practising planting, improving soils and food quality, installing the biogas and reducing costs, but on the other hand this has reduced the attention in the curriculum for longer-term issues. The evaluation report elaborates on two issues: 1) the basics of sustainable agriculture and agro-forestry and 2) the Adult Education methodology.

- FIELD-Bumi Ceria Field Schools are addressing the direct agricultural and agro-forestry activities of the rural population, including several ecological dimensions. However, the main focus is easily limited mainly to the technical aspects of crops and crop productivity. Especially at the level of the training of facilitators - who are now organised in a new Farmers Facilitator Organisation namely P3MTBTI - it is essential for a further development of their roles to have a more firm background and basis on the broader concept of sustainable agriculture / organic agriculture and possess basic tools to analyse the unsustainability of the high-input green revolution agriculture model. Besides such a basic introduction in those Field schools under agro-forestry conditions (sloping lands) the overall concept of ecological/ sustainable agro-forestry is also missing. The evaluators found still too much of evidence of cultivating crops on sloping lands without proper contour planting and erosion control.
- Adult Education and Discovery Learning are at the heart of the Field School approach. For the Facilitators it is essential that this pedagogical methodology is firmly internalised. Firm pedagogical knowledge and skills are the basis for further improvement of modules and curricula. The evaluators found that the Training of trainers for as well the area managers and facilitator were too short to introduce Adult Education and Discovery Learning methodology. There is a need to deepen the pedagogical (andragogical) knowledge and skills for the facilitators to be equipped for a longer term role in building and expanding community learning on disaster resilience and Climate Change adaptation and mitigation. Without Discovery learning principles, the effectiveness of SL will not be optimal, and will easily reduce future field schools to passive learning with demonstration plots, and not create critical thinking and analyses.

Strengthening the sustainable agriculture perspective in the Field school curricula and strengthening discovery learning principles processes are very crucial for FIELD-Bumi Ceria to create a strong fundament for life-long learning for a strong and resilient community to face either disasters or address climate change.

Conclusions and Recommendations

In summary it can be concluded that in the two years of time the FIELD Bumi Ceria project in “building disaster and climate change resilience in Padang Pariaman Farming Communities” has been able to organise itself well and effectively implement a coherent set of learning activities that have contributed to considerable greater understanding and action among more than 8000 people in 20 *nagari*’s of Padang Pariaman district about being better prepared for future disaster and reducing their impact on climate change.

FIELD-Bumi Ceria successfully conducted field schools, the open space and learning opportunities for people (especially women), to begin the process of revitalizing local communities' traditional knowledge and protecting the environment and farming practices that will have implications for resilience to disasters and climate change. The re-introduction and improved cultivation of many crops and tree species considerably contributes to a much improved resilience of the population in case of disaster as well as to improved household income. Deficiencies that still need to be addressed by FIELD-Bumi Ceria are integrating a sustainable agriculture perspective into the Field School curricula / modules and strengthening facilitators with Adult Education knowledge and principles, especially on "discovery learning" principles.

FIELD Bumi Ceria has a critical challenge to sustain its success story under the political support of governments and learning enthusiasm of the farming communities in the nagaries where the project has been active. However the government so far has no budget provision to support NGO initiated activities.

The report contains three recommendations for FIELD-Bumi Ceria and one for USAID. Recommendations for FIELD-Bumi Ceria include: refining the modules, strengthening the facilitators and their organization, and reducing the density of field activities to provide more space for reflection as well as knowledge management among the team. Seen the scope and potential of the FIELD-Bumi Ceria team and its approach, USAID is suggested to extent its support to strengthen and deepen the original initiative and probably broaden its scope to other *nagari*’s.



INTRODUCTION

The process of evaluation and learning from project titled “Building Disaster and Climate Change Resilience in Padang Pariaman Farming Communities, West Sumatera” or familiarly called as FIELD – Bumi Ceria program in Padang Pariaman district we had conducted on January 2013. This project is implemented by FIELD Indonesia Foundation with full financial support from USAID through Cooperative Agreement No: AID-497-A-10-00002 for the duration from October 2010 until March 2013, or 30 months period. The main objective of this project is to build the resilience of farmer communities of Padang Pariaman in dealing with disaster and climate change through Field School (FS) approach. Padang Pariaman is one out of seven districts in West Sumatera province which is vulnerable to disaster due to its geographical situation in the Siberut segment, that is predicted to be able to deliver earthquake at 8.9 magnitude and potentially triggers Tsunami.¹

The FIELD-Bumi Ceria project is implemented in 20 nagaris in Padang Pariaman district. Until September 2012 the project has trained 2,367 cadres of disaster risk reduction and climate change adaptation through 51 units of FS and has trained 8,185 people in 20 nagaris with various kind of activities in concerning disaster risk reduction and climate change adaptation². Besides, FIELD-Bumi Ceria has also initiated and developed collaboration with NGOs such as PKBI and OXFAM, either with Government institutions such as BPBD of Padang Pariaman. FIELD-Bumi Ceria had also taken an active role in the development of Master Plan for Disaster Management in form of District Regulation, Disaster Risk Analysis, Disaster Management Plan, and District Action Plan for Disaster Risk Reduction, budgeted in the APBD 2013. The main approach of FIELD-Bumi Ceria project is Field School with Adult Education method. There are nine kinds of FS provided by FIELD-Bumi Ceria: Participatory Vulnerability and Capacity Assessment; Living Food Bank; Multi-use Tree; Low Methane Emission Rice (Ecorice); Climate and Biogas; Waste Management; Disaster-resilience Community; School-based Disaster Risk Reduction; and Disaster Preparedness Techniques.

This evaluation involved all team member of FIELD-Bumi Ceria project, field facilitators and field school participants in nagaris. We would like to express our thank to Syafrizaldi, W. Cahyana, Koeswara, Lanny Verayanti, Madonna, Heriyanto, Suhatriil Isra, Sri Ambarwati, Rachmi Awalina, Triana, Utami Sekarini, Nurfani Ratih, Maldo Vero, Felmi Yetti, Hasnul Amri, and Nugroho Wienarto who has shared important informations. Our thank is also expressed to Novi, Yofie, Yenni and Pendi who supported us in the evaluation process. We would also like to express our deepest gratitude to FS participants and field facilitators of nagaris: Lurah Ampalu, Sikucue, Aie Tajun, Kuranji Hilir, Koto Dalam, Pekandangan, Sicincin, Batu Kalang, Tandikek Utara, and Sunur that we could not mention one by one here.

Hopefully this report will be useful for those related to the FIELD-Bumi Ceria program.



¹Suhatriil Isra and Madonna, *Living in the red zone of tsunami: perception, action and recommendation of community of Katapiang and Ulakan “ paper* presented in Aceh in the 6th Annual International Workshop & Expo on Sumatra Tsunami Disaster & Recovery 2011 in Conjunction with 4th South China Sea Tsunami Workshop

²Annual Report Year no 2, 8th Quarterly Report October 2011- September 2012, *Building Disaster Climate Change Resilience in Padang Pariaman Farming Communities, West Sumatra, FIELD-Bumi Ceria, September 2011*

☞ CHAPTER 1: EVALUATION METHODOLOGY

(Objective, Approach, Scope, Methods, and Limitation)

The Scope of Work (SOW) for External Evaluation prepared by FIELD Indonesia together with FIELD Bumi Ceria project team and USAID has set some issues, needs and objective of the evaluation (see **annex 1**).

Given the limited time for evaluation, it is realized that the information gained and analyzed would not be able to cover the whole problem, needs and objectives as expected. Due to this limitation, the first step taken by Evaluator team was to map the priority scale. We mapped the priority through dialogues (by email correspondence) with FIELD Bumi Ceria and FIELD Indonesia team as reflected in the proposal of the evaluation framework.

Evaluator paid priority attention to some of FIELD Bumi Ceria activities so that can bring us to the evaluation process that is accountable, while opening a learning space for all to understand the concept and implementation of FIELD Bumi Ceria program in the context of building community resilience towards disaster and climate change.

The focus of our attention is on the concept and implementation of **Principles of Adult Education** applied in the series of Field Schools run in nagaris, problem of **erosion** in the project sites, and on **strengthening of Field School Facilitators**. Regarding other problems such as the role of government and civil society organization in the disaster and climate change issues, we put them in the context or relationship with the three focus issues.

Evaluators suggested to see three categories of area or project sites, they are: area or sites where the activities are considered to be successful by FIELD Bumi Ceria project team; area that is considered to be full of challenges; and area that is considered to have a special characteristic. In all of the three area, evaluators dug informations from Area Managers, Field Facilitators, and Field School participants to see: the dynamics and learning process of the community, increase of knowledge, attitude and practice of the community in dealing with the threat of disaster and climate change, and the development of the community's structural and cultural ecological perspective, both in relation with FIELD Bumi Ceria activities and in their daily life.

☞ Objective of Evaluation:

The result of the evaluation will be used for improving performance of FIELD Bumi Ceria team (both strategy and techniques) in:

1. Facilitating the communities in nagari level
2. Collaborating with relevant stakeholders for promoting the follow-up support for the community movement in nagari level
3. Supporting and facilitating the field facilitators in nagari level (including the field facilitator association: P3MTBPI) for strengthening their capacity and attempting the sustainability of the program for building community resilience towards disaster and climate change.

🔗 Approach and Evaluation Process

Principally, Evaluators did a critical and participatory assessment on the questions below:

- What achievement have been gained by FIELD Bumi Ceria during the period of October 2010 – January 2013?
- Does the achievement meet with the dream of the program as stated in the project proposal ?.
- What are the gaps between the dream and achievement?
- What are the potential of support available?
- What are the possible strategies can be applied by FIELD Bumi Ceria in the future?

Our approach is not a “check list” approach, and not based on indicators set by ourselves. Instead, we open ourselves to learn and understand the indicators of success that are mainly felt and expressed by beneficiaries.

In this evaluation we attempted to develop an approach of **beneficiaries-based evaluation, reflection, and dialogue** with the beneficiaries and stakeholders, to ensure the balance between focused perspective (“tunnel view”) with holistic perspective (“helicopter view”). We attempted to trace the contribution of FIELD Bumi Ceria in the process of building community resilience towards disaster and climate change in the midst of various similar efforts being done simultaneously in Padang Pariaman district of West Sumatera.

🔗 Scope of Evaluation

The evaluation was done towards the whole activities of FIELD Bumi Ceria since October 2010 until January 2013 (around 27 months of project implementation out of 30 month of project duration).

🔗 Methods

Based on the approach mentioned above, we interpret and develop the evaluation method as offered by FIELD Bumi Ceria as below:

1. Learn the documents of FIELD Bumi Ceria program (includes: proposal, cooperative agreement, project plans, project reports, curricula, moduls, case studies, media coverage), and other documents related to Social and Cultural aspect of Minangkabau People.
2. Do observation and field visit to see the activities, achievements and failure happened.
3. Do interview, both formally and informally, to the actors of the activities, especially field facilitators, community or participants of the learning process, area managers, core team of FIELD Bumi Ceria. Short interview was also done with Extension Workers, Head of Nagari, Head of Korong (sub-Nagari), and BPBD Officer.
4. Do a Focus Group Discussion (FGD) with field facilitators and representatives of local governments (Camat /Head of Kecamatan, Kodim /Military District Commando, and District Office for Environmental Affairs), and with other multi-stakeholders.

The two evaluators (Indonesian and Dutch citizen) did the entire evaluation in 14 days, from January 1st until January 25th, 2013. Process for gathering informations and discussion took the longest time (5 days). Discussion with FIELD Indonesia and FIELD Bumi Ceria team took 3 days, while discussion with stakeholders took 2 days. The rest of the time was used for studying the documents, analysis and report writing. (The schedule of the evaluation activities can be seen in **annex 2.**)

Evaluators studied the documents provided (list of the studied documents can be seen in **annex 3**), did field observation, and did interview and discussion with key persons, comprises of:

1. Participants of FS on Living Food Bank and Multi-use Tree of Nagari Lurah Ampalu
2. Participants of FS on Eco-rice of Nagari Sikucue
3. Participants of FS on Living Food Bank of Nagari Aie Tajun
4. Participants of FS on Multi-use Tree Nursery of Nagari Kuranji Hilir
5. Participants of FS on Living Food Bank of Nagari Koto Dalam
6. Participants of FS of Waste Management of Nagari Sicincin
7. Participants of FS on Climate and Biogas of Nagari Pakandangan
8. Participants of FS on Living Food Bank of Nagari Batu Kalang
9. Participants of FS on Living Food Bank of Nagari Tandikek Utara
10. Participants of FS on Multi-use Tree Nursery of Nagari Sunur
11. P3MTBPI, DRR Forum (Forum PRB).
12. Camat of Lubuk Alung, Camat of Lima Koto Timur, Camat of Batang Anai, Chief of Staff of Military District Commando of Padang Pariaman, Environmental Affairs Officer of Padang Pariaman.
13. General Staff of BPBD West Sumatera province, Basarnas (Search and Rescue Agency) of West Sumatera province
14. BPTPH (Food Crop and Horticulture Protection Center) of West Sumatera
15. LP2M, PKBI of West Sumatera province, Oxfam Indonesia, Mercy Corps
16. KSB Siti Nurbaya, KSB Camar Laut, Joint Secretariate of Nature Lovers (*Sekber Pecinta Alam*) of West Sumatera.

Limitation

In this evaluation, the field visit and intensive discussion could only be done with communities / field school participants in only 9 out of 20 nagaris of FIELD Bumi Ceria project site, they were: Lurah Ampalu, Sikucue, Aie Tajun, Kuranji Hilir, Koto Dalam, Sicincin, Pakandangan, Batu Kalang, and Tandikek Utara. Due to limitation, the visit to nagari Sunur was done in very short time. The remaining 10 nagaris were not be able to be visited at all. This means that the evaluation can only cover 50% of FIELD Bumi Ceria working sites.

Face to face interview could also be done with 5 area managers. Information and reflection from the 4 area managers was gained from FGD process. Due to time limitation, one area manager only had chance to share information during the discussion with field school participants. There was no time for interview with administration staffs.

Activities for Focus Group Discussion (FGD) with representatives of government officers of District Government of Padang Pariaman was done in the open space on the beach, and was mixed with an inter-nagari meeting of field school participants. This format made the FGD became difficult. There was no chance to do deep interview with the representatives of Government institutions, NGOs and other activists of Disaster Preparedness.



☞ CHAPTER 2. ACHIEVEMENT OF FIELD BUMI CERIA AND ITS SUPPORTING FACTORS

From the perspective of project design and agreement between FIELD Indonesia and USAID as stated in the document of Cooperative Agreement no. AID -497-A-10-00002, FIELD Bumi Ceria has fulfilled the quantitative target. This is shown in their regular reports until month of September 2012³.

In the evaluation process that comprised of field visit, activity observation, interview, discussion, FGD and document study, evaluators find indications that can be categorized as qualitative achievement of FIELD Bumi Ceria.

☞ Achievement of FIELD Bumi Ceria

- (1) FIELD Bumi Ceria has successfully vitalized the **process of increasing the knowledge, skill and attitude of community** (field school participants) in nagari level. This can be seen from:
 - Enthusiasm of the FS participants in all nagaris of FIELD Bumi Ceria working sites visited by evaluator⁴. The majority of participants of visited FS are women; actively involved in the FS; full of spirit and passion for learning; and work in cooperative manner.
 - There are nagari-level facilitators who are fully committed, open-minded for capacity development, and passionate in conducting the activity.
 - There are community self-reliance initiatives for continuing the FS and there have developed a critical thinking of community in social-politic aspect of nagari.
- (2) FIELD Bumi Ceria has been successfully **integrated issues on livelihoods and daily life of FS participants into the context and a big agenda of “preparedness” towards disaster and climate change**. This can be seen from:
 - The learning topics selected by field school participants for the technical field school activities.
 - There are some activities on multi-use tree nursery both in the participants homeyards and in the FS groups’ collective learning plots.
 - There are some activities on biogas production, activities on environmental-friendly alternative energy production with an affordable cost for community, and have potential for reducing methane, reducing family economic cost, while in line with organic fertilizer production activity.
 - There are some activities on non-organic waste management, and also management of biomass waste for organic fertilizer production.
 - There are some activities on preparation of living food banks, of both in the participants homeyards and in the FS groups’ collective learning plots.

³ See Quarterly Report No 1,2,3,5,6,7, First Annual Report 2011, dan Annual Report No 2, 2012

⁴ Nagaris visited by Evaluator Team were: Lurah Ampalu, Sikur, Aie tajun, Kuranji Hilir, Koto Dalam, Pakandangan, Sicincin, Batukalang, Tandikek Utara, and Sunur, involved around two hundreds of FS participants from all locations.

- (3) FIELD-Bumi Ceria has successfully restrengthen the **tradition for working collaboratively** (collective action) of community in nagaris. This can be seen in various form of “gotong royong” (collective work), “julo-julo” (regular social gathering where the members share money or other resources revolvingly), and can be seen from the self-funding initiatives of FS participants and community to follow-up the field school activity.
- (4) FIELD-Bumi Ceria has successfully **built cooperation** with Government institution and non-government organizations that are relevant with disaster risk reduction and agriculture. Government institution that during evaluation process explicitly showed willingness to support and continue FIELD Bumi Ceria activities are: Wali Nagari (Head of Nagari) of Lurah Ampalu, Agriculture Extension Officer of Sikucue, Head of Sub-district of Batang Anai, Chief of Staff of District Military Commando (Kasdim) of Padang Pariaman, and Head of Environmental Affairs Office of West Sumatera. This findings completing what has been mentioned in the reports of FIELD Bumi Ceria regarding the good cooperation process with several local government offices, such as: Agricultural Service Office of West Sumatera, Office for Agricultural Extension and Food Security (BPKP) of Padang Pariaman, Office for Disaster Management (BPBD) of West Sumatera province and Padang Pariaman district. With such relatively intensive cooperations, FIELD Bumi Ceria has gained acknowledgement and political support from district government, along with opened spaces for dialogues and cooperation.
- (5) FIELD-Bumi Ceria has **successfully opened the space for field learning and building experience for program implementers** (including local facilitators, area managers, and FIELD Bumi Ceria team). What we mean with the learning space is related to vulnerability to disaster and climate change from the perspective of community life in nagaris in Padang Pariaman, community dynamics, and environmental-friendly agricultural practices.

🔗 Factors supporting the Success of the Program

There are some factors played role behind the success of FIELD Bumi Ceria in implementing the project in Padang Pariaman. Those factors are: (1) Project strategy; (2) Culture of people of Padang Paraman; and (3) Commitment of the Project Implementer Team.

a. Strategy.

By choosing Community Empowerment (through Field School) as its strategy, this program provides a clear and directional framework for the project implementer. Principles of Adult Education applied in the Field School enlightened and stimulated participants to generate or refresh their knowledge about environment (including disaster and climate change). This in turn enable FIELD Bumi Ceria to gain symphaty and

big support from the field school participants.⁵ The “adaptation” of name and terminology into more community-friendly terms such as FIELD Bumi Ceria (Bumi Ceria means cheerful or happy earth) and FS Pekkerti (related to Indonesian word “Pekerti”, means a good character or good manners) also gave contribution in smoothing the program implementation, especially in promoting the active participation of the⁶. Strategy of building cooperation with multi-stakeholder also strengthen the program.

b. Culture.

People of Minangkabau has tradition to manage nagari as a space for living together. Nagari is a permanent settlement of group of people, at least consists of 4 clans (“*nagari ba kaampeksuku*”)⁷. Nagari has a special meaning for people of Minangkabau, including people of Padang Pariaman. The existence of Nagari has a very long history. Relationship between people and nagari in Minangkabau historically is more than just primordial-consanguinal (cognition or blood ties and traditional kinship), but also structural-functional in terms of effective governmental territory. Therefore, they have a vertical relationship with Luhak (confederation of several nagaris) and Alam (area), and a horizontal relationship among nagaris⁸. Rules and laws applied in nagari are a tradition richness that maintain the balance of relationship between human and human, and between human and nature. Nagari is kind of a small republic with set of governance represents components of legislative, executive and judicative. In nagaries of FIELD Bumi Ceria’s project sites, the tradition for working together is quite strongly maintained in form of “gotong royong” and “julo-julo”.⁹ Besides, they also have a local cultural wisdom to learn from the nature or universe (“Alam takambang jadi guru”, means the nature becomes our teacher). This cultural framework plays big role in enabling the success of the implementation of FIELD Bumi Ceria’s field school approach.

c. Commitment

The success of FIELD Bumi Ceria project is much supported by the implementer team who are open-minded for learning¹⁰, experienced¹¹ and highly committed. Besides supported by coordinator, specialists and administration staffs, this project is successful due to the hardwork and commitment of the area managers and field facilitators in nagari level. The role of area managers is very vital. In the months at the end of year 2012, the team of FIELD Bumi Ceria – especially area managers – worked for 7 days per week with motto: “everyday is Monday”. It is important to add notes that the **side effect** of “everyday is Monday” is the susceptibility of the health of FIELD Bumi Ceria team. “Vertigo” is mentioned as the symptom felt by the team. Other side effect is loss of time for doing reflection and discussion that actually scheduled to be conducted every Friday.



⁵ Interview Dien Novita, field facilitator of nagari Lurah Ampalu 6 January 2003; opinions of participants of FGD P3MTBTI 6 January 2013; interview Kartini, facilitator of nagari Batukalang, 10 January 2013; Interview Lanny, 11 January 2013, Interview Syafrizaldi 12 January 2013.

⁶ Interview Lanny Verayanti, DDR Specialist, 11 January 2010, Interview Syafrizaldi, 11 January 2011

⁷ Amir MS, Panduan Pengelolaan Suku dan nagari di Minangkabau, Citra Hata Prima Jakarta, 2012

⁸ Mochtar Naim 1989, cited by Abdurrahman in Mochtar Naim dan Studi Kebudayaan Minangkabau, MOCHTAR NAIM MERANTAU SEPANJANG MASA, editor Arfinaldi et al, publisher Komunitas Bambu, 2013

⁹ Activities and plan for “gotong royong” and “julo-julo” was witnessed or heard by evaluator team in almost all visited nagaris.

CHAPTER 3. CHALLENGES AND CRUCIAL ISSUES

Considering the complexity of the issues of disaster¹⁰ and climate change, evaluators saw some challenges and crucial issues inside the achievement of FIELD Bumi Ceria. The basis of the challenge is on the **short term vision** of FIELD Bumi Ceria project that is a logical consequence of the project design. The objective of FIELD Bumi Ceria program is to generate and support the resilience of the farmer community in reducing the disaster risk and vulnerability toward climate change. This project utilizes approach of “organized participatory action learning”, combined with technical intervention, and specific activities related with community’s livelihood, to be implemented for the duration of 30 months¹¹. It needs a high level of concentration and a non-simple orchestration to work in the duration of 30 months for implementing 9 kind of field school in 20 nagaris and build collaboration work with government institutions and community institutions in the level of nagari, district and province. In this context the evaluators underline four crucial issues that become basic challenge for FIELD Bumi Ceria.

Perspective of Sustainable Agriculture

Discussing about disaster and climate change can not be separated from the macro issues of development. Brundtlan Report (1987) introduced **Concept of Sustainable**¹², a development with principles “fulfilling the present generation without sacrificing the fulfillment of the needs of future generation”. This concept emphasizes the importance of economic growth without sacrificing a high environmental standard. In the agricultural context, the basis of sustainable development are **agro-ecological approach** and **organic principles**.

Considering that the basis of socio-economic and culture of rural community in West Sumatera is dominated by agriculture, FIELD Bumi Ceria has appropriately paid a full attention to the agricultural issue. Unfortunately the perspective of sustainable agriculture in the program design and its implementation is not clear enough¹³.

The framework of FIELD Bumi Ceria project formulated that the activities for building community resilience towards disaster and climate change are started with Field School on Participatory Vulnerability and Capacity Assessment (SL PEKKERTI or FS PVCA); After running FS PVCA the participants in the community determined priority of the activities (selecting the certain themes for technical field school). The choices were: FS Living Food Bank, FS Multi-use Tree Nursery, FS Eco-Rice (low methane rice), FS Climate and Biogas, FS

¹⁰ In the Law No.24/2007 on Conduction of Disaster Countermeasures, disaster is defined as “incident or series of incidents that threat or disturb the life and livelihoods of community that caused by both natural factor and / or non-natural factor or human factor, that causes human death, environmental damage, loss of property, and psychological impact”.

¹¹ Program Description, attachment 2 of Cooperative Agreement No. AID-497-A-IO-00002,

¹² Brundtland report (1987) that is also known with title “*Our Common Future*” is a respond to conflict emerging from the endeavour to promote global economics with impact of the emergence of ecological disaster at global scale. This report suggest a new approach to harmonize wealth and ecology, keeping the growth without damaging environment, making sure the balance between growth and conseration. This must be achievied through redefining the concept of economic development to become sustainable development.

¹³ Can be seen in the document of Field School curriculum and field guide and in our observation on the FIELD Bumi Ceria activities during the field visit.

Waste Management, FS Disaster-Resilient Community, FS School-based Disaster Risk Reduction, and FS Disaster Preparedness Technique.

The interesting paradox in this project is that the practical choice of the farmers – participants of the learning process – that is specific, disaggregated, and technical (the choice that is also supported by facilitators and area managers) is actually face to face with (or even in contrary with) the requirement of learning process for sustainable agriculture that is holistic with agro-ecological approach and organic principles. This paradox is clearly shown in the FS Living Food Bank, FS Multi-use Tree Nursery, and in certain circumstances also happens in FS Biogas, FS Eco-Rice and in compost making.

The clearest example is shown in the process of FS Living Food Bank where the facilitator asked basic question: ‘How to grow a banana so that can produce many and full fruit?’, or a question in the process of compost making during the field school: ‘How to utilize organic fertilizer so that the crop can grow well?’ Those kind of technical basic questions limited and distracted FS participants attention from the more structural problem and from practices that are threatening the sustainability of agriculture. Focusing on technical issues on plant growing techniques or focusing on single kind of plant potentially distract the attention from deeper and structural problem such as **erosion and gradual land degradation** caused by **damage on the top soil or soil surface in the slope area, or by the loss of important nutritions in the soil due to lack of humus or organic matters in the soil or in the rice field.**

Deep reflection from the Program Manager of FIELD Bumi Ceria underlined that discussion on Green Revolution in the field was only done at a glance. This also contributed to cause the meaning of the Field School become superficial, shifts from “transformation of critical thinking” to become “technology transfer of sustainable agriculture”¹⁴

Evaluators also find that the wider context of ecology was not much discussed in the curriculum of FS-Living Food Bank, FS-Multi-use Tree , and FS-Biogas. As the consequences, the FS process was dominated by technical activities, while aspect of learning was not done intensively. Whereas the agricultural practice will have a meaning for sustainable agriculture (and ultimately have implication to disaster risk reduction and climate change adaptation) if only be accompanied with a holistic discussion about ecosystem.¹⁵

In the context of anticipating disaster in Padang Pariaman, discussion on land and hilly landscape is an essential thing. Tree planting in the hilly area and especially in a very steep slope depends much on the effort to keep the top soil from erosion that can cause the whole slope become degraded in the very short period. And the recovery will need a costly effort, need many labor intensively, and time consuming. Certain kind of plants can only be grown well sustainably if the basic ecological principles of agro-forestry is implemented holistically.¹⁶

¹⁴ Interview Safrizaldi, 12 January 2013

¹⁵ In the interview with some facilitators and FS participants in 10 nagaris it discovered that discussion on the ecosystem were not so much remembered / known, while topics much remembered/known were techniques for growing single-seedling rice (SRI), compost making, and growing Cilembu sweet potato.

¹⁶ In nagari Lurah Ampalu, discussion on erosion seemed just being done on January 2013, when the evaluation process was being conducted.

In all field school curriculum of FIELD Bumi Ceria, including in the field guide for field school of Eco-Rice¹⁷, the basics of organic agriculture is not holistically discussed. This finding is inline with the report of program implementation for the end of year 2011 stated that: *“...The Eco-rice field schools conduct to look at the revitalization of traditional ‘rice bank’ practices at the community and household level, to improve food security and to reduce disaster risk. **The main principals of the eco-rice starting with soil fertility and not burning rice straw.** Besides, the principal of eco-rice are low water input (without puddle), using single seed per clump and utilization of organic vertilizer and bio-pestisides. Eco-Rice field school is a tool to follow-up seed-breeding for climate change adaptation including varietal selection/purification, compost production and disaster recovery through rehabilitation of fields damaged by landslide. A weekly workshops conduct at the community groups level during the quarter and the eco-rice field school has implementing in 4 nagaries (BatuKalang, Guguk, Kudu Gantiang and Ulakan)”*¹⁸

In short it can be mentioned that both in the TOT conduction for Area Manager, TOT for field facilitators, or in the Technical Field School, FIELD Bumi Ceria provided less information on substances and perspective of sustainable agriculture. Four principles of organic agriculture¹⁹ got insufficient space for a deep discussion.

🔗 Principles of Adult Education in the Field School Methods

Methods of Field School (derived from the model of Farmer Field School / FFS) is the main tool of FIELD Bumi Ceria for implementing the project. This method utilizes principles of adult education in the area of agriculture where principles of Discovery Learning becomes the core of the activities in the field school

In general all FIELD Bumi Ceria activities have fulfilled the procedure of field school steps: starting from activities of field mapping, training for field facilitators, preparing the design of the field school, conducting the field school, up to conducting field day.

Important thing need to be paid attention in implementing FIELD Bumi Ceria is the content and methods in training the field facilitators, and also methods of the series of field schools as a follow up of the training of field facilitators. Evaluator observed that the contents and methods of the training for facilitators provided not enough opportunity for the field facilitators to internalize the main principles of Adult Education, that is “discovery learning”. Curriculum and methodology of field school introduced in the TOT to area managers and field facilitators were more dominated with technical topics (such as on vegetables, biogas, multi-use tree etc.). With such curriculum, it made the area managers and field facilitators become easier to be trapped in the technical issues, and did not aware with deeper problems with the field school participants. The main consequence was the blocked

¹⁷ Field Guide on Field School – Eco Rice, Low Methane Rice Growing through Eco-Rice Practice, written by Koeswara et al, Editor Arief Lukman Hakim, Widyastama Cahyana, and Syafrizaldi.

¹⁸ (Draft) 5th Quarterly Report, October– December 2011, Building Disaster and Climate Change Resilience in Padang Pariaman Farming Communities, West Sumatra, (FIELD-FIELD-Bumi Ceria)

¹⁹ Nutrients recycling, soil fertility & protection, bio & crop diversity, ecobalance & biocontrol and at the mere socio-economic and cultural level the principles of health, ecology, fairness and care.

discovery learning process. The further effect was the emergence of dependence for expert from outside (master trainer). This will get worse when area managers and field facilitators did not have enough information / knowledge on the substance of the technical field school. This limited TOT easily led facilitators on practical activities and even economic activities rather than systematically manage the discovery learning process for building the holistic understanding about disaster and climate change problem. This kind of direction might distracting the perspective of long-term sustainable agriculture.

It is realized that this problem is much related to the project framework that was designed for the period of 2,5 years only. With this short period it is almost impossible for area managers and field facilitators to internalize the principles of adult education in the field school from the perspective of sustainable agriculture. Whereas the objective of the project is to build the resilience of the community towards disaster and climate change, which automatically has a long-term perspective and the need for utilizing sustainable values, norms, and sustainable knowledge becomes a must (*conditio sine qua non*) so that it would not vanish after project finished. Of course it is not an easy thing to combine between short project period with the objective of Adult Education Field School method which need systematic steps and long-term approach.

Strengthening the Field Facilitators in Nagari Level

Field facilitators played a very important role in the whole program of FIELD Bumi Ceria. Facilitators became the frontliners of the process of building knowledge observation during the evaluation, and also according to the reflection of field facilitators and area manager we interviewed²⁰ there are still a lot of facilitators need strengthening of information and capacity in facilitating the learning process utilizing principles of adult education. This problem has also become a strong recommendation in the internal management of FIELD Bumi Ceria project impementer since end of year 2011²¹.

To answer this problem, FIELD Bumi Ceria has conducted three activities: (1) capacity building for field facilitator in each FS conducted in their respective nagaries, or learn from activity facilitated directly by specialist or area manager of FIELD Bumi Ceria, (2) inter-nagari cross visit, learn from experience of other nagaris; and (3) facilitating the formation of field facilitators organization that later was named as P3MTBPI (*Persatuan Petani Pemandu Masyarakat Tangguh Bencana serta Perubahan Iklim* / Association of Farmer Trainer of Resilient Community toward Disaster and Climate Change). P3MTBPI was declared during the farmers jamboree on 18-20 June 2012 in Nagari Batukalang, an event attended by around 1,500 people, including the Governor of West Sumatera province, District Head (*Bupati*) and Vice District Head (*Wakil Bupati*) of Padang Pariaman district, Head of Sub-district (*Camat*), local government institution, NGOs and other civil society organizations²². Formation or birth of P3MTBPI as declared in a big event in one side can be seen as a

²⁰Notes from the process of FGD with P3MTBPI, Sunday, 6 January, 2013, notes from the process of FGD with Area Managers 11 January 2013, interview with Madona (6 January), interview with Ifel (9 January), interview with Rahmi (8 January), interview with Aldo (9 January)

²¹See 5th Quarterly Report (Oct-Des 2011)

²²7th Quarterly Report, April – June 2012, Building Disaster and Climate Change Resilience in Padang Pariaman Farming Communities, West Sumatra, (-FIELD-Bumi Ceria)

success, a community / farmer movement that need to be supported and covered by all stakeholders. At the other side, the birth of P3MTBPI also demands for a serious attention.

Evaluators would like to underline that the crucial things need an immediate attention in the context of strengthening the field facilitators is the solid perspective of sustainable agriculture and also principles of Adult Education in sustainable agriculture. Those two things can become a strong pillars in building knowledge and consciousness about *we and the nature*, including building community resilience towards disaster and in responding climate change in a grounded manner.

It needs to be considered that the formation of the farmer trainer / field facilitator organization without being equipped with knowledge on sustainable agriculture and with no platform of being on local farmers' side will easily make farmers be disappointed. Evaluators strongly suggest that the remaining time of the project (and hopefully there will be extensions) FIELD Bumi Ceria could pay a lot of attention on the effort to strengthen the process of building field facilitators' knowledge also strengthen their capacity in facilitating FS with principles of Adult Education and Sustainable Agriculture.

Exit Strategy

FIELD Bumi Ceria will finish their work at the end of March 2013. This means FIELD Bumi Ceria has only very few time left, less than 60 working days (including Saturday) to accomplish the whole program; including to answer some basic challenge as mentioned above if FIELD Bumi Ceria would like to lay all of the element of success into the long journey of changes (social, economics, and politics) which are based on the determination of the community in nagari level for dealing with disaster and climate change.

There are a lot of things achieved by FIELD Bumi Ceria activities, and at the other hand there are also a lot of things need to be accomplished, corrected, and improved by FIELD Bumi Ceria. A lot of dimension need to be considered by FIELD Bumi Ceria, in which sometimes contradictory, such as between promote the self-reliance of community with just leaving the program with no continuation; or between continue to collaborate with community movement and with just cut down the program. The problem can be simplified with consider it as "the project period of time is up", but it also can be formulated and plotted in the big framework of social change. Evaluators' standing position decides that the results and achievement of the work of FIELD Bumi Ceria need to be formulated in the big framework of social change. In that context Evaluator paid attention and give notes to the exit strategy developed by FIELD Bumi Ceria.

Discussion on "exit strategy" of FIELD Bumi Ceria program has been started by program implementer since mid of year 2011. This exit strategy is called as "Sustainability Strategy": *"In this quarter, the works is focusing on creating strong base of project sustainability. This is a part of project exit strategy called sustainability strategy. The strategy starts with serial workshops of local facilitators while implementing field schools and work closely with local stakeholders in the*

*nagari level. In addition, -FIELD-Bumi Ceria also conducted some stakeholder workshops and networking.*²³

From the time point of view, the preparation of exit strategy done by FIELD Bumi Ceria, - since almost a year before the project finish – shows that FIELD Bumi Ceria has a systematic perspective of program sustainability. From the activity point of view related to exit strategy, there is no special intervention showed, except by the formation of P3MTBPI. But, the history of the formation and the concept of P3MTBPI organization was not very clear²⁴, even among the team of FIELD Bumi Ceria themselves there is no same perception about P3MTBPI²⁵.

The draft document of exit scenario prepared and discussed by FIELD Bumi Ceria team formulad three options for exit, that are: (1) just close the project according to the contract; (2) close the project with a bridging program and additional fund; and (3) extending the FIELD Bumi Ceria project. From the three options above FIELD Indonesia recommended the second scenarion with two main arguments: providing assistance for key activities with limited personnels for ensuring program quality and providing space for growing-up and strengthening of P3MTBPI.

Choosing the second scenario as an exit strategy of FIELD Bumi Ceria program is considered to be a rational option. Evaluators underline the importance of preparing the strengthening of field facilitators in their work in nagari level, including providing FS modules and curriculum needed. So far FIELD Bumi Ceria gained political support from the Head of Agricultural Service Office of West Sumatera, from some Head of Nagaris and from some Head of Sub-districts. But still there is no indication of opportunity for gaining the financial support from government of provincial, district or nagari level²⁶. Collaboration with NGO in activities for building preparedness in dealing with disaster and climate change so far was only *ad hoc* and program-based.



²³ See section introduction of ²³rd Quarterly Report, April – June 2012, *Building Disaster and Climate Change Resilience in Padangpariaman Farming Communities, West Sumatra, (FIELD-Bumi Ceria)*

²⁴ See the document titled “*Persatuan petani pemandu dan masyarakat tangguh bencana dan Perubahan Iklim (association of resilient farmer trainer and community towards disaster and climate change)*” containing introduction, vision, mision and organizational structure of P3MTBTI

²⁵ Mentioned in the discussion and presentation on preliminary findings of FIELD-Bumi Ceria evaluation, 13 January 2013

²⁶ In the FGD with Multi-stakeholder, Mr. Yohanes (Agricultural Service Office of West Sumatera) stated that the methodology utilized by FIELD Bumi Ceria is excellent, increasing farmers’ enthusiasm, and this activity is important to be continued and supported. Agricultural Service Office supports very much, but then do not hope too much for the financial support; Meanwhile Mr. Rumainer, one Division Head of BPBD mentioned that his institution support FIELD Bumi Ceria, and opened the opportunity for collaboration in the future, since FIELD Bumi Ceria is able to look for fund, and currently the financial status for BPBD itself needs to be improved.

CHAPTER 4. GENERAL CONCLUSION AND RECOMMENDATION

Considering the journey of FIELD Bumi Ceria in gaining its achievements and challenges that become crucial issues of FIELD Bumi Ceria so far, we made 10 pointers of general conclusion:

1. FIELD-Bumi Ceria has conducted activities on disaster and climate change issues in the farming community in Padang Pariaman **in a creative and promising manner**. This program has successfully **introduced the approach of field school** for building community resilience towards disaster and climate change. This program is inline with the cooperative agreement between FIELD Indonesia ad USAID.
2. Activities conducted by FIELD Bumi Ceria since end of year 2010 until early of year 2013 is **considered to be positive** by community in the program sites – especially by participants of FIELD Bumi Ceria field schools. This program has opened space for learning, has increased knowledge, has sharpened technical skills, and has built the platform of inter-community collaboration. But still this program needs additional time for holistically introducing the principles of sustainable agriculture.
3. The FIELD Bumi Ceria program period of 2010-2013 in Padang Pariaman has opened the gate of opportunity for women farmers to increase their knowledge, skill and their social network in relation with the domain of agriculture, disaster and climate change. But this program still did not yet open the space for discussion on power relationship in the context of gender.
4. FIELD Bumi Ceria is acknowleged and considered to be positive by local government officers in various levels: nagari, sub-district, district and province. FIELD Bumi Ceria **has shared contribution** to the effort of stakeholders in building community preparedness in dealing with the threat of disaster and climate change.
5. From the **project point of view**, the activities conducted by FIELD Bumi Ceria so far can be seen as an **effective** activities, and run according to the workplan. Quantitative indicators are fulfilled. But, if we see from the perspective of development of sustainable agriculture and principles of adult education, this program **still need basic improvement** to achieve the goal. The weakness of FIELD Bumi Ceria program is located in the paradox of the program design that is not enabling the long-term vision and long-term duration of program implementation, while problems and the chosen approach needs a relatively long-term vision and duration.
6. Activities of FIELD Bumi Ceria **has a strong potency** to be followed-up since the community involved in the program have gained benefit and are committed to follow-up this activity. Achievement that needs to be followed-up is to fill the field school platform initiated by FIELD Bumi Ceria activity.
7. **Concept of Field School** including the methods and community organising prepared by FIELD Bumi Ceria in order to increase resilience of community in Padang Pariaman related to disaster and climate change issues **need to be completed with vision and**

holistic framework of sustainable agriculture. This follow-up could not be passed out yet to the field facilitators in nagari level nor the newly established field facilitator network.

8. **Strengthening the field facilitators** in nagari level has a very strategic position in following-up the achievement of FIELD Bumi Ceria. It should be prioritized at the increasing of knowledge and facilitation skill with adult education methods. Formation of facilitators' organization without being based on the two aspects above is potential to weaken the foundation and direction of the organization, that in turn will give no meaning to sustainable agriculture for building community resilience towards disaster and climate change.
9. Coordination in the implementation of FIELD Bumi Ceria program worked dynamically with high level of complexity both internally and externally. The limited time provided for this program created certain tension that need special attention. Meanwhile, administration and reporting system also contributed to the complicated problem of internal and external coordination.
10. Currently FIELD Bumi Ceria gains a political support from local government officers in various levels: nagari, sub-district, and province. FIELD Bumi Ceria also has a wide network. But those do not automatically indicates the potency of financial support.

RECOMMENDATION

Based on the 10 pointers of conclusions above, evaluators formulate three recommendations that can be done for the remaining time of the project implementation:

1. Develop / revise Modules for Field Schools

- It is suggested that FIELD Bumi Ceria revise the Module on Agro-forestry. This module is suggested to be complemented with proper information on the basics of agro-forestry and erosion control. Modul on agro-forestry that has been developed by FAO and other sources from the Workshop on Permaculture held on June 2012 in West Sumatera can be used as reference.
- Curriculum on various theme of Field Schools (eco-rice, living food bank, multi-use tree, vegetable for garden, composting or biomass management) need to be complemented with discussion on the comprehensive concept of sustainable agriculture and principles of organic agriculture. Those curriculum need to be integrated, not separated. Manual for Training on Organic Agriculture by IFOAM can be used as one of the reference.

2. Strengthening Field School Facilitator in Nagaris

- It is recommended to strengthen the knowledge of facilitators with holistic information regarding agro-forestry, sustainable agriculture, and principles of Adult Education. This knowledge and skill of facilitator is directed for the conduction of FS

in their respective nagaris. It is recommended to add two more additional days for TOT for facilitator, special for discussing the basics of agro-forestry. By doing so, facilitators will be enabled to continuously play dynamics role in the long term, both in their respective nagari or for stimulating neighboring nagaris.

- Facilitate P3MTBPI to sharpen their vision and mission, to formulate workplan and role sharing, to build principles and values to become organization that put their position in the side of farmers in nagaris, and to become self-reliant.

3. Improve the Internal Management

It is suggested to reduce the work load, and make sure that staffs can take a holiday at least one day in a week. Make sure that special activity on every Friday for internal meeting, discussion and reflection can be conducted.

4. For USAID

Since this project has delivered a very much positive achievement, and thus need to be kept running, it is strongly recommended that USAID provide the financial support for the step-by-step / non-immediate project closing (exit strategy – scenario 2). The financial support we mean is for 6 months including for executing the recommendation 1 to 3 as mentioned above. We also recommend USAID not only to support the existing project, but also to support expansion of the similar project in the different locations.



ANNEXES

Annex 1.

SCOPE OF WORK EXTERNAL PERFORMANCE EVALUATION USAID'S FIELD BUMI CERIA BUILDING DISASTER AND CLIMATE CHANGE RESILIENCE IN PADANG PARIAMAN FARMING COMMUNITIES, WEST SUMATERA

BACKGROUND

FIELD Bumi Ceria Program (Building Disaster and Climate Change Resilience in Padang Pariaman Farming Communities, West Sumatra) is a program emphasized on building community's resilience toward disaster and climate change. Funded by USAID and implemented by FIELD Indonesia Foundation, the program is conducted in Padang Pariaman District, West Sumatra. The project has been running for 2 years, and will still be running to be accomplished until March 2013. Started with 10 nagaris in Padang Pariaman district as its working site, now it covers 20 nagaris in the district (old nagaries: Kasang, Kataping, Ulakan, Lurah Ampalu, Pakandangan, Guguk, Koto Baru, Batu Kalang, Kudu Ganting, Sikucue, and new nagaries: Sungai Buluh, Tandikek Utara, Sunur, Sicincin, Koto Dalam, Campago, Aie Tajun, Limau Puruik, Kuranji Hilir and Gunung Padang Alai). Up to now, there are many aspects of resilience have been developed by community, such as:

- Community are capable to identify and analyze their nagari's vulnerability.
- Community are capable to organize and run various important activities for reducing disaster risk and adapting to climate change:
 - Do mapping and rehabilitate the disaster-prone area i.e through multi-use tree nursery and planting
 - Grow community-based chemical-free living food banks for fulfilling daily family needs for vegetables and carbohydrates (rice and non-rice).
 - Reduce emission of methane (Green House Gases) trough Eco-rice farming and Bio-gas processing
 - Increase sequestration of CO₂ through planting of multi-use trees
 - Strengthen community preparedness through: revitalization or establishment of Community-based Disaster-Prepared Group (Kelompok Siaga Bencana / KSB) such as first aid training, data collection; and also formation of Farmer Trainers Union for Building Community Resilience on Disaster and Climante Change (P3MTBPI / Persatuan Petani Pemandu Masyarakat Tangguh Bencana dan Perubahan Iklim).
 - Mobilize the human and social capitals to support and strengthen each other through:
 - Regular Community Gathering and Fund Raising (*arisan*) combined with DRR-CCA action, such as *arisan* on living food bank
 - Dissemination of DRR-CCA action to neighbors and non-Field School member
 - Generating local farmer trainers
 - Self-funded farmer trainers regular workshops
- Building partnerships with local stakeholders
- Promoting the issuance of local policy that support community preparedness toward DRR-CCA, including becoming part of the district instution on disaster risk reduction (Padang Pariaman District's Disaster Reduction Forum / Forum PRB Padang Pariaman) and interaction with other related SKPDs.

The coming issues to deal with will be:

- **Maintainance the quality** of the community-led movement in each nagari and the network in Padang Pariaman district.
- **Efforting Scaling-out** the movement in Padang Pariaman, considering that the program covers only 20 of all 60 nagaris.
- **Efforting the sustainability** of the program, both through community self-funding (utilizing 5 livelihoods capitals in nagari) or through raising support of relevant stakeholders in nagari, inter-nagari or district level.

For doing so, it needs an identification of:

- Important Keys for program quality maintenance
- Potential and actual resources and support-providers in the area that can be reach and involved for promoting the program sustainability
- Realistic strategies need to be implemented for the rest of the program period for quality maintenance and program sustainability.

Those program improvement efforts will be done through External Performance Evaluation, where the Independent Evaluator will work closely with FIELD Bumi Ceria and FIELD Indonesia team to evaluate and formulate improvement strategy for the program. Findings of the External Performance Evaluation will be formulated to become Strategic Plan of FIELD Bumi Ceria Program for efforting quality maintenance and program sustainability and also will be published as a book of success story and lesson learned of the FIELD Bumi Ceria Program for promoting the program sustainability.

During the project, there are 2 forums has formed by support of FIELD-Bumi Ceria including *PersatuanPetaniPemanduMasyarakatTangguhBencana danPerubahanIklim* (P3MTBPI) and Padang Pariaman Disaster Risk Reduction Forum (Forum PRB Padang Pariaman). These two forums are part of project strategy on sustainability.

PURPOSE OF EVALUATION

The purpose of the External Performance Evaluation is to:

1. Assess the achievements of the program versus the stated goal, to identify which activities of the program had the most significant impact and which did not
2. Identify:
 - constraints to achievement of the project goal.
 - the important keys for maintaining program quality
 - potential and actual resources and support-providers in the area that can be reach and involved for promoting the program sustainability
 - the improvement of FIELD-Bumi Ceria
 - the important success story, strength and opportunity of FIELD-Bumi Ceria to promoting the program sustainability
3. Formulate recommendation in form of realistic strategies to be implemented for the next phase of program and for the sustainability of P3MTBPI.

FIELD will use the findings and recommendation from this evaluation to improve:

5. the performance of FIELD Bumi Ceria Team in facilitating the community in Nagaries;
6. the collaborative work with stakeholders for promoting more support to community movement in Nagaries;
7. the support and facilitation to P3MTBPI for strenghtening their capacity and building their sustainability in continuing the program for building community resilience toward disaster and climate change in the area.

DELIVERABLES

The deliverables of the External Performance Evaluation will be:

1. A document (case study) containing an analysis on: "Rationale of FIELD Bumi Ceria – Dream to Achieve – Actual Achievement – Gap – Keys and Strategies for efforting to cover the Gap."
2. A document of list and description of actual and potential resources and support providers with their brief profiles that can be utilized / involved for program sustainability and how to involve.
3. A document of realistic strategies, recommendation and suggestion to be implemented for the next phase of program and for the sustainability of P3MTBPI.

EVALUATION QUESTIONS

The External Evaluator will work together as a team with FIELD Indonesia and FIELD Bumi Ceria personnels to **evaluate** the program performance. Aspects to evaluate consist of:

- **Relevance:** Evaluation Team will work to see the relevance between the ongoing program with the program plan mentioned in the cooperative agreement.
- **Impact:** Evaluation Team will assess the impact of the work done in the FIELD Bumi Ceria program and how the impact works.
- **Effectiveness:** Evaluation Team will assess the effectiveness of the work of FIELD Bumi Ceria in achieving the program target, both in the quantity and quality.
- **Sustainability:** Evaluation Team will assess the strategy for sustainability of the program
- **Coordination:** Evaluation Team will assess the coordination done in achieving the program targets, both internal coordination (related to project management issues) and external coordination (related program implementation in the field)

Refer to the aspects to evaluate stated above, the questions should be answered by Evaluators will be:

- **Relevance:** Are the activities done in the ongoing program implementation relevant with the program plan as mentioned in the cooperative agreement? Is there any irrelevant activities? If any, what improvement should be made and how?
- **Impact:** What are important impacts resulted from the implementation of FIELD Bumi Ceria program? What factors interacted and caused the impacts? How the impact worked in any level?
- **Effectiveness:** How effective has been the work of FIELD Bumi Ceria in achieving the program target, in term of quantity, quality and cost-effectiveness?
- **Sustainability:** What kind of sustainabilities have been developed at any level, caused by the implementation of FIELD Bumi Ceria program? How were they developed? Is there any other sustainability still need to be developed and improved?
- **Coordination:** Was the coordination – both internal and external coordination – worked well and effectively in achieving the program target? What coordination still need to be improved?

METHODOLOGY:

FIELD Bumi Ceria suggests the methodology to be used in the evaluation combines several methods, such as : document study, interview, focused group discussion and field visit.

1. Document study is done through review on the program documents including project proposal, cooperative agreement, project plans, project reports, success story, case studies and media coverage.
2. Interview is done both formally and informally toward parties involve in the program activities, includes FIELD Bumi Ceria team, beneficiaries (farmers and communities), representatives of local government in different levels (Korong, Nagari, Sub-District, District, and Province), media / press, and NGO.

3. Focused Group Discussion is done to deeper assess the existing impacts and gaps. The discussion will be done with the farmers' forum (P3MTBPI)
4. Field visit is done to assess the target achievements and the gap in the sites facilitated by the project.

QUALIFICATION OF EXTERNAL EVALUATOR

The evaluation team is to be comprised of experts/evaluators who are independent of the implementer/FIELD staff. The team will consist of staff who have qualifications as follow:

- Has technical expertise or experience in climate change adaptation, environment, disaster management
- Has experience in evaluating projects, especially USAID-funded projects
- Familiar with monitoring and evaluation, including in-depth interview, focused group discussion, and participatory information gathering.
- Familiar with method of evaluation, Farmer Field School, community empowerment, management of disaster risk reduction and climate change, and also familiar with FIELD Indonesia's vision, values and approach.
- Has a strong analysis capacity
- Has a capacity on inter-personal and cross-cultural communication, and mastering both English and Indonesian languages.
- Evaluator can be from professional institution or professional individual
- The evaluation team is responsible for arranging all logistical support for the evaluation

PLAN FOR SELECTION OF EVALUATOR

FIELD will announce the evaluator vacancy in several media including mailing list, web site and email. Then the applicants will be asked to send the proposal, CV and EBD. FIELD Team – with assistance of USAID's AOR - will review the document and select the appropriate persons to do the task.

TIME

The mid term evaluation will be conducted on January 2013.

AGENDA OF EVALUATION

After being agreed by USAID and FIELD Indonesia, the evaluator will work together with FIELD Team to do performance evaluation with agenda as below:

Day #	Agenda	Institution / Person to meet	Location	Remarks
1-2 (Dec 2012)	Document study			
3 (Jan 4, 2013)	Preparation of workplan, budget, and program document	Project Director, Project Manager, AOTR, Admin/Finance Manager	FIELD Indonesia	
5 (Jan 11, 2013)	Focused discussion with FIELD Bumi Ceria Team	FIELD Bumi Ceria Team (Program Manager & Team), Project Director	FIELD Bumi Ceria office, Lubuk Alung	
6-9 (Jan 7-10, 2013)	Field visit and focused discussion	▪ Farmer Trainers from several nagaries	To be selected from 10 old	▪ Attention is not only paid to the

	with community in the program site, and with local stake-holders	▪ FFS groups (on Living Food Bank, Eco-Rice, Multi-Use Tree, Biogas, Disaster-Resilient Community, waste management) ▪ Representatives of Local Government (Head of Nagaries: Kudu Ganting, Guguk; Head of Sub-District: V Koto Timur; Sub-District Extension Office: BPK Kayu Tanam) ▪ Representatives of communities impacted by FFS activities	nagaries	existing FFS, but also to the relationship between FFS inter-nagaries
10 (Jan 14, 2013)	Visit and discussion with stakeholders	▪ Agricultural Service Office of West Sumatera Province ▪ BPBD – West Sumatera Province or Padang Pariaman District ▪ Disaster Risk Reduction Forum of West Sumatera Province or Padang Pariaman District ▪ Government Service Offices of Padang Pariaman District: Agriculture, Forestry, Fisheries and Marine. ▪ Farmer Network: PPO (Organic Farmer Network of West Sumatera); P4S (Farmer Center for Village Education Center) ▪ Press / Media: AJI (Independent Journalist Association – West Sumatera); AFTA (Press of Andalas University-Agriculture Departement Alumni)	▪ Padang ▪ Padang Pariaman	
10 (Jan 14, 2013)	Discussion for analysis and formulating recommendation		FIELD Bumi Ceria office, Lubuk Alung	
11-13 (Jan 16-18, 2013)	Report writing			

Annex 2.

Schedule for External Evaluation

Day, Date JANUARY 2013	Agenda
Wednesday and Thursday 2 & 3	Document study
Friday 4	Briefing and Orientation from Widyastama Cahyana (Project Director) and Novi Setia Budi (Admin/Finance Manager): > Interview Cahyana
Saturday 5	(1) Leave for Padang (2) Introduction Meeting with Project Team (Syafrizaldy, Engkus Kuswara, Lanny Verayanti, Aldo, Izra, Uut, and Rahmi (3) Studying the new itinerary from Project Team (location map, kind of activity, name of facilitators and Area Manager)
Sunday 6	(1) Visit FS group on Living Food Bank and Multi Use Tree in Lurah Ampalu ➤ Observe the organic compost making and activity on FS Agroforestry ➤ Interview Dien Nofrita (Field Facilitator) (2) Observe the meeting between FS participants with Nagari Government Officers and Leaders (3) Discussion with executive and members of P3MTBPI (19 persons) (4) Interview Madona (AM of Lurah Ampalu)
Monday 7	(1) Visit the FS on Eco-rice in Sikucue ➤ Discussion with FS Eco-rice participants ➤ Short Interview Nazar (Field Facilitator) ➤ Short Interview Zen (Extension Worker) (2) Visit FS Living Food Bank in Aie Tajun ➤ Discussion with FS participants ➤ Short Interview Yulidar (Field Facilitator) ➤ Short Interview Ratna Wimar ➤ Interview Rahmi
Tuesday 8	(1) Visit FS Multi Use Tree in Kuranji Hilir ➤ Listen to presentation of Asniar Sidik (Field Facilitator) ➤ Discussion with FS participants ➤ Short Interview Asniar Sidik (2) Visit FS Living Food Bank in Koto Dalam ➤ Observation on discussion facilitated by Field Facilitator Bustami) ➤ Observation on activity on banana planting facilitated by Kuswara ➤ Interview Aldo
Wednesday 9	(1) Visit FS on Waste Management in Sicincin ➤ Observe the handicraft made by FS group for managing the non-organic waste ➤ Listen to presentation of facilitator and FS participants (2) Visit FS Climate and Biogas in Pakandangan ➤ Observe the work of the FS group

	➤ Listen to the explanation of the FS group (3) Visit FS Living Food Bank in Batu Kalang ➤ Short interview FS participants ➤ Interview Ifel
Thursday 10	(1) Visit FS on Living Food Bank in Tandikek Utara (location of the worst earthquake site) ➤ Discussion with participants of FS Living Food Bank ➤ Visit the FS group's learning plot (2) Document study ➤ Curriculum of FS Living Food Bank ➤ Field Guide on FS Eco-Rice ➤ Curriculum and Field Guide of FS Climate and Biogas (2) Short Visit to Sunur (FS Multi Use Tree) (3) Limited FGD with Head of Staffs of Military District Commando / Kasdim, (4) Interview Lanny
Friday 11	(1) FGD with multi stakeholders (16 elements) (2) Continuation of Interview lanny (3) FGD with Area Managers: (Heri, Isra, Fanny, Uut) and UI (4) Interview Syafrizaldi
Saturday 12	(1) Recollection of records of observation, Interview, and FGD (2) Discussion of evaluator team (3) Prepare the notes for Preliminary Findings
Sunday 13	(1) Presentation of Preliminary findings and discussion with Project Team of FIELD Bumi Ceria Packing
Monday 14	Fly back to Jakarta
Tuesday Jan 15	Interview Nugroho Winanto (former Project Director of FIELD Bumi Ceria) Back to Karawang
Wednesday - Friday 16, 17, 18	Writing the Draft of External Evaluation Report
Saturday 19	Send the draft of report
Monday 21	Presentation of the draft of report and discussion with FIELD Indonesia and USAID
Tuesday- Thursday 22,23,24	Waiting for and process the feed back on the draft of report from the Project Team Finalization of the report
Friday 25	Submit the Final Report of External Evaluation

Annex 3.

List of Studied Documents

1. First Annual Workplan, Building Disaster Climate Change Resilience in Padang Pariaman Farming Communities, West Sumatra, Bumi Ceria, October 2010
2. Second Annual Workplan, Building Disaster Climate Change Resilience in Padang Pariaman Farming Communities, West Sumatra, Field Bumi Ceria, October 2011
3. First Quarterly Report , October – December 2010, Building Disaster and Climate Change Resilience in Padang Pariaman Farming Communities, West Sumatra , BUMI CERIA
4. 2nd Quarterly Report, January – March 2011, Building Disaster and Climate Change Resilience in Padang Pariaman Farming Communities, West Sumatra , (Field-Bumi Ceria)
5. 3rd Quarterly Report, April – June 2011, Building Disaster and Climate Change Resilience in Padang Pariaman Farming Communities, West Sumatra, (Field-Bumi Ceria)
6. Annual Progress Report, October 2010- September 2011, Including 4th Quarterly Report (July September 2011) Building Disaster Climate Change Resilience in Padang Pariaman Farming Communities, West Sumatra, Field Bumi Ceria, September 2010
7. (Draft) 5th Quarterly Report, October– December 2011, Building Disaster and Climate Change Resilience in Padang Pariaman Farming Communities, West Sumatra, (FIELD-Bumi Ceria)
8. 6th Quarterly Report, January – March 2012, Building Disaster and Climate Change Resilience in Padang Pariaman Farming Communities, West Sumatra, (FIELD-Bumi Ceria)
9. 7th Quarterly Report, April – June 2012, Building Disaster and Climate Change Resilience in Padangpariaman Farming Communities, West Sumatra, (FIELD-Bumi Ceria)
10. Annual Report Year no 2, 8th Quarterly Report October 2011- September 2012, Building Disaster Climate Change Resilience in Padang Pariaman Farming Communities, West Sumatra, Field Bumi Ceria, September 2011
11. Field Guide on Field School – Eco Rice, Low Methane Rice Growing through Eco-Rice Practice, written by Koeswara et al, Editor Arief Lukman Hakim, Widyastama C, and Syafrizaldi.
12. Curriculum of FS Living Food Bank
13. Curriculum of FS Biogas FIELD Bumi Ceria, prepared by Maldo Vero et al, Editor Arief Lukman Hakim, Widyastama C, and Syafrizaldi
14. (Information Sheet) Association of Farmer Trainer of Resilient Community towards Disaster and Climate Change (P3MTBPI) Padang Pariaman District of West Sumatera