

497023700150 / 497-0237
 PD-44D-315-01

PROJECT EVALUATION SUMMARY (PES) - PART I

1. PROJECT TITLE Kabupaten Planning & Management Training		2. PROJECT NUMBER 497-0237	3. MISSION/AREA OFFICE INDONESIA
4. KEY PROJECT IMPLEMENTATION DATES A. First PRO-AG or Equipment FY 77 B. Final Collection Expected FY 80 C. Final Input Delivery FY 79		5. ESTIMATED PROJECT FUNDING A. Total \$ 750,731 B. U.S. \$ 470,000	
		6. EVALUATION NUMBER (Use the number indicated by the reporting unit, e.g., Country or AID/W Administrative Code, Fiscal Year, Serial No. beginning with No. 1 each FY) FY80-1 <input checked="" type="checkbox"/> REGULAR EVALUATION <input type="checkbox"/> SPECIAL EVALUATION	
		7. PERIOD COVERED BY EVALUATION From (month/yr.) 7-78 To (month/yr.) 4-79 Date of Evaluation Review 4-5-79	

8. ACTION DECISIONS APPROVED BY MISSION OR AID/W OFFICE DIRECTOR		
A. List decisions and/or unresolved issues; cite those items needing further study. (NOTE: Mission decisions which anticipate AID/W or regional office action should specify type of document, e.g., telegram, SPAR, PIO, which will present detailed request.)	B. NAME OF OFFICER RESPONSIBLE FOR ACTION	C. DATE ACTION TO BE COMPLETED
<p><u>Final GOI adoption of Master Training Strategy</u></p> <p>It is not anticipated that Badan Diklat (the Training and Education Body of the Ministry of Home Affairs) will formally adopt the Training Strategy by any single action. Rather, and as was expected, Badan Diklat, as of 9-79, is taking substantive action to implement the strategy on a step-by-step basis, which will be tantamount to its adoption.</p>	<p>Karl Baldwin & Badan Diklat</p>	<p>Per explanation</p>

<p>9. INVENTORY OF DOCUMENTS TO BE REVISED PER ABOVE DECISIONS</p> <p><input type="checkbox"/> Project Paper <input type="checkbox"/> Implementation Plan e.g., CPI Network <input type="checkbox"/> Other (Specify) _____</p> <p><input type="checkbox"/> Financial Plan <input type="checkbox"/> PIO/T _____</p> <p><input type="checkbox"/> Logical Framework <input type="checkbox"/> PIO/C <input type="checkbox"/> Other (Specify) _____</p> <p><input type="checkbox"/> Project Agreement <input type="checkbox"/> PIO/P _____</p>	<p>10. ALTERNATIVE DECISIONS ON FUTURE OF PROJECT</p> <p>A. <input checked="" type="checkbox"/> Continue Project Without Change</p> <p>B. <input type="checkbox"/> Change Project Design and/or <input type="checkbox"/> Change Implementation Plan</p> <p>C. <input type="checkbox"/> Discontinue Project</p>
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<p>11. PROJECT OFFICER AND HOST COUNTRY OR OTHER RANKING PARTICIPANTS AS APPROPRIATE (Name and Title)</p> <p>Karl A. Baldwin, Project Officer USAID/RD/AD</p> <p>Drs. Toyiman Sidikprawiro, MPA Dir.Gen./Head of Training & Education Body Department of Home Affairs</p>	<p>12. Mission/AID/W Office Director Approval</p> <p>Signature: <i>Thomas C. Niblock</i></p> <p>Typed Name: Thomas C. Niblock</p> <p>Date: October 25, 1979</p>
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RD:WCLarson: WCL PRO:RFZimmerman: RFZ PRO:RCohen: RC

13. SUMMARY

The project is proceeding generally as planned. Close and cooperative working relationships have been established between the USAID financed consultants and responsible GOI officials and technicians. Elements of the master training plan and strategy developed to date have been well received by GOI representatives from the provinces and from various central agencies. Initial project planning concentration has been on the proposed training program to be organized and implemented using a system of regional training centers. The next planning thrusts will concern the Training and Education Body of the Ministry of Home Affairs (Badan Diklat) and the strengthening of nationwide training program capacities, the training of trainers, and the development and dissemination of training materials. The need may arise for an extension of the consultants' presence during at least part of the period between this KPP&MT project and the Local Government Training II (LGT II) follow-on implementation project in order to maintain the pace of activities preparatory to the start of LGT II. Plans are being made to accommodate such extension to the extent that resources permit.

14. EVALUATION METHODOLOGY

This evaluation takes place seven months into the fourteen month life of the project. Its purpose is to assess at mid-point the progress, direction and current status of the project in relation to its stated purpose and planned outputs. The evaluation is based upon discussions with GOI officials and technicians, including GOI members of the project team, with USAID financed team members, with foreign national members of the USAID Rural Development staff and with representatives of other donor agencies participating in project related activities.

15. EXTERNAL FACTORS

The overall project setting is essentially as anticipated at the time of project design. However, two developments have occurred that will effect ultimate project implementation. First, and on the favorable side, the GOI has been working for the past several months at national and provincial levels on preparation of Repelita III. These plans have given emphasis to the need for initiating at an early date, nationwide kabupaten/kota madya level training in development and management. The project and its objectives have assumed greater urgency and timeliness as a result of this reinforced recognition.

Second, on the less favorable side, will be the effect of the November 1978 devaluation on overall GOI budgetary levels. Successful implementation of the project will require added training investments. The likelihood of Badan Diklat receiving substantial additional budgetary support for new training initiatives becomes a more critical question when viewed in light of this financial development which is inevitably going to limit fiscal support for all government activities, particularly new ones. (Note: Developments in the months following this evaluation indicate that the devaluation has not in fact adversely affected project implementation to any discernable degree.)

16. INPUTS

There have been no significant problems with respect to the provision of commodity or technical service inputs. However, the project could encounter handicaps if Badan Diklat finds it difficult to make available a pool of potential trainers from which can be drawn the personnel for staffing the regional training centers and for building the training component of Badan Diklat itself. In this context, it is important to note that major progress has been achieved with the appointment by Badan Diklat of ten new permanent staff who will be assigned as full-time trainers at the Yogyakarta Regional Training Center.

17. OUTPUTS

The project is essentially on schedule with respect to the development of its major output, a master training plan or strategy. Based upon extensive field visits by the project team to a cross section of provinces, kabupaten and kota madya, a preliminary draft master training plan has been prepared, addressed to: (1) the assessment of basic planning and management functions and training requirements in the provinces, the kabupaten and kota madya, (2) the identification and quantification of personnel who should receive planning and management training, (3) an outlining of the specific types of training needed by the officials and technicians of the respective planning agencies, including overall course content, duration, instructional requirements, etc., and (4) a course of action for implementing the training program through activation of regional training centers on a scheduled basis consistent with the evolving capacity of Badan Diklat to move ahead with such a program.

A Steering Committee organized for the project met in early February to discuss the proposals contained in the draft

master plan. This was followed by a two day seminar/workshop in Jakarta to evaluate the training approach set forth in the preliminary plan. The seminar/workshop exposed the plan, first to officials and technicians from a cross section of provincial BAPPEDAs from both Java and the outer islands, and second, to a group of officials from various central government agencies and ministries and from public universities. The reception accorded the draft plan was very positive and a number of valuable observations and suggestions were made. The team is now revising this portion of the plan as a result of the workshop.

The project team is still developing the second major segment of the plan, that addressed to strengthening and extending the overall capabilities of Badan Diklat itself, its nationwide training leadership in the area of regional planning and management, its training of trainers program and its capacity for researching, developing, publishing and disseminating all types of training materials for use in training centers and local agencies throughout the country.

In pursuing the development of the master plan and strategy the project team has concluded that it will be vitally important to undertake actual implementation of the initial phases of a regional training program at the earliest feasible date following completion of the plan itself, and with the least delay between this planning project and the forthcoming Local Government Training II follow-on implementation project. Accordingly, the team is recommending that consideration be given to extending consultant services through at least a part of the several month gap which will occur between the end of KPP&MT and the start of LGT II. Such extension would permit advisors to work with GOI training counterparts and agencies during the critical start-up phase of the first regional training center and the activities of Badan Diklat training backup functions.

With respect to its major output, the master training plan and strategy, it is believed that the project is generally on schedule and on target. The project team fixed the month of July, 1979 for submitting a complete training plan and strategy in draft form, ready for study, necessary revision and adoption. On the basis of progress to date, this appears to be a realistic expectation. (Note: This was actually accomplished early in August 1979, in time for extensive review.) A secondary output of the project involves the training of some twenty trainees who will contribute to the implementation of the plan once it is complete. A total of \$75,000 was earmarked

for this purpose. It is planned that the ten recently appointed trainers for the Yogyakarta training center, as well as six new faculty members from IIP and four or five BAPPEDA members from the regions, will be participants in a nine-month regional planning course sponsored by Gadjah Mada University. The course is expected to begin within the next few months.

18. PURPOSE

"The purpose of this project is the development of a more effective training program than now exists for provincial and kabupaten officials and technicians in development planning and management processes." (Note: The existing training program to which reference is made is a very limited, one-shot effort with which GOI officials have not been satisfied.) It is believed that the GOI and USAID continue to share a common perception of the project purpose. The project itself and the direction of its main thrusts were the results of GOI initiatives intended to strengthen development planning and management capabilities at province, kabupaten and kota madya levels. USAID has consistently believed that enhanced training is a key to furthering rural development at these levels, and this project was designed and is being implemented as a response to expressed and still felt training needs of the GOI.

Badan Diklat, the agency responsible for training personnel in regional planning and management, has of necessity operated with limited program funds for a considerable period of time. While training activities have expanded, the rate and magnitude of advance have necessarily been fairly modest. The implementation plan envisioned for this project will require a time-phased buildup of the training investment which Badan Diklat must be prepared to make. However, the project will approach planned expansions of investment on the basis of pilot undertakings designed to demonstrate the efficacy of newly introduced training activities. The real proof of the priority accorded to this project will be the readiness of the GOI, through Badan Diklat, to finance this phased pilot approach to meeting the training needs of the provinces, the kabupaten and the kota madya. It is believed that the GOI will in fact be prepared to support implementation of this project as the far reaching effects of its potential benefits are fully understood.

As indicated earlier, the project is generally on schedule with its work toward achieving the stated primary objective of developing an acceptable master training plan and strategy. The first EOPS (End of Project Status) calls for adoption of the master plan by Dalam Negeri by August of 1979. This still

appears to be a realistic expectation, although some delay in obtaining formal adoption may occur. The second EOPS, submission of a DUP for master plan implementation, is likewise still realistic expectation. However, development and submission of several DUPs may be required for purposes of implementation. (Note: Formal adoption of the Master Training Strategy is still not an accomplished fact as of 9-79, but this should not delay progress on the follow-on Local Government Training II Project to which the GOI (Badan Diklat) is now firmly committed. Badan Diklat is, however, effectively adopting the strategy on a step-by-step basis, and in the final analysis will have built the strategy into its training program.)

The EOPS, as specified, are still adjudged to be a valid description of what will exist when the project purpose is achieved. (Note: Final evaluation of success in achieving the purpose of this project will be undertaken through the evaluation processes of the Local Government Training II Project. LGT II is the implementation phase of the total training effort in regional planning, and its success will be the measure of how effective the Training Strategy actually is.)

19. GOAL/SUBGOAL

The goal of this project is: "to contribute to improving the quality of life of rural Indonesians through better planning and management of development projects and activities at the province and kabupaten levels of government."

The subgoal is: "Better planned and managed development projects and activities at province and kabupaten levels."

The goal and subgoal statements constitute end-of-project objectives, as is also the case with respect to the measures of goal achievement. Progress toward either goal or subgoal accomplishment cannot be measured at this stage of the project, except to state that the project is generally on schedule and on target. The goal statements and associated indicators remain valid and the ultimate success of the project will be a reflection of the extent to which a foundation is actually established for more effective nationwide training of local planning personnel.

20. BENEFICIARIES

I. Impact re Section 102(d) Criteria:

- () Increase Agricultural Productivity
- () Reduce Infant Mortality
- () Control Population Growth
- () Promote Greater Income Distribution
- () Reduce Under Employment

And related criteria:

- (x) Strengthen/Create institutions which aid social/economic development

Initial or direct beneficiaries under this project will be:

1. The officials and technicians of Badan Diklat and other institutions involved in the planning project. They will gain an increased awareness of the critical training needs of local government development personnel and a better perception of how these needs can be met through planning and through subsequent plan implementation. As a result, they should become more effective in performing their training related responsibilities and should gain new potential for making greater contributions in the strengthening of local government capabilities.

2. About 20 trainees from the forthcoming Regional Development and Management Training of Trainers program at Gajah Mada University of which ten will be assigned to the permanent Badan Diklat training staff at the Yogyakarta Regional Training Center.

Subsequent direct beneficiaries under the follow-on LGT II project will be:

1. The Badan Diklat organization, which will benefit from the recommendations of the master plan, serving as a guide for strengthening the staff, its activities and its potential contributions to better trained local government officials.

2. The provincial, kabupaten and kotamadya officials and technicians who will receive the benefits of an effective and dynamic training program once the master plan has been implemented. If the training is well designed and executed it should provide them with planning and management tools they never had access to before. These tools will enable them to function more effectively in their development activities and should enhance their potentials for impacting on policy.

This KPP&MT Project cannot provide immediate or direct benefits for the rural population of Indonesia. However, if the project produces a satisfactory training plan and strategy,

the rural population should receive direct benefits through implementation of the follow-on LGT II project in the form of expedited and improved development activities resulting in part from the work of better trained provincial, kabupaten and kotamadya personnel.

II. Benefit Incidence

A. Direct Beneficiaries

(number) (who) (where)

Income

Labor

Agricultural Production

Education/Training/Management

6 Members of Badan Diklat-Jakarta

20 Trainees in Gajah Mada Univ. Regional Planning Course, including personnel from Provincial BAPPEDA and various Universities

Medical Treatment (Reduction of Disease, available facilities/services)

Living Conditions Improved (water, housing, sanitation, nutrition, institutions, decrease cost of living)

Provision of Power/Transportation

Estimated Overall Total Without Double Counting: 26

B. General Population in an Area that indirectly benefits from:

increased availability of food _____

increased mobility in area _____

general health improvement _____

or overall econ. improvement _____

Overall 0

C. People in Area not affected. Why?

D. People in Area adversely affected. How?

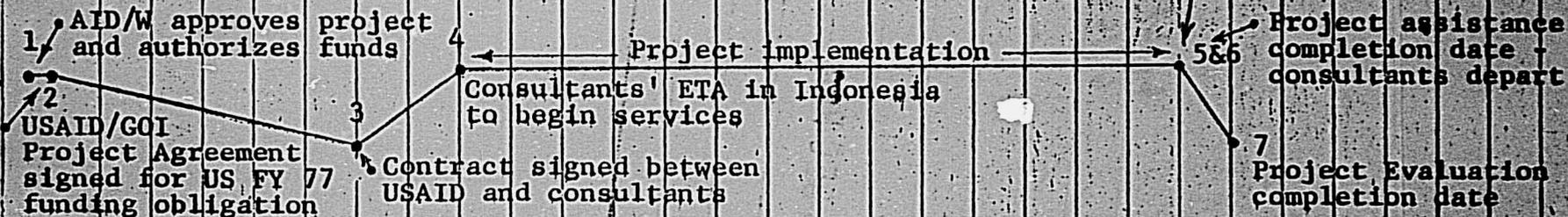
21. UNPLANNED EFFECTS

To date, with the project still in the preparatory phase, there have been no unexpected results or impacts on the external socio/economic/political environment.

Project Performance Tracking Network Chart

Country: Indonesia	Project Title: Kabupaten Provincial Planning & Management Training	Date: 4-79
	Project No. : 497 - 0237	
CY 1977	CY 1978	CY 1979
A S O N D J F M A M J J A S O N D J F M A M J J A S O N D J F		

PLANNED



ACTUAL

