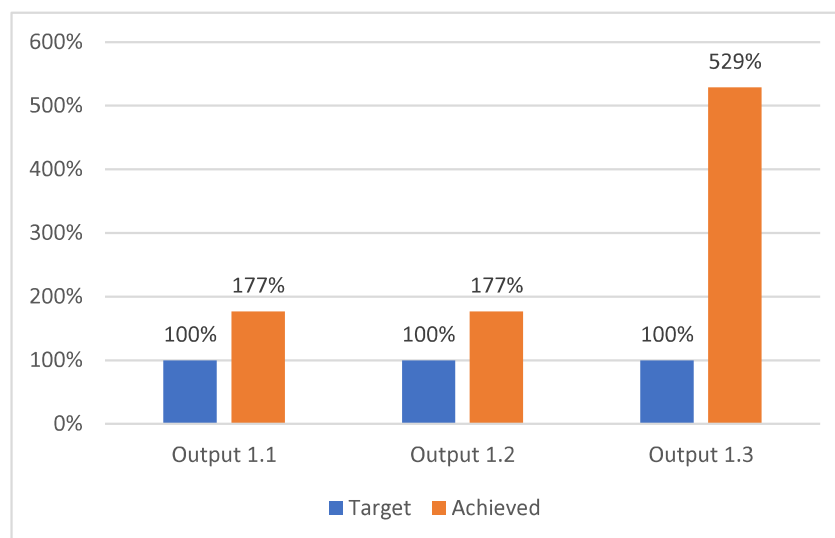


Figure 3-2 Target Achievement and Actual Outcome 1



Achievements of Outcome 2: Households Affected by Project Land Acquisition have Reliable and Sustainable Businesses to Increase Their Sources of Income

Achievements of Output 2.1 PAPs have Start-up Businesses to Increase Sources of Income

The establishment of 59 PAPs' start-up businesses were started in the second year of the LRP-SEML program with businesses types according to PAP's preference as stated in the business plan to get additional income. A total of 59 PAPs already have businesses consisting of livestock by 23 PAPs, agriculture by 19 PAPs, aquaculture by 7 PAPs, grocery store by 6 PAPs, and services by 4 PAPs. Achievement of Output 2.1 can be seen in **Table 3-5** that explains the achievement recapitulation of target outcome 2 and output 2.1.

Table 3-5. Achievement Recapitulation of Output 2.1

YEAR-1 ACHIEVEMENTS	YEAR-2 ACHIEVEMENTS	YEAR-3 ACHIEVEMENTS
<i>Outcome 2: Households affected by project land acquisition have reliable and sustainable businesses to increase their sources of income</i>		
<i>Output 2.1: PAPs have start-up businesses to increase sources of income</i>		
Thirty-three (33) First Batch PAPs started their businesses with in-kind capital assistance and basic business and financial management knowledge provided through training and mentoring.	Twenty-six (26) Second Batch PAPs started their businesses with in-kind capital assistance and basic business and financial management knowledge provided through training and mentoring. Thus, in the second year of program implementation, all 59 PAPs households have been able to develop businesses to increase household income sources.	All targets have been met in the second year.

Currently, the condition of some PAP businesses are developing quite well, and some are less developed due to various reasons. Among the less developed businesses are livestock and fishery businesses, which are not used as profit businesses, but their results are consumed by themselves to fulfill family nutrition. A more detailed explanation on these matters will be provided in the PAP Business Analysis.

Implementation Challenges for Output 2.1

There are relatively no challenges in realizing the PAP start-up business. The business chosen by PAP is in accordance with their wishes, that is, in agriculture, animal husbandry, fisheries, stalls, and

services businesses. In the early stages of establishing a start-up business, no significant challenges emerged yet. Challenges may arise later when managing their business – on how to make the business survive and grow.

Follow-up Plan for Output 2.1

The follow-up plan on output 2.1 is an intensive assistance and the establishment of a Joint Business Group (KUBE), which having functions as collectors and product quality control. Also the establishment of a Producer's Cooperative that will operate the marketing and financial services functions. Joint marketing of PAP's products through cooperatives will have a higher bargaining position than if PAPs selling their own products.

Achievements of Output 2.2 PAPs Facilitated with In-kind Assistance to Starting a Business

In-kind assistance was given to 59 PAPs in the second year of the LRP program to be utilized as initial capital to start alternative businesses. Recently, the condition of the PAP businesses, which were built using in-kind assistance, is running well. However, there are PAPs that their business results are used for their own consumption, such as aquaculture and chicken farming. There were 2 PAP's starting businesses that facing problems due to the impact of the COVID-19 outbreak, especially stalls serving schoolchildren. Resulting in the PAP reallocated their capital to other businesses, so that the capital and the business grew better.

Achievement of output 2.2 can be seen in **Table 3-6**, showing the achievement recapitulation of outcome 2 and output 2.2.

Table 3-6. Achievement Recapitulation Matrix of Output 2.2

YEAR-1 ACHIEVEMENTS	YEAR-2 ACHIEVEMENTS	YEAR-3 ACHIEVEMENTS
<i>Outcome 2: Households affected by project land acquisition have reliable and sustainable businesses to increase their sources of income</i>		
<i>Output 2.2: PAPs facilitated with in-kind assistance to starting a business</i>		
Thirty-three (33) First Batch PAPs received in-kind assistance as value as Rp 3,000,000 according to the business plan made as initial capital to start a business.	Twenty-six (26) Second Batch PAPs received in-kind assistance as value as Rp 3,000,000 according to the business plan made as initial capital to start a business. Thus, in the program's second year, all 59 PAP households had received in-kind assistance to develop their businesses.	All targets have been met in the second year.

Implementation Challenges for Output 2.2

There is no implementation of further in-kind giving in the third-year program.

Follow-up Plan for Output 2.2

The follow-up plan for in-kind assistance is a business technical assistance on the in-kind received by PAP as business capital so that PAP can develop other income besides that from the main business has been running.

Achievements of Output 2.3 Each Vulnerable PAP have Obtained Technical Assistance and Mentoring to Develop Business

The technical assistance provided by the LRP program for the second and third years were cinnamon seeds in polybags and 5 kg of organic rice seeds from APPT for each PAP. The rice seeds assistance provided is composed, meaning that the rice produced can be bred back into seeds. In addition, these seeds are intended to PAPs have rice seeds with F2 derivatives that have high enough productivity since most PAPs grow rice with seeds from repeated plantings.

Business technical assistance is provided for each PAP by visiting the PAP's residence or field to observe the PAP's business conditions. This visit to each PAP is carried out every one to two months. Achievement of output 2.3 can be seen in **Table 3-7** below:

Table 3-7. Achievement Recapitulation of Output 2.3

YEAR-1 ACHIEVEMENTS	YEAR-2 ACHIEVEMENTS	YEAR-3 ACHIEVEMENTS
<i>Outcome 2: Households affected by project land acquisition have reliable and sustainable businesses to increase their sources of income</i>		
<i>Output 2.3: Each Vulnerable PAP have obtained technical assistance and mentoring to develop business</i>		
Forty-five (45) PAPs received assistance and technical assistance for business development.	Twenty-six (26) Second Batch PAPs received assistance and technical assistance for business development. Thus, in the second year of the program, all PAPs, totaling 59 households, have received technical assistance in developing their businesses and received assistance for cinnamon seeds in polybags according to their needs.	Fifty-nine (59) PAPs have received business development technical assistance according to their type of business. Each PAP has also obtained assistance in the form of 5 kg of rice seeds.

Implementation Challenges for Output 2.3

The challenge in mentoring PAP businesses is the presence of PAPs who are not always on-site. It causes the mentoring process is not on time, and the mentoring team must revisit to another time until able to meet with each PAP. Thus, some PAPs obtain more mentoring assistance than the others.

Follow-up Plan for Output 2.3

The follow-up plan for technical and mentoring assistance is to assist each PAP by visiting each PAP's house and solving business problems faced by the PAP and group mentoring assistance.

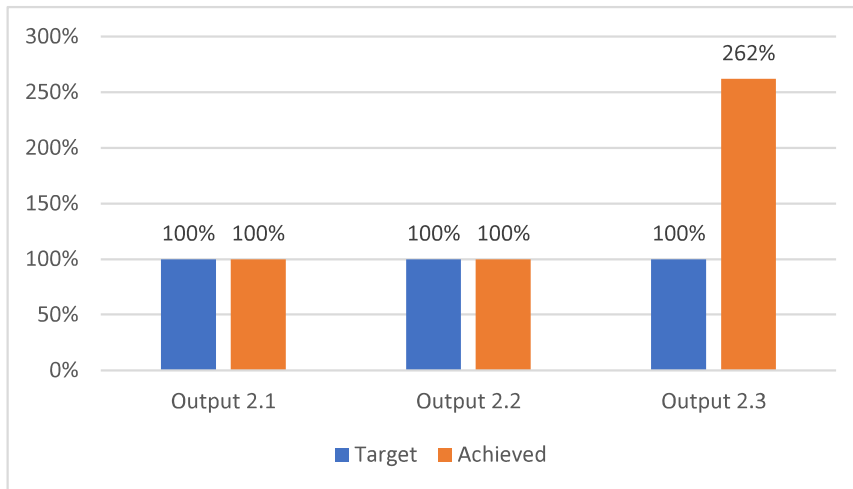
Achievement of outcome 2, which consists of outputs 2.1 – 2.3 is presented in **Table 3-8** regarding target achievement and actual outcome 2 in the third year of program implementation as follows:

Table 3-8 Target Achievement and Actual Outcome 2

Output	Indicator	Year-1 Achievements	Year-2 Achievements	Year-3 Achievements	LoP Achieved	LoP Target	%
2.1	PAP is able to arrange start-up businesses to increase sources of income.	33	26	0	59	59	100%
2.2	PAP will be facilitated with in-kind assistance to start a business.	33	26	0	59	59	100%
2.3	PAP will receive technical assistance and mentoring in developing the business.	33	26	59	118	45	262%

Achievement of Outcome 2, which consists of Outputs 2.1 – 2.3 can be observed in the graph of target achievement and actual outcome 2 of the third year program in **Figure 3-3** below:

Figure 3-3 Target Achievement and Actual Outcome 2



Achievement of Outcome 3: Collaborative Financial and Market Institutions are Established to Assist the Enhancement of Vulnerable PAPs' Business

Supporting the achievement of outcome 3, studies related to the marketing institution of PAP products through value chain mapping on three superior sub-sectors or commodities of Coffee, Chili, and Solok Rice were conducted. In addition, a study of Financial Service Institutions were also undertaken to determine the strategy would be taken in the establishment of microfinance institutions. Briefly, the results of the study are as follows:

- **Results of Value Chain Study on PAP's Superior Products**

The value chain and supply chain mappings focused on local markets covering four sub-districts in South Solok Regency. The observed commodities include Coffee, Rice, and Red Chili.

Value-added in coffee is generally accompanied by specification changes, in which PAP sells them in the form of cherry, wholesaler then dries into green beans and sells to ground coffee producers for being roasted and grounded into ground coffee. In rice, the change applies to one actor within the chain, i.e., the service provider for milling grain into the rice. Meanwhile, the value-added of red chili between actors from farmers to users is without specification changes or remains in the form of chili.

With the starting point to facilitate PAP in a mapped market, it needs to be propped up by the formation of supporting entities, always connected and able to influence system governance to support the system being built.

Efforts to build a supporting system require a not instantaneous process, so that need sufficient time to seek internalization and institutionalization of supporting instruments. In this condition, the Marketing Institution and APPT are entities that should be able to position themselves as supporters of realized sustainable livelihoods for PAPs.

In its development, the supporting entities initiated through this program can reach a wider community and transform according to the stages of organizational development with a rational timeline. So that at some point, it can become an independent entity and a model for impact investment implementation.

- **Results of Microfinance Service Institutions Studies**

Low-income people generally have limited access to financial institutions. This condition strengthens the barriers for underprivileged communities to break out from the poverty line. Several efforts have been made to unravel these conditions, both at the community level through social safety net mechanisms to the structured approaches on a larger scope. The financial

institution model considered appropriate is a Microfinance Institution (MFI) because establishing an MFI aims to provide business development services and community empowerment.

In the Pauh Duo sub-district, South Solok Regency, where 90% of PAPs are domiciled, there are two entities that dominate microfinance services, namely the Women's Savings and Loans Implementation Unit (UPK SPP) and the National Madani Capital (PNM) Syariah Mekaar. The UPK SPP is the main alternative for the community if financial needs cannot be met through family and relatives networks.

When faced with the need for funding or financing, half of the community members have unconsciously directed their actions to seek support from family and relatives. One-third of the community members make loans to UPK SPP for practical reasons because the UPK SPP' administrators are known by community members, comes from the same Nagari, and are perceived as someone who is quite proper as a role model in their area. One-fifth of the community members described that their selection of a particular financial entity was based on logical motives that can be described in detail. The things described as the motives underlying the selection of financial entities include administrative leniency, ease of loan repayment, and considered reasonable interest rates.

The belief influences the community's main consideration in making loans in the Nagari kinship system, which unwittingly directs their actions in meeting the business' financial needs. On the other hand, UPK SPP already has a system rooted in and operationalized by close figures and is considered a role model in the community. The UPK SPP governance structure is also supported by instruments from Nagari to strengthen the existence of institutions and provide a strong position to gain the community's trust.

Achievement of Output 3.1 Obtained Agreements with PAPs on Establishment of Financial and Market Institutions

Activities of establishing KUBE to achieve output 3.1 were carried out through Focus Group Discussion (FGD) on October 11, 2020. The second FGD with PAP was held on May 20, 2021, to form Producer Cooperatives with marketing and savings and loan business units, followed by cooperative training. The target of achieving output 3.1 can be seen in Table 3-9 as follows:

Table 3-9 Achievement Recapitulation of Output 3.1

YEAR-1 ACHIEVEMENTS	YEAR-2 ACHIEVEMENTS	YEAR-3 ACHIEVEMENTS
Outcome 3 : Collaborative financial and market institutions are Established to assist the enhancement of vulnerable PAPs' business		
Output 3.1: Obtained agreements with PAP for the establishment of financial and market institutions		
There are no activities that contribute to this output in the first year.	There are no activities that contribute to this output in the second year.	Agreements with PAP to establish financial and marketing institutions on October 11, 2021 and May 20, 2021 were obtained.

The establishment of these institutions accommodates PAP's desire to form groups according to their superior commodities. These institutions can buy PAP products and provide financial services to meet PAP's capital needs. KUBE will function as a collector of PAP products according to the quality standards of products purchased by cooperatives. Meanwhile, the cooperatives will work to sell PAPs' products in local and regional markets and to provide savings and loan services for members. The agreement document of KUBE and a cooperative establishment that functions as a marketing institution and a collaborative microfinance service institution were arranged and jointly agreed. The agreement with PAPs on the establishment of the institution formed is as follows:

1) Joint Business Group (KUBE)

Agreement with PAP in the formation of a Joint Business Group (KUBE) was done on October 11, 2020. KUBE members are PAPs who have similar commodity products, and KUBE's function is to collect PAP products as well as product quality control according to buyer requests. PAP's products

that have been agreed upon are Coffee, Chili, and local rice. The price obtained by PAP is expected to be higher than the price obtained if the product is sold to local collectors or tauke/wholesalers.

2) Producer Cooperative

Member agreement for the establishment of cooperatives on May 20, 2021, cooperative members are PAPs and do not rule out accepting extraordinary members outside of PAP. The agreed cooperatives are Producer Cooperatives whose function is to market PAP's business products that have been collected and sorted by each KUBE. Marketing of PAP products will be carried out in local, regional, and national markets, according to the market share of each commodity. Looking at the results of the value chain studies carried out, the commodity that has a short lifespan and does not change shape in its production chain, namely chili, will be marketed in local and regional markets and rice. Meanwhile, coffee commodities that have value-added in changing their shape will be marketed at the national and export levels. This will be carried out in collaboration between producer cooperatives and the Green Corporations Institute managed by the Anwar Mohammad Foundation (AMF), which has a vision of improving the welfare of PAP farmers. In addition, the cooperative will provide microfinance services in the form of savings and loans to meet PAP's business capital needs.

Implementation Challenges for Output 3.1

The challenge in implementing output 3.1 is due to many wishes from LAPs related to the functions of marketing institutions and microfinance services, both in KUBE and Cooperative establishment. Due to limited market share when establishing a Microfinance Service Institution, an institution is needed that can fulfill its function as a marketer and savings and loan function in facilitating PAP in product marketing and providing capital needs effectively and efficiently.

Follow-Up Plan for Output 3.1

KUBE establishment as a marketing institution at the PAP level and the legalization process for the Producer Cooperative institution to the Department of Cooperatives and SMEs of South Solok Regency and the appointed Notary. KUBE is included as a marketing business unit in cooperatives, while other business units in cooperatives are savings and loans units. Therefore, the cooperative has a marketing unit, and a savings and loans unit to accommodate both functions in a single institution.

Achievement of Output 3.2 Obtaining Formal Legal for the Establishment of a Legal Entity for a Financial and Marketing Institution

Efforts to obtain formal legality for the establishment of marketing institutions and microfinance service institutions require various studies. In addition to the studies, results of the FGD with PAP are also considered for establishing this marketing and microfinance service institutions. In January 2021, KUBE was established, and in June 2021, the application for establishing a Cooperative was signed at the Notary Office of Mrs. Haniva, Muara Labuh, as a continuation of the formal legal process after counseling cooperatives and evaluating documents by the Cooperatives and SMEs Office of Muara Labuh Regency. Achievement of recapitulation of output 3.2 can be seen in **Table 3-1** as follows:

Tabel 3-10 Achievement Recapitulation Output 3.2

YEAR-1 ACHIEVEMENTS	YEAR-2 ACHIEVEMENTS	YEAR-3 ACHIEVEMENTS
Outcome 3: Collaborative financial and marketing institutions are established to assist the enhancement of vulnerable PAPs' business		
Output 3.2: Obtaining formal legal for the establishment of a legal entity for a financial and marketing institutions		
There are no activities that contribute to this output in the first year.	There are no activities that contribute to this output in the second year.	It has obtained ratification of the establishment of KUBE by the Sub-district Head of Pauh Dua and a formal legal entity for the

YEAR-1 ACHIEVEMENTS	YEAR-2 ACHIEVEMENTS	YEAR-3 ACHIEVEMENTS
		Producer Cooperative as a financial service and marketing institution for PAP Products in Muara Labuh from the Ministry of Law and Human Rights through Notary Mrs. Haniva in Muara Labuh.

Efforts to achieve Output 3.2. Obtaining formal legal for the establishment of a legal entity for a financial and marketing service institution. The institutions that have been established and have obtained legality are as follows:

1) Joint Business Group / Kelompok Usaha Bersama (KUBE)

Three Joint Business Groups (KUBE) for coffee, chili, and rice commodities have been formed, with the Articles of Association and Bylaws that the Head of the Pauh Duo has ratified on January 19, 2021. The KUBE approval document had been submitted to the relevant the Agriculture, Livestock and Fisheries Office of South Solok Regency for technical guidance through Field Agricultural Officers (PPL) on duty in Pauh Duo Regency. Documents of the KUBE establishment Agreement and KUBE ratification are attached to this report as **ANNEX 1**

2) Producer Cooperative

The formation of Producer Cooperatives went through several stages. The first stage had begun through FGD with PAP to discuss the establishment of cooperatives on May 6, 2021, followed by Cooperative Training that was carried out on May 20, 2021. The formation of Cooperatives was attended by all PAPs and the Cooperatives and SMEs Office of South Solok Regency on June 9, 2021. The next stage is the submission of Documents of Producer Cooperatives Establishment to the Cooperatives and MSMEs Office in South Solok, and simultaneously the Office conducted Cooperative Training for the elected Cooperative Cooperative Management. The first Cooperative Management Meeting was held on June 19, 2021, to strengthen the management and discuss the main tasks of the functions of each board. The first Cooperative Member Meeting was held on June 22, 2021, discussing the principal savings and dues as well as the rights and obligations of cooperative members. The signing of the Deed of Establishment of the Cooperative at the Notary Mrs. Haniva in Muara Labuh was carried out by all management on Friday, July 2, 2021. Therefore, the Producer Cooperative BINA KARYA MAKMUR is legal as a marketing institution and microfinance service according to the **Decree of the Minister of Law and Human Rights Man of the Republic of Indonesia Number AHU - 0011174.AH.01.26 of 2021, concerning the Ratification of the Establishment of the Legal Entity of the Bina Karya Makmur Producer Cooperative**, through Notary Deed Number: 01 dated July 02, 2021. After the issuance of the decree, the cooperative is legal and has a legal basis to operate its activities. A copy of the Decree of the Ministry of Law and Human Rights concerning the Establishment of Cooperatives is attached to this report as **ANNEX 2**.

● Financial Services

The establishment of the BINA KARYA MAKMUR Producer Cooperative, apart from being a marketing institution for PAP products, is also a microfinance service unit with savings and loan activities and financing for PAP business needs. Deposits amount of members have been determined in the meeting of members of the cooperative for the principal savings of Rp. 50,000, - and a fee of Rp. 10,000, - per month. Funding services for PAPs carried out by cooperatives are business funding. Funding is given to those who have been a member of the cooperative for at least three months. Funding uses a joint responsibility system (*sistem tanggung renteng*) with small groups of 10 people per group, and funding will be given after approval by the small group. In addition, other requirements must be met, including honesty, trust, and cooperation.

- **Marketing Services**

PAP product marketing services are prioritized on three main PAP product commodities, namely coffee, chili, and rice. But it is possible for other PAP products such as cinnamon, ginger, shallots if they have found a potential market. Marketing of PAP products will be carried out through systems of *beli putus* and *titip jual* between cooperatives and PAPs coordinated by the KUBE of each commodity. According to the PAP agreement, in providing marketing services, the cooperative will get a profit of Rp. 500, - to Rp. 1,000,- per kilogram of the commodity sold.

Implementation Challenges for Output 3.2

Several considerations in determining the institutional forms of marketing and financial service institutions to provide the best facilities for PAPs are obtained through studies and a series of discussions, making the legality submissions process require additional time. However, by considering the maximum program benefit for PAP, a legality application for producer cooperatives with marketing and financial services business units were agreed upon and made.

Follow-Up Plan for Output 3.2

Formal legal submissions for producer cooperatives that have marketing and financial services business units to the Cooperatives and UMKM Service Office of South Solok Regency and a Notary in Muara Labuh Mrs. Haniva

Achievement of Output 3.3 Availability of Procedures to Manage The Financial and Marketing Institutions

The management procedures of the Producer Cooperative with financial services and marketing business unit have been made together with the KUBE Management and PAP representatives. The resulting Standard Operating Procedures (SOP) are outlined in a Standard Operational Operational Procedure (SOP) for marketing services and financial services. The SOP is socialized to all cooperative members before the cooperative performs its services so that all members who will access the cooperative's services understand. The achievement recapitulation of output 3.3 can be seen in **Table 3-11** below:

Table 3-11 Achievement Recapitulation of Output 3.3

YEAR-1 ACHIEVEMENTS	YEAR-2 ACHIEVEMENTS	YEAR-3 ACHIEVEMENTS
Outcome 3: Collaborative financial and marketing institutions are established to assist the enhancement of vulnerable PAPs' business		
Output 3.3: Availability of procedures to manage financial and marketing institutions.		
There were no activities that contribute to this output in the first year.	There were no activities that contribute to this output in the second year.	Availability of 7 procedures to manage the Financial and Marketing Institutions: 1) Cooperative Deposits Procedure; 2) Deposit Withdrawal Procedure; 3) Financing Procedure; 4) Financing Installment Procedure; 5) Non-Performing Financing (NPF) Handling Procedure; 6) PAP Product Marketing Procedure; 7) Cooperation Network Procedure.

The procedure for marketing PAP products is made so that the commodities purchased by cooperatives are broken up or sold by cooperatives of good quality. In addition, sales of PAP commodities to cooperatives through KUBE have different schedules so that cooperatives can collect products in large quantities in order to have bargaining power. Financial service procedures are made so that the distribution of financing is transparent and accountable. The Standard Operating Procedures (SOPs) will be adapted to the development of producer cooperatives, the needs of PAPs as members, as well as local and regional market demands. Procedures for marketer services and financial services can be seen in **ANNEX 3**.

Implementation Challenges for Output 3.3

There are no challenges for achieving output 3.3, because the procedures applied to marketing institutions and financial services have been understood by PAPs in other similar institutions.

Follow-Up Plan for Output 3.3

Socialization regarding producer cooperative management procedures with business units of marketing services for PAP products and financial services.

Achievement of Output 3.4 Financial and Marketing Institutions Have Competent and Trained Personnel to Operate and Manage the Institutions

In order to fulfill the achievement of output 3.4 in the form of preparing professional staff to manage cooperatives as marketing and financial service institutions, several cooperative management training have been carried out for the management. Participants have been selected from personnel who are considered capable and trusted by other management to handle marketing services consisting of product availability, quality products, and marketing networks. Meanwhile, microfinance services consist of savings and loans services. Achievement recapitulation of outcome 3 and output 3.4 can be seen in **Table 3-12** below:

Table 3-12 Achievement Recapitulation of Output 3.4

YEAR-1 ACHIEVEMENTS	YEAR-2 ACHIEVEMENTS	YEAR-3 ACHIEVEMENTS
Outcome 3: Collaborative financial and marketing service institutions are established to assist the enhancement of vulnerable PAPs' business		
Output 3.4: Financial and marketing institutions have competent and trained personnel to operate and manage the institutions		
There were no activities that contribute to this output in the first year.	There were no activities that contribute to this output in the second year.	Cooperatives as marketing and financial services institutions have competent personnel in managing: 1) Product purchasing service and market network by three people; 2) Microfinance services by two people.

Preparation of human resources (HR) to manage Producer Cooperatives has been carried out with intensive training for all cooperative managers and PAPs to understand the rules and management of cooperative management. After the Cooperative Management was formed, a briefing was carried out by the Department of Cooperatives and SMEs of South Solok Regency according to the provisions in the establishment of the cooperative. Further training related to cooperative management and financial services is conducted for cooperative management. Human Resources for marketing services are ready to carry out their duties to oversee PAP products sold to cooperatives through KUBE to have quality and quantity according to market needs. In addition, human resources have been prepared for the PAP product market network by establishing cooperation in purchasing coffee with several premium ground coffee producers, such as Pak Datuak and others. Meanwhile, Human Resources for managing microfinance services are still in the preparation process because they will be selected from PAPs with integrity, honesty, thoroughness, and a strong commitment to serving savings and business funding for cooperative members.

Implementation Challenges for Output 3.4

The challenge in preparing human resources in managing cooperatives with financial and marketing services through training, not all PAPs can attend because PAP's house is far from the training place. PAPs who attend the training live close by the training place. In addition, the average age of PAP is no longer productive, and the level of education is minimal, so there is a gap in capturing the training material provided.

Follow-Up Plan for Output 3.4

Cooperative training to prepare human resources in managing cooperatives with financial and marketing services will be continued with cooperative management mentoring and further training needed to increase the capacity of cooperative management/officers.

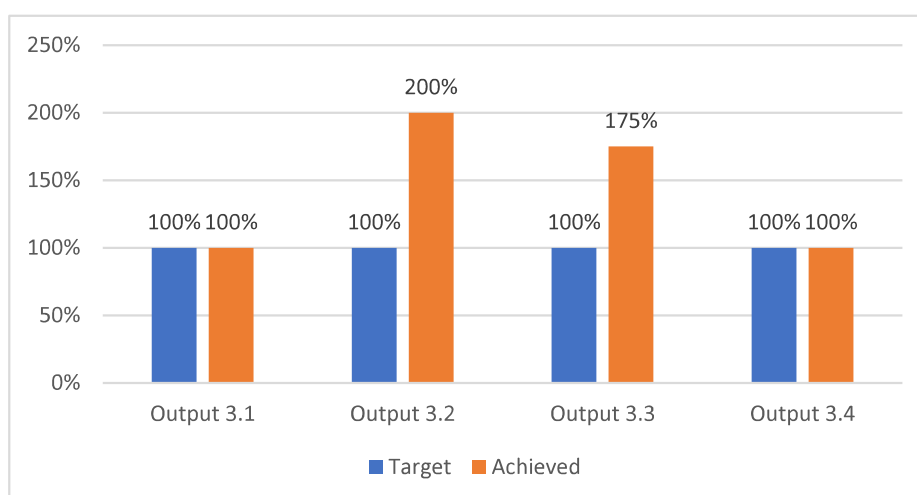
Achievement of outcome 3, which consists of outputs 3.1 – 3.4 can be seen in **Table 3-13** that explains achievement of target and actual outcome 3 in the third year as follows:

Figure 3-13 Target Achievement and Actual Outcome 3

Output	Indicator	Year-1 Achievements	Year-2 Achievements	Year-3 Achievements	LoP Achieved	LoP Target	%
3.1	Obtained agreements with PAP for the establishment of financial and marketing institutions.	0	0	1	1	1	100%
3.2	Obtaining formal legal for the establishment of a legal entity for a financial and marketing institution.	0	0	2	2	1	200%
3.3	Availability of procedures to manage financial and marketing institutions.	0	0	7	7	4	175%
3.4	Financial and marketing institutions have competent and trained personnel to operate and manage the institutions.	0	0	5	5	5	100%

Achievement of Outcome 3, which consists of Outputs 3.1 – 3.4 can also be observed in the graph of target achievement and actual outcome 3 during the third-year program in **Figure 3-6**.

Figure 3-4 Target Achievement and Actual Outcome 3



Achievement of Outcome 4: House Renovation for Selected Vulnerable PAPs

Similar to Outcomes 1 and 2, and as stated in the Second Year LRP Implementation Progress and Evaluation Report, Outcome 4 in the first and second years have achieved the target with an achievement of 333%. This achievement was obtained by assisting the home renovation program for 10 PAPs. Where it should have been based on the predetermined target, only 3 PAPs were vulnerable, but after further assessment, it was decided to provide a housing assistance program with a total of 10 vulnerable PAPs. Achievement recapitulation of outcome 4 outputs 4.1 – 4.2 can be seen in **Table 3-14** below:

Table 3-14 Achievement Recapitulation of Outcome 4

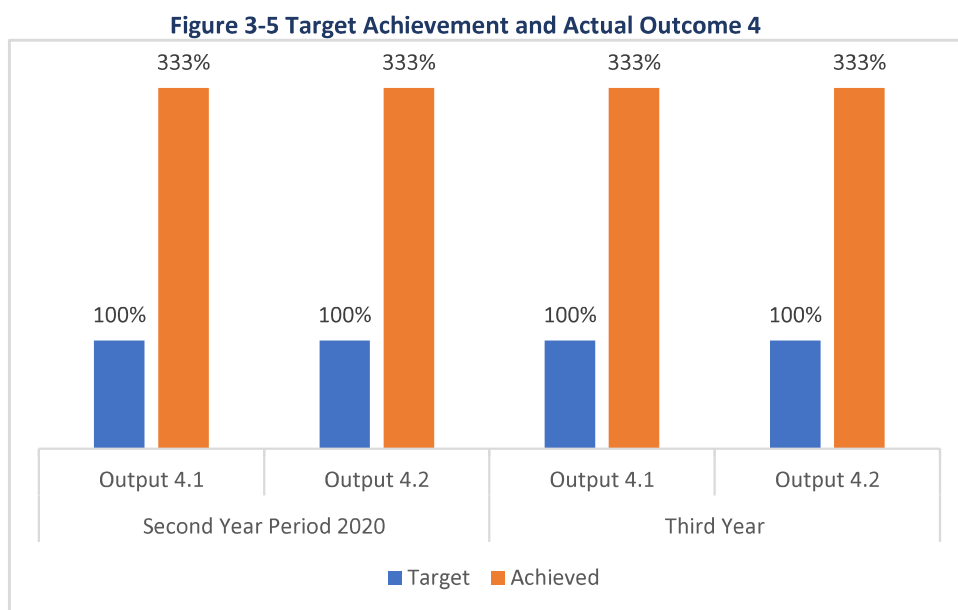
YEAR-1 ACHIEVEMENTS	YEAR-2 ACHIEVEMENTS	YEAR-3 ACHIEVEMENTS
Outcome 4: House Renovation for Selected Vulnerable PAPs		
Output 4.1: Obtained shared agreement with selected vulnerable PAPs for the renovation of their livable houses.		
An assessment and agreement had been made on 3 PAP houses that are the beneficiaries of the house renovation.	Changes in the agreement had been made by adding seven PAP beneficiaries for home renovations. So the total number of PAPs who have received renovation benefits is ten people.	The target had been met in the first and second years.
Output 4.2: The livable house renovation for selected vulnerable PAPs is implemented		
Three beneficiary PAP houses had been renovated.	Ten PAP houses had been renovated from three planned houses.	The target had been met in the first and second years.

Achievement of outcome consisting of outputs 4.1 – 4.2 can be seen in **Table 3-15** that shows the achievement of target and actual outcome 4 in the third year.

Table 3-15 Target Achievement and Actual Outcome 4

Output	Indicator	Year-1 Achievements	Year-1 Achievements	Year-1 Achievements	LoP Achieved	LoP Target	%
4.1	There is shared agreement with selected vulnerable PAPs for the renovation of their livable houses.	3	7	0	10	3	333%
4.2	Renovation of livable houses for vulnerable PAPs are implemented	3	7	0	10	3	333%

Outcome achievement consisting of outputs 4.1 – 4.2 can also be seen in the graph of target achievement and actual outcome 4 in the third year in **Figure 3-5**.



Implementation Challenges for Outcome 4

There are no significant challenges in the implementation of livable house renovation activities in the second year.

Follow-Up Plan for Outcome 4

No follow-up. The renovation of livable houses has been completed in the second year of the program.

Achievement of Outcome 5: Supporting Efforts to Improve the Health of Toddlers

The condition of achieving the target in Outcome 5 is the same as Outcome 1, 2, and 4, and as stated in the Second Year LRP Implementation Development and Evaluation Report, that Outcome 5 in the first and second years exceeded the target that reached 398%. This achievement was shown by the fact that the average Supplementary Feeding Program (PMT) recipients in three jorongs were 239 toddlers per month from the set target of 60 toddlers per month in three jorongs. This program was not only providing benefits for PAPs but also for non-PAPs who have toddlers in the three jorongs. Achievement Recapitulation of Outcome 5 as shown in **Table 3-16** below:

Table 3-16 Achievement Recapitulation of Outcome 5

YEAR-1 ACHIEVEMENTS	YEAR-2 ACHIEVEMENTS	YEAR-3 ACHIEVEMENTS
Outcome 5: Supporting Efforts to Improve the Health of Toddlers		
Regular monthly consultations had been held with the Pustu and Posyandu in three Jorong (Pekonina, Kampung Baru, and Taratak Tinggi) on implementing the Supplementary Feeding Program (PMT) for toddlers.	Regular monthly consultations had been held with the Pustu and Posyandu in three Jorong (Pekonina, Kampung Baru, and Taratak Tinggi) on implementing the Supplementary Feeding Program (PMT) for toddlers.	All targets had been met in the second year.

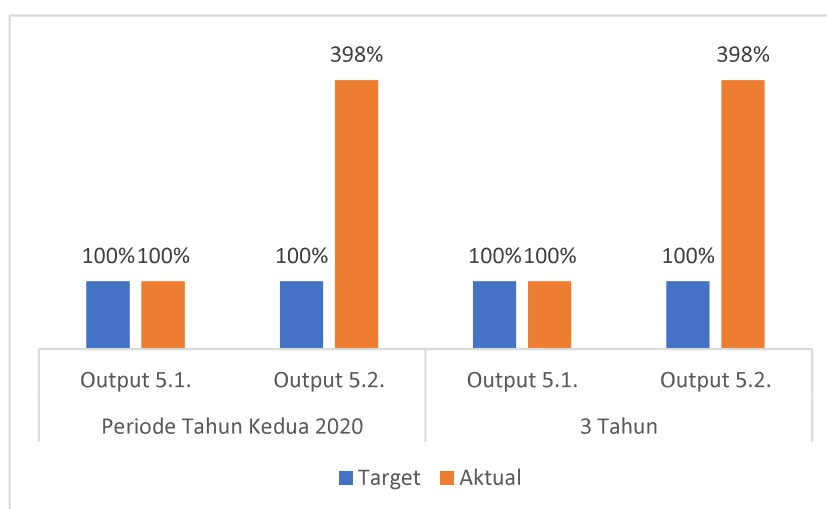
Achievement of Outcome 5, which consists of outputs 5.1 – 5.2 can be seen in **Table 3-7** regarding target achievement and actual outcome 5 in the third year of the program.

Figure 3-17 Target Achievement and Actual Outcome 5

Output	Indicator	Year-1 Achievements	Year-1 Achievements	Year-1 Achievements	LoP Actual	LoP Target	%
5.1	Obtained shared agreement with PAP and stakeholders regarding assistance in providing additional nutritional food for children under five years old (toddlers) in three <i>jorong</i> .	3	3	0	3	3	100%
5.2	Provide additional nutritional food for 60 children under five years old (toddlers) in 3 <i>jorong</i> .	192	47	0	239	60	398%

Achievement of Outcome 5, which consists of outputs 5.1 – 5.2 can be seen in **Figure 3-6**, showing a graph of target achievement and actual outcome 5 in the third year of program implementation.

Figure 3-6 Target Achievement and Actual Outcome 5



Implementation Challenges for Outcome 5

The supplementary feeding program activity had been completed in the second year, and there were no challenges in its implementation.

Follow-Up Plan for Outcome 5

There is no follow-up because there is no activity planned to improve the health of toddlers in the third year.

3.2 Analysis of PAP Business Development from In-Kind Assistance

The PAP's business from in-kind assistance, which began to be provided in the second year of the LRP, until the third year when the evaluation was carried out, PAP's businesses had provided benefits to the PAP family. Not all of the businesses run by PAP provide financial benefits. Several PAPs utilize the in-kind assistance to set up business that the business results are used to meet household consumption needs, such as businesses of chicken farming, aquaculture, and goat farming. The types of businesses run by PAP from the in-kind assistance received can be seen in **Table 3-18** below:

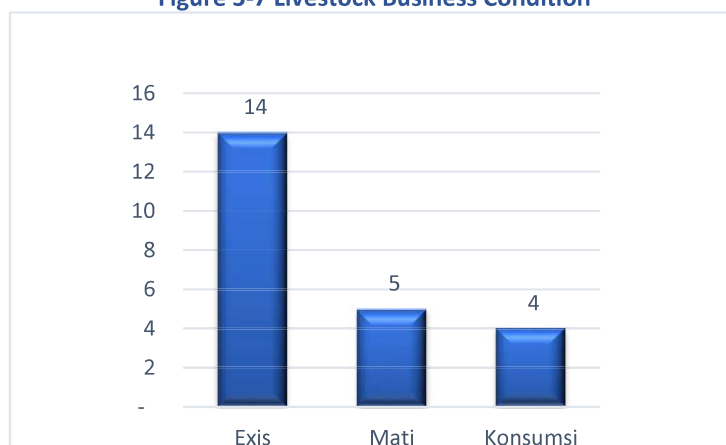
Table 3-18 Types of PAP Business

Business	Farm	Agriculture	Aquaculture	Stall	Service
N=59	23	19	7	6	4
100%	39%	32%	12%	10%	7%

1) Farm

Businesses in the livestock sector carried out by PAPs were 23 people or 39% of the total 59 PAPs, consisting of native chicken, goats, and quail farms. Not all of the PAP's business results provide direct financial benefits to the PAP, but some people use them for household consumption. In addition, there were several PAPs who shifted their business by selling their livestock for being used as new business capital, such as agriculture or purchasing business equipment. However, several PAP cattle died due to various diseases, so their business was discontinued. PAP business conditions in the livestock sector are depicted in **Figure 3-7**:

Figure 3-7 Livestock Business Condition

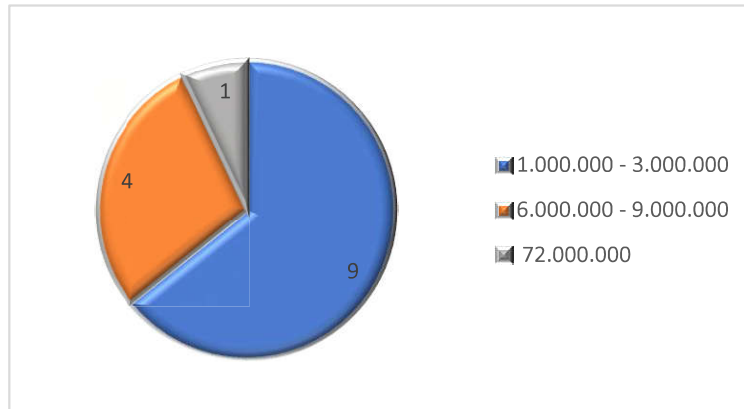


Source: Primary Data, Jan 2021

The graph shows that 14 PAPs who use in-kind for businesses in the livestock sector still run their business, 5 PAPs discontinued them, and 4 PAPs utilized them for self-consumption. Of 14 PAPs' businesses that are still running, there are 7 PAPs who have shifted their business from livestock to other businesses such as planting chilies, buying lawn mowers and laundry, and opening a stall. There were 5 PAPs who discontinued their business because the chickens and goats that they are

raised died from disease. 4 PAPs use their livestock to support household protein intake. The 14 PAPs' livestock sector businesses that are still exist/running have provided an average annual income as shown in the graph of business income of the livestock sector at **Figure 3-8**.

Figure 3-8. PAP Business Incomes in Livestock Sector



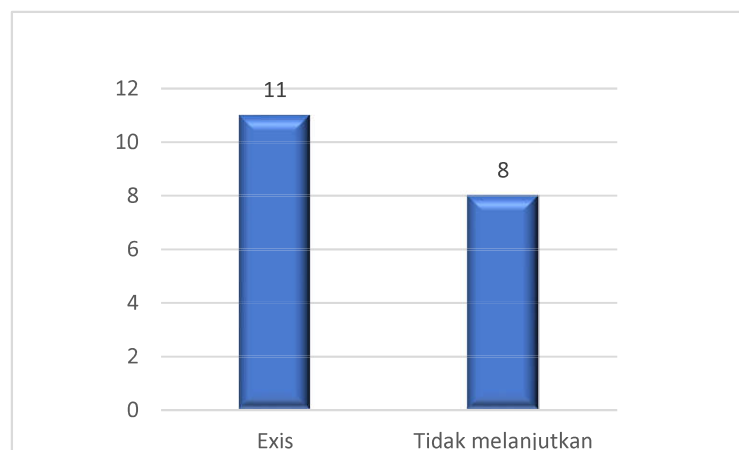
Source: Primary Data, Jan 2021

2) Agriculture

The PAPs who chose businesses in the agricultural sector were 19 PAPs or 32% of the 59 PAPs. The most preferred agricultural sector businesses were chili cultivation by 10 PAPs, onions by 3 PAPs, rice by 2 PAPs. The others were plant seeds, secondary crops, beans, and coffee, respectively 1 PAP each.

The current condition of the business in the agricultural sector PAP runs, 11 PAPs are still doing the business, while 8 PAPs discontinue cultivating chilis and onions because of crop failure. This condition can be seen in the graph on PAP's business in the agricultural sector at **Figure 3-9**.

Figure 3-9 PAP's Business in Agricultural Sector

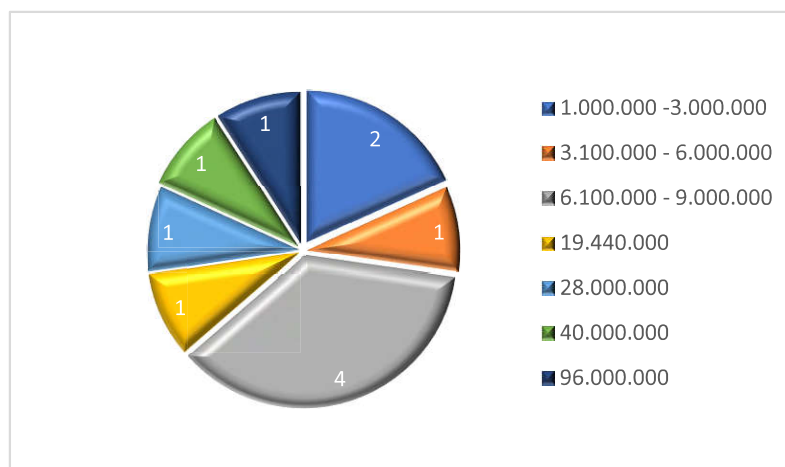


Source: Primary Data, Jan 2021

Many chili plants caused harvest failure with root rot, leaf curl, and fruit rot due to the Patek virus (local language: charred). The cause of the emergence of chili plant diseases is due to erratic weather, sometimes heavy rain and heat, causing the growth of various fungi and other chili plant diseases. PAP does not yet understand the handling of this scorch disease.

The annual income of PAP in the agricultural sector varies greatly, depending on the area of land and the types of plants that are cultivated by each PAP. The PAP's income from the agricultural sector can be seen in **Figure 3-10**.

Figure 3-10 Agriculture Sector Business Income

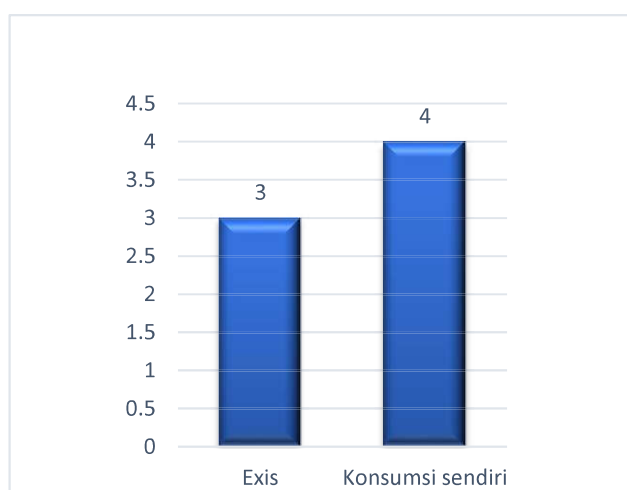


Source: Primary Data, Jan 2021

3) Aquaculture

The number of PAPs that use in-kind for aquaculture business is 7 out of 59 PAPs or 12%. The aquaculture consists of the form of tilapia fish, carp, and parrotfish. A total of four PAP in aquaculture only consumed the fish by themselves and prepared it if some guests or relatives visited. While the three PAPs are not only consumed by themselves but also as a business by selling them to traders who come. The condition of PAP's aquaculture business can be seen as in **Figure 3-11**, which shows the graph of fisheries sector business.

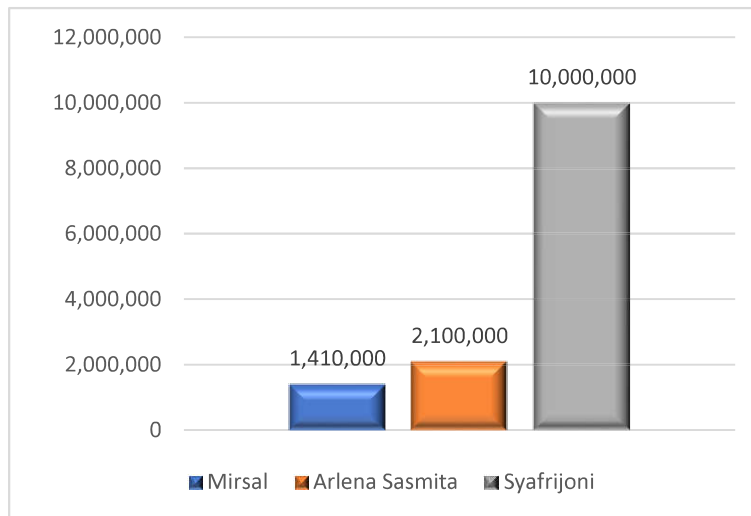
Figure 3-11 Fishery Sector Business



Sumbe : Primery Data, Jan 2021

Income from fishery business varies, depending on the type of fish cultivated and the pond size of each PAP. The income earned is between Rp. 1,410,000, up to Rp. 10,000,000, per year. The sale of fish is carried out at ponds. Traders who need them come to the pond and weigh according to the needs of the traders. Income from inland fishery business can be seen in **Figure 3-12** as follows:

Figure 3-12 Fishery Sector Business Income



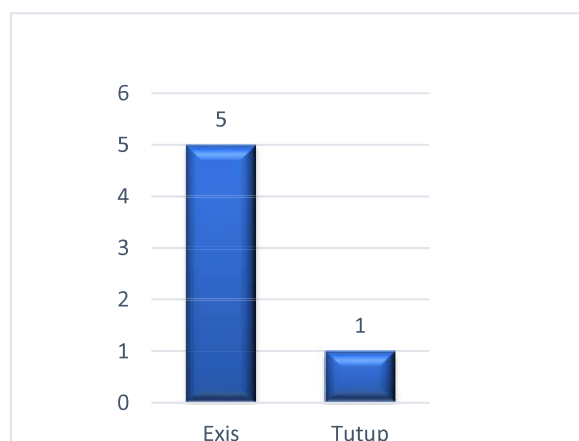
Source: Primary Data, Jan 2021

4) Stall Business

There are six PAPs or 10% who are opening a stalls business. The stall business runs of daily necessities stalls by 2 PAPs, stationery and photocopy by 1 PAP, food stall by 1 PAP, and snacks stalls by 2 PAPs.

The business conditions of the 4 PAP stalls were running well and earning quite a significant income. However, there were 2 PAPs' stalls selling snacks that were closed because their stall businesses are to fulfill the needs of school children. Due to the COVID-19 outbreak, schools were closed, so PAP could not sell their snacks. Of the 2 PAPs that closed their stalls, 1 PAP with the remaining capital took over the chili farming business, and 1 PAP closed their business because the capital was used up to meet their daily needs. The condition of PAPs' stall business can be seen in **Figure 3-13** as follows:

Figure 3-13 Stalls Business

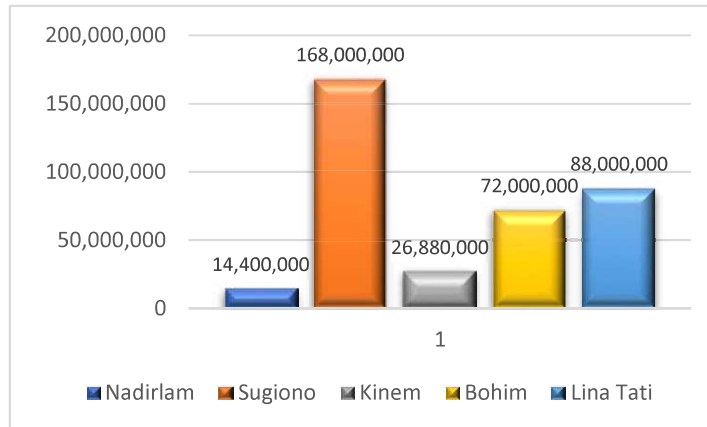


Source: Primary Data, Jan 2021

PAP's income from the stall business varies from Rp. 14,400,000 to Rp. 168,000,000 per year. The highest income from the stall business is the grocery stall owned by PAP Sugiono in Pekonina. There

was PAP on behalf of Mrs. Lina Tati, who turned his business into chili farming with a yearly harvest income of Rp. 88,000,000. PAP's income from the stall business sector can be seen in **Figure 3-14**.

Figure 3-14 Stall Business Income

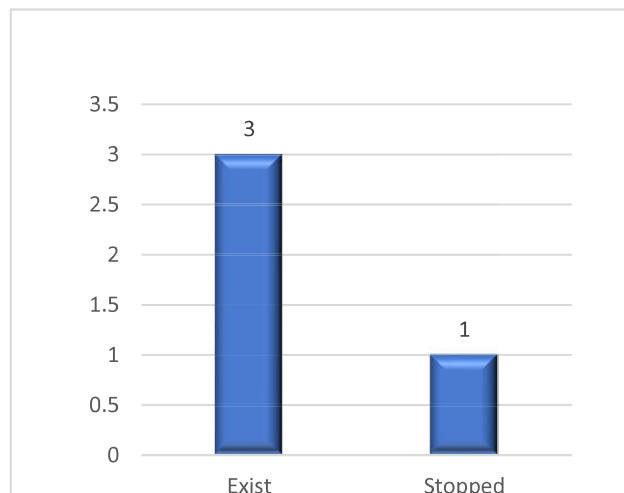


Source: Primary Data, Jan 2021

5) Service Sector

There are four PAP who have a business in the form of services, consisting of 2 PAP for rice milling business, 1 PAP for sewing business, and 1 PAP as a carpenter. The current condition of PAP's business is that 3 PAPs continue their business, and 1 PAP sewing business on behalf of Mrs. Mayarnis is experiencing a decline. Until now, her sewing business has not received orders, so this year she does not get business income. The graph of PAPs' business condition in the service sector is depicted in **Figure 3-15** below:

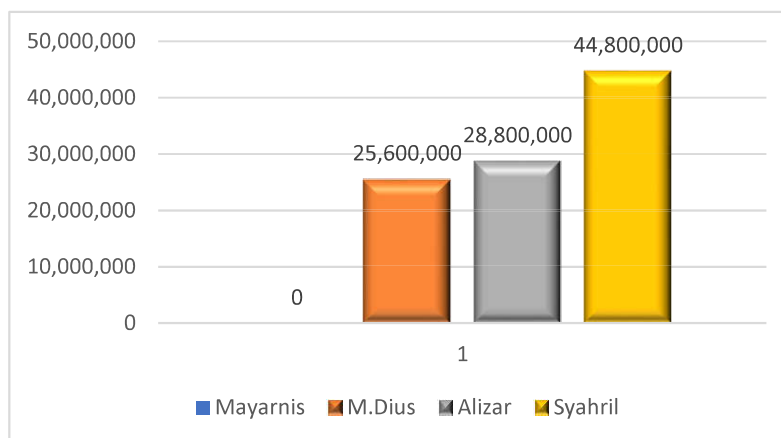
Figure 3-15 Service Sector Business Conditions



Source: Primary Data, Jan 2021

PAP's business income in the service sector varies. Rice milling services have an annual income of Rp. 25,600,000 - Rp. 44,800,000, while the carpenter's business has an annual income of Rp. 28,800,000. The rice milling service business uses a 10:1 mechanism, meaning that for every ten *sukat* of rice milled, you will get one *sukat* of rice (1 *sukat* = 1.6 kg), with a price of Rp. 15,000 per measure. The average daily rice mill is 10-20 mill orders. Carpenter service businesses get orders to make building materials such as doors, windows, frames, and furniture. **Figure 3-16** shows a graph of PAPs' income in service sector business.

Figure 3-16 Service Sector Business Income

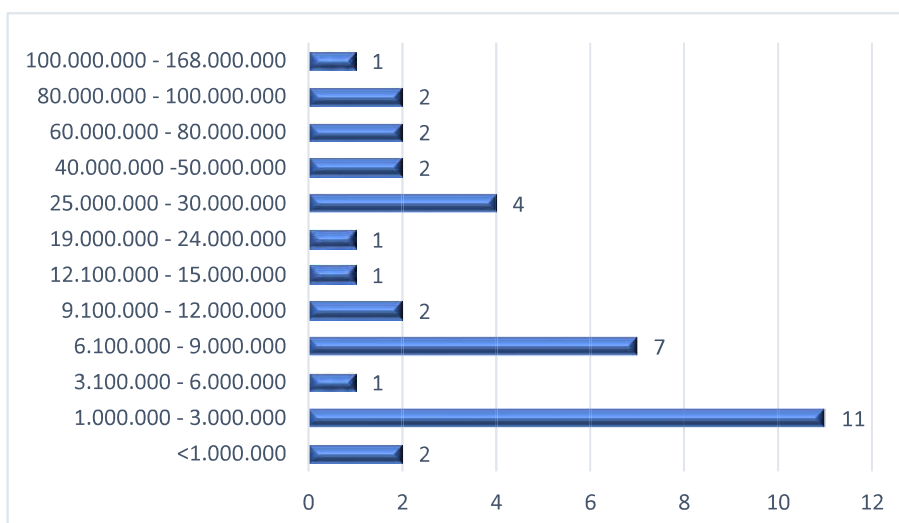


Source: Primary Data, Jan 2021

From the analysis of business and alternative income of all PAPs, it can be concluded that from 59 PAPs, there are 15 PAPs, or 25% of their businesses are discontinued due to various reasons, including unfavorable weather in terms of agriculture, especially chilies and onions. Weather also contributes negatively to livestock cultivation. Many livestock suddenly gets sick and die, such as chickens and goats. In addition, the prolonged impact of COVID-19 caused stalls to close, and sewing income did not get orders. 8 or 13.5% of PAPs use livestock and fish from aquaculture to support household food security. The value of their own consumption cannot be measured, considering that PAPs never record when and how much livestock and fish have been consumed.

Of the 36 PAPs (calculated from a total 59 PAPs minus 15 PAPs discontinuing their business, minus 8 PAPs consuming their own business results) who still have businesses from in-kind assistance, a description of their annual operating income during the third year program can be seen in **Figure 3-17** as follows:

Figure 3-17 PAP Operating Income from the Third Year In-Kind



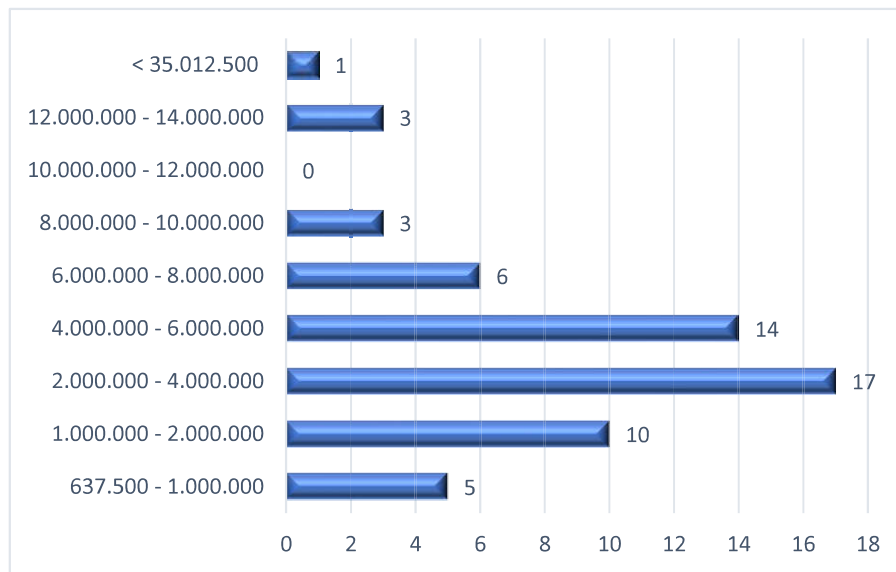
Source: Primary Data, Jan 2021

Looking at the graph above, most of PAPs or 11 PAPs have alternative business income between Rp. 1.000.000 – Rp. 3,000,000. 7 PAPs have income between Rp.6.000.000 – Rp. 9,000,000. 2 PAPs have income below Rp. 1,000,000. The lowest income is obtained by Mr. Marjulis of Rp. 600,000 with the chicken farming business. While the highest income is earned by Mr. Sugiono of Rp. 168,000,000 with a grocery stall business.

3.3 Analysis of All PAP Income

In addition to alternative businesses starting with in-kind giving, PAPs have the main business that has been carried out for a long time. PAP's main business is mostly farming and gardening rice, coffee, and cinnamon plants. Incomes from the main business and alternative business generated from received in-kind can be seen in **Figure 3-18**.

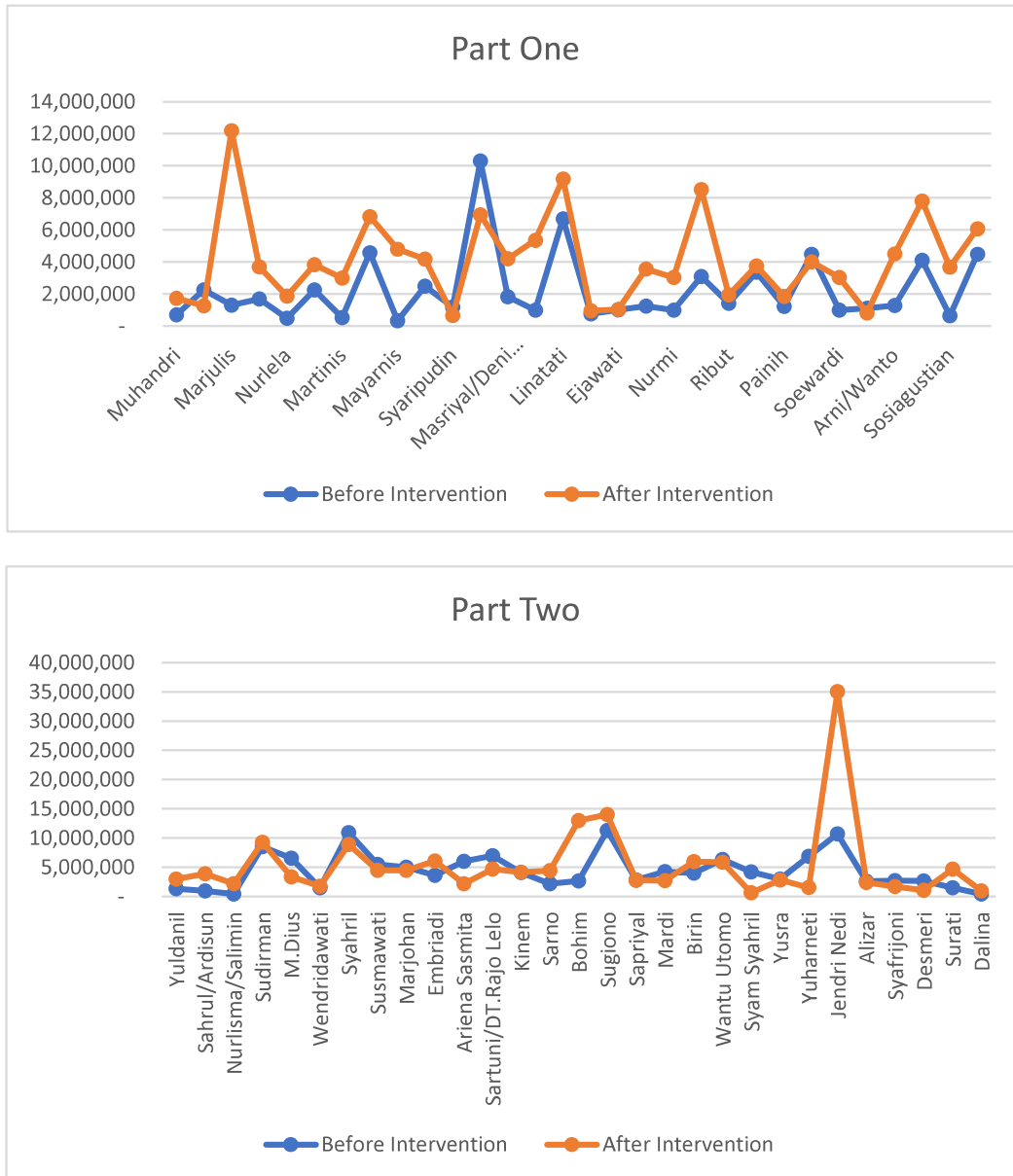
Figure 3-18 PAPs' Whole Income Per Month



Source: Primary Data, Jan 2021

PAP's monthly income from agriculture and plantations business carried out is greatly varied, depending on the area of land owned by PAP and the selected cultivation of plants. Most PAPs have coffee, cinnamon, rice, and horticultural crops such as chilies, onions, and ginger. In the third year of LRP, 10 PAPs have monthly income above Rp. 1.000.000 – Rp. 2,000,000, 17 PAPs have a monthly income above Rp. 2,000,000 – Rp. 4,000,000, and 14 PAPs have income above Rp. 4,000,000 – Rp. 6,000,000. The highest monthly income of 35,000,000 is owned 1 PAP on behalf of Jendri Nendi. Mr. Jendri Nendi has businesses in coffee, cinnamon, rubber plantations and owns a woodshop and cattle farm. Meanwhile, from the in-kind provided in the form of fish seeds and fish feeds, he self-consumes the results. In the third year of the LRP, there were still 5 PAPs having incomes below Rp. 1,000,000 per month, the lowest income is owned by Mr. Syam Syahril with an income of Rp. 637,000 per month. This condition is because Mr. Syam Syahril only has a rice cultivation business, while his chili cultivation fails to harvest due to the chili plants get sick and die before bearing fruit. Moreover, Pak Syam Sahril is currently also getting sick. The analysis of before and after intervention up to the third year can be seen in **Figure 3.19**, showing the graph of PAPs' income before and after obtaining intervention.

Figure 3.19 PAP's Income Before and After LRP intervention

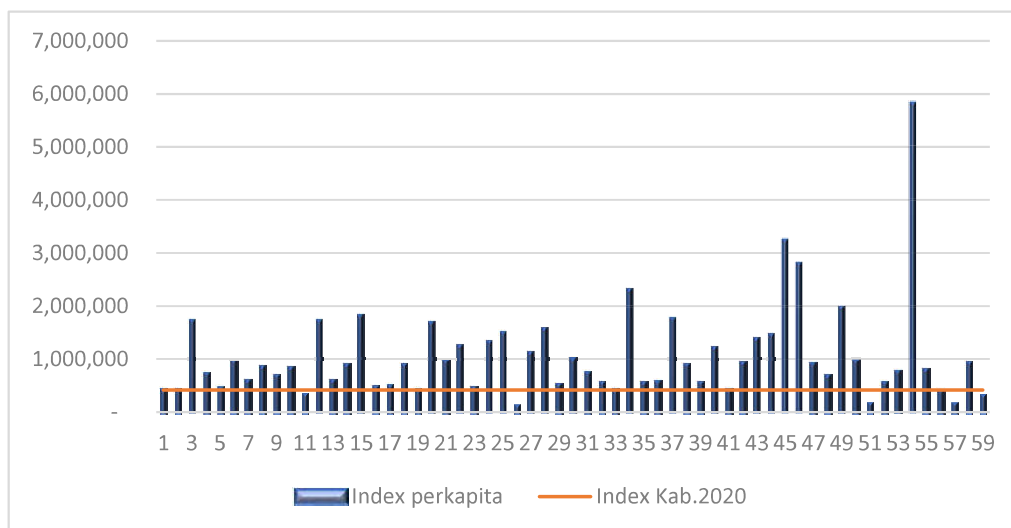


Source: Primary Data, Jan 2021

3.4 Analysis of PAP's Welfare Level

The income of the majority of PAPs after receiving the LRP program intervention, including in-kind assistance for alternative businesses affects their economic strata. There has been a shift in the economic strata of most PAPs from poor to non-poor conditions. This welfare level analysis of the PAP is obtained by comparing the income per capita of the PAP household to the Poverty Line index of the 2020 BPS of South Solok Regency, with an index value of Rp. 419,422 per capita per month. The PAP's level of welfare can be seen in **Figure 3-20** below:

Figure 3-20 PAP's Poverty Rate Year 3



Source: Primary Data in Jan 2021 and Monthly Index Per Capita of 2020 BPS of Solok Selatan

The data above shows the welfare level of 59 PAPs in the third-year LRP program according to the monthly per capita index of 2020 South Solok Regency. There are 57 PAPs out of a total of 59 PAPs (92%) in non-poor conditions, while there are still 5 PAPs (8%) under the standard poverty line of the South Solok Regency. These five PAPs are: Syaripudin, Hadino, Desmeri, Dalina and Syam Syahril. Of the five PAPs, 3 of them, namely Hadino, Desmeri, and Syam Syahril, are in a very deep poverty condition because their monthly per capita index is below more than 50% of the South Solok Regency poverty line index. Judging from the causes, conditions of the three PAPs are as follows:

Hadino, has the main business of farming rice, coffee, and chili. His business results are not significant because his land is not large, while the business results from in-kind assistance in the form of fish seeds, feed, and waring for aquaculture are not sold but only for self-consumption. He has six dependent family members in the household, in which the number of family dependents contributes negatively to the per capita income index.

Desmeri, has the main business of farming rice and coffee. His income is not significant because his land is not large. He also has a chicken farming business from in-kind assistance in the form of native (free-range) chicken seeds, feeds, and cages, but all of them died of disease. The number of dependent family members in the household is six people.

Syam Syahril, has the main business of rice and chili farming, whereas the in-kind assistance in the form of *saprotan* (agricultural production means), used to support his main business of farming rice and chili. In addition, his chili farming is unsuccessful because the plant was attacked by disease. The number of dependent family members is four people.

Follow-up Monitoring for Poor Category PAP in Jan - June 2021

The condition of the poor category of 5 PAPs is a result of the initial evaluation conducted in January 2021. In June 2021, monitoring of PAP's income were carried out because PAP's income through the

agricultural and plantation sectors needs to be monitored repeatedly in at least one cycle of the growing season.

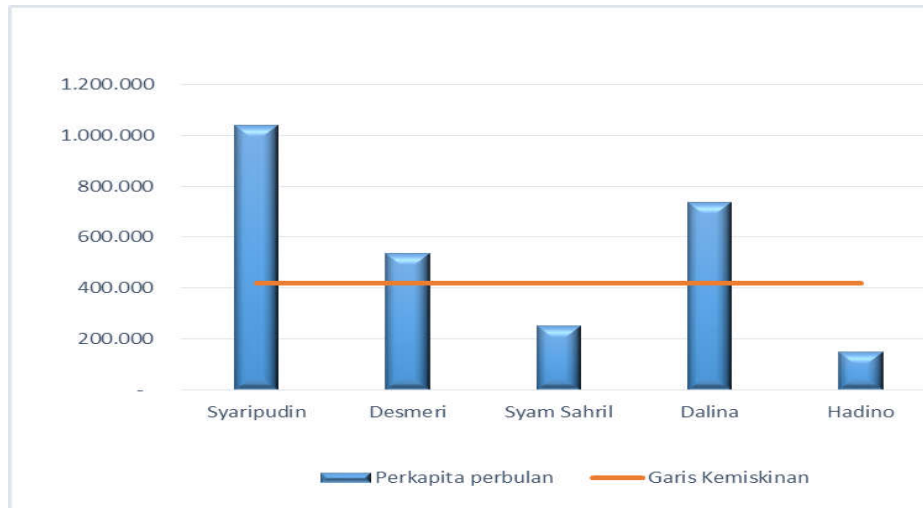
The results of the periodic monitoring towards the welfare status of 5 PAPs in the poor category according to program evaluation data in June 2021 can be observed in **Table 3.19** below:

Table 3-19 Monitoring Result on PAP Below the Poverty Line

#	Name	Income in January – December 2020	Income in January – June 2021	Welfare Status
1.	Desmeri (38 years old, Jorong Taratak Tinggi, 6 dependent family members)	Annual income from rice and coffee plants Total = Rp.12,990,000 Average income per month Rp.1,082,500 Income per capita per month = Rp 180,417 < 419,442.	Jan-June incomes from rice cultivation, rice cultivation, coffee, and working as a laborer Total = Rp. 19,220,000 Income per month : Rp. 3,203.333/6 Income per capita : Rp. 533,888 > 419,442.	The per capita index was above the poverty index of the South Solok Regency in 2020.
2.	Dalina (67 years old, Jorong Sungai Durian, 4 dependent family members).	Annual income from beans and coffee Total = Rp. 11.400.000 Average income per month = Rp. 950,000 Income per capita: Rp. 316,667 < 419,442.	Jan-March Incomes from rubber, rice and chicken Total Rp. 8.830.000,- Average Income per month :2,943,000 The income per capita: Rp. 735,833 > 419,442.	The per capita index above is the poverty index of 2020 South Solok Regency.
3	Hadino (49 years old, Blok Nol, Pekonina, 6 dependent family members).	Annual income from rice, coffee and chili, Total = Rp. 9,756,000 Average income per month = Rp. 813,000 Income per capita per month = Rp. 135,500 < 419,442.	Jan-Feb incomes from cayenne pepper, rice, teaching Quran, and selling fish Total Rp. 1,775,000 Average income per month: Rp. 887,500 Income per capita 887,500/6= Rp 147,917 < 419,442.	The per capita index is still below the poverty index of 2020 South Solok Regency.
4.	Syam Sahril (72 years old, Pinang Sinawa, 6 dependent family members).	Annual income from rice on average per year = Rp. 7,650,000 Average income per month = Rp. 637,500 Income per capita per month = Rp 159,375 < 419,442.	Jan-Feb incomes Total Rp. 1,500,000 Average monthly income: Rp. 750.000 Income per capita: 750.000/3 Rp. 250,000 < 419,442 Syam Sahril is currently in his son's responsibility because of sickly.	The per capita index is still below the poverty index of 2020 South Solok Regency.
5.	Syaripudin (68 years ole, Taratak Tinggi, 6 dependent family members).	Annual income from rice and coffee Total = Rp. 8,100,000 Average income per month = Rp. 675,000 Income per capita per month = Rp 337,500 < 419,442.	Income in Jan-June from coffee, chili and rice Total = Rp. 12,470,000 Average income per month = Rp. 2,078,333 Income per capita Rp. 1,039,167 > 419,442.	The per capita index is above the poverty index of 2020 South Solok Regency.

Monitoring of PAP's business, particularly on PAP categorized as poor, had been carried out until June 2021. The monitoring result of the PAP welfare conditions can be seen as in **Figure 3-21** that shows a graph of PAP's welfare level.

Figure 3-21 Welfare Level of 5 PAP in the Third Year



Source: Primary Data in Jan 2021 and Monthly Per Capita Index of 2020 BPS of Solok Selatan Regency

Based on the evaluation results carried out, incomes of 3 out of 5 PAPs are increased, so their welfare status is changed. If in the evaluation in January 2021 their status was below the poverty line, after the evaluation in June their status was already above the poverty line. Meanwhile, the status of 2 other PAPs is still below the poverty line due to various factors beyond the program's intervention capacity. The explanation for the increasing PAP's income is because some businesses carried out have already generated results, among others are as follows:

Desmeri, in addition to working on her own rice field with a yield of 300 sukat of rice, Desmeri is also a cultivator with a yield of 200 sukat. Besides, her own harvest has also increased by 80 sukat. Her coffee cultivation business, which harvests per 20 days, produces 100 kg of cherry coffee, Desmeri also works as a laborer with three working days a week, with a wage of Rp. 100,000 per day. From the results of her business and her working wages obtained, Desmeri has been able to increase her per capita income to become higher than the poverty index of South Solok Regency.

Dalina, her rice field business that was previously planted with peanuts has been replaced by rice that using the rice-palawija pattern. The rice yield has increased to 500 sukat. Mrs. Dalina also harvests 140 kg of rubbers, and she still had 30 chickens as well. From her business results, Mrs. Dalina has increased her per capita income to be higher than the poverty index.

Syaripudin, the results of the rice cultivation business have been harvested and have increased to 350 kg. The coffee plant produces dry coffee, which is sold for two months. The cayenne pepper planted in December has been able to harvest by 30 kg per 2 weeks. From the results of his business Mr. Syaripudin has been able to increase per capita income to become higher than the poverty index of the South Solok Regency.

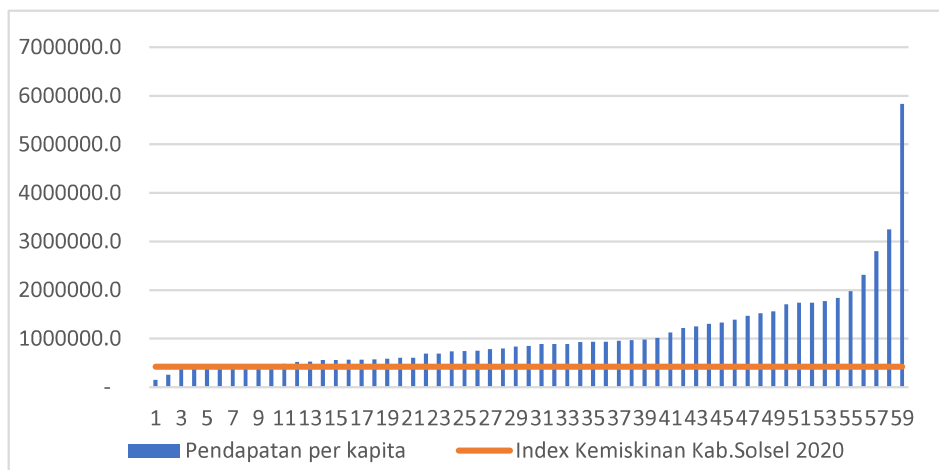
Hadino, his rice and coffee cultivation businesses are still running and generating the same yield as the previous months. For a result of 50 sukat of rice, the rice is not sold and is only for self-consumed. The cayenne pepper plant is still harvesting, though decreased to 5 kg per month. Hadino also received an honorarium as a Quran teacher for ten students with an income of 300,000 per month. Aquaculture from in-kind that has been given is also sold if anyone needs it.

In February, five kg of fish was sold for Rp. 25,000. Although there is an income increase, Hadino has not been able to increase his per capita income. This is because business management is not optimally carried out, and he often goes out of town for weeks to preach. often go out of town for weeks to preach

Syam Sahril, the only business he has is rice cultivation and can not be done by himself because Mr. Syam Sahril is old and sickly. His son-in-law runs the rice field business. The income obtained is still the same and no changes that are Rp. 1,500,000 per harvest. With three dependents, he has not been able to increase per capita income, so his status is still below the poverty line of the South Solok Regency. Moreover, due to illness Pak Syam Sahril depends on one of his married children.

Therefore, out of 59 PAPs, there are 57 PAPs (96.62%) in a welfare status as of June 2021, and 2 PAPs' welfare (3.38%) have not improved due to various things beyond the program's intervention capabilities. This condition is illustrated in a graph of PAPs' welfare level in **Figure 3-22**.

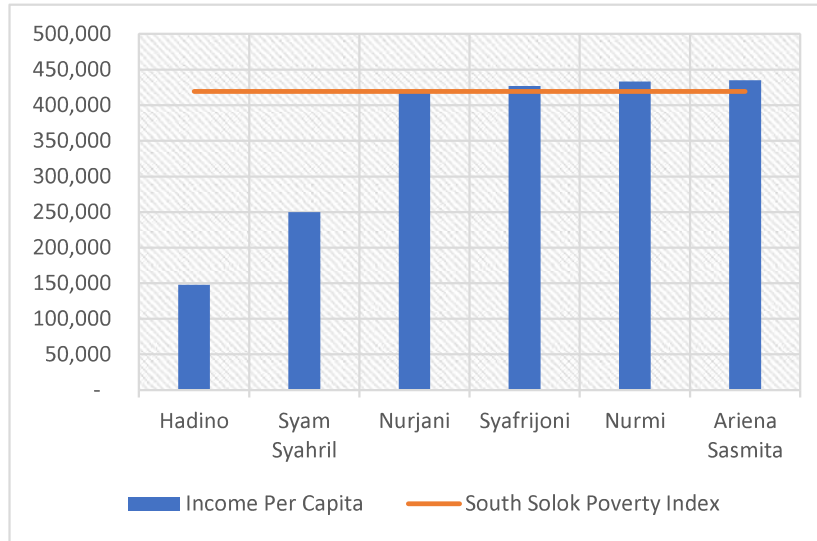
Figure 3-22 PAP Welfare Level for the Third Year, per June 2021



Source: Primary Data, Jan 2021

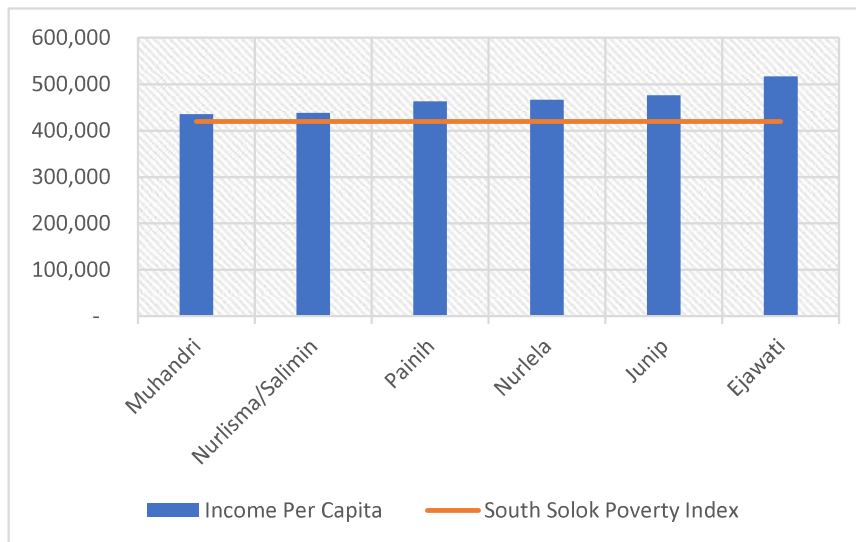
Referring to the category of the National Team for the Acceleration of Poverty Reduction (TNP2K), the category of less welfare (poor) people is divided into deciles (tenths) of percent, with a focus on the four household groups with the lowest welfare ratings. This mechanism is able to snapshot a small community scale of the PAP household's welfare level, based on the PAP's income per capita in Decile 1 – Decile 3, as shown in **Figures 3-23 to 3-25** illustrating the graph of the less welfare community.

Figure 3-23 Very Poor PAP Category



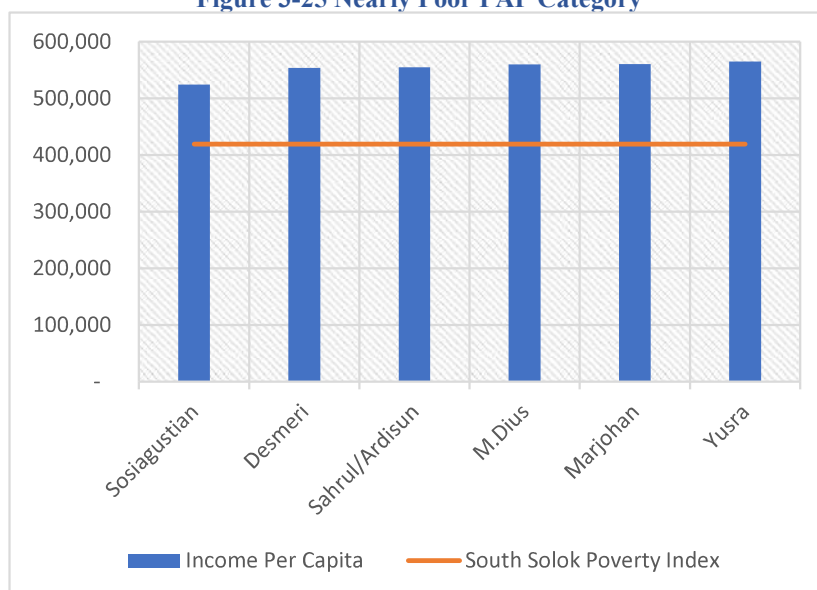
Source: Primary Data, Jan 2021

Figure 3-24 Poor PAP Category



Source: Primary Data, Jan 2021

Figure 3-25 Nearly Poor PAP Category



Source: Primary Data, Jan 2021

4. GOOD PRACTICES AND LESSONS LEARNED

4.1 Good Practices

The good practices in the third-year activity implementation that can be shared are as follows:

- In-kind assistance has successfully stimulated and supported livelihood improvements and income increase for the PAPs. Currently, in addition to having income from agricultural products of rice, coffee, and cinnamon, the PAPs already have income from alternative businesses such as food stalls, wood shops, cattle farms, and raising native (free-range) chickens, goats, and quails. The PAPs also have aquaculture business in the form of tilapia fish, goldfish, and parrotfish;
- The entrepreneurship awareness-raising training and the technical training have succeeded in providing PAP with knowledge and skills in managing a business to earn a better income;
- Supports from the Agriculture Office of South Solok Regency through Field Agricultural Officers (PPL) be in charge in Pauh Duo Sub-district plays an important role in the KUBE legalization process;
- Management Procedures for Producer Cooperatives with marketing and financial services business units have been jointly made by KUBE Management and PAP representatives;
- PAP's capacity improvement by using a pick-up system (*sistem jemput bola*) is more effective. The PAPs can better understand the training material by directly practicing according to the desired topics, e.g., making organic fertilizers and biological pesticides, fermented animal feed, and others;
- Facilitating PAPs' diverse interests in the process of establishing cooperatives as marketing and microfinance service institutions at the local level is a challenge for the field officers to stay focused on the institution's main objectives and functions;
- The preparation of SOPs as a function of marketing and microfinance was carried out prudentially but still affordable for all PAPs. Therefore, the cooperatives can operate effectively and efficiently in facilitating PAPs to sell products and provide business capital needs;
- The involvement of regency government stakeholders, in this case is the South Solok Regency Cooperatives and UMKM Office, increases PAP's motivation to get involved in the management of marketing and microfinance service institutions.