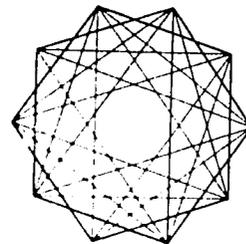


PD-AAU-325  
47243

PLANNING AND  
DEVELOPMENT  
COLLABORATIVE  
INTERNATIONAL

PROPOSAL FOR LOCAL GOVERNMENT  
TRAINING II PROJECT IN INDONESIA

RFP NO. 497-00174      MAY 18, 1981



**PADCO**

AN INTERNATIONAL COLLABORATIVE FORMED TO  
PROVIDE GOVERNMENTS AND PRIVATE CLIENTS IN  
AFRICA, ASIA, LATIN AMERICA AND THE NEAR EAST  
WITH INTEGRATED RESEARCH, PLANNING AND MANAGEMENT  
SERVICES FOR URBAN AND RURAL DEVELOPMENT

**PROPOSAL FOR  
LOCAL GOVERNMENT TRAINING II PROJECT IN INDONESIA**

In Response to  
Request for Proposal 497-00174

Submitted to

Office of Contract Management  
Regional Operations Division — Asia  
U.S. Agency for International Development

Submitted by

PADCO, Inc.  
1834 Jefferson Place, N.W.  
Washington, D.C. 20036

May 18, 1981

PLANNING AND DEVELOPMENT COLLABORATIVE INTERNATIONAL  
1834 JEFFERSON PLACE, N. W. • WASHINGTON, D. C. 20036 • (202) 296-0004

May 18, 1981

Mr. Peter J. Howley  
Contracting Officer  
Regional Operations Division, Asia  
Office of Contract Management  
U.S. Agency for International Development  
Washington, D.C. 20523

Dear Mr. Howley:

PADCO is pleased to submit its proposal for "Local Government Training II Project" (LGT II) in Indonesia in response to RFP 497-00174.

PADCO is particularly eager to undertake this assignment as it represents an opportunity to follow through on the actual implementation of the draft National Training Strategy which we developed with Badan Diklat staff in 1978-79 as part of the Kabupaten Provincial Planning and Management Training Project (KPPMT). The good working relationships and mutual understanding which developed during that original work with Badan Diklat and AID will give us a momentum for the successful undertaking of LGT II.

In our proposal for the original KPPMT study, we stated, "Training is one of the most vital issues facing the Indonesian Government in the years ahead. Their concern is for much greater decentralization of the regional development process, to be assumed by the provinces and kabupatens throughout the country. This will require a significant increase in the manpower and capacities of these sub-national units of government. It can only be achieved through training on a large and continuing scale. . ." Those words served as the basis of the national training strategy work of KPPMT. They have now been given new emphasis through AID's commitment to assist Badan Diklat in implementing the large scale and continuing training program envisioned.

Badan Diklat has on their own account already taken several significant steps to prepare for this major expansion of their training effort. This initiative raises the potential for success of LGT II. PADCO has maintained periodic contact with Badan Diklat since the completion of our initial work and feels confident that the basis for a successful program exists.

Nonetheless, LGT II represents a major undertaking on a much larger scale than the original strategy formulation work of KPPMT. PADCO, therefore, has assembled a team of senior professionals covering all of the required disciplines. All of the team have previous Indonesian experience and partial to fluent language capability. The team draws heavily from PADCO's permanent staff: Joseph Arington, PADCO Vice President and the replacement team leader on the Medan Urban Project in Indonesia, is nominated as team leader; Stuart Holle, who was on PADCO's original KPPMT team and has been on the Northern Sumatra Regional Planning Project, will serve as deputy team leader; and

**P A D C O**

AN INTERNATIONAL COLLABORATIVE FORMED TO PROVIDE GOVERNMENTS AND PRIVATE CLIENTS IN AFRICA, ASIA, LATIN AMERICA AND THE NEAR EAST WITH INTEGRATED RESEARCH, PLANNING AND MANAGEMENT SERVICES FOR URBAN AND RURAL DEVELOPMENT.

Mr. Howley  
May 18, 1981  
Page 2

Lee Baker, PADCO Senior Engineer/Planner and a member of the Medan Urban Project team, will serve in a similar capacity on LGT II. Colin Rosser, a member of the PADCO Board of Directors; Alfred Van Huyck, President of PADCO; and Dr. John Herbert, Senior Vice President of PADCO will all have specific technical supporting roles in LGT II. All three have extensive Indonesian experience.

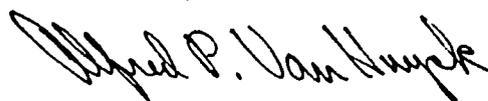
Joining with the PADCO permanent staff members nominated are three specialists with extensive Indonesian experience.

PADCO has also made arrangements with the Development Planning Unit of London University to provide support for overseas training and short-term assistance as required in Indonesia.

Since the completion of the KPPMT assignment in 1979, PADCO has continued to work in Indonesia in the Medan Urban Project and, more importantly, the Northern Sumatra Regional Planning Project. This additional experience has deepened and shaped our knowledge of relevance to LGT II work. We believe, therefore, that the training strategy of KPPMT can be enhanced through more recent experience gained in Indonesia. PADCO stands ready, therefore, to work effectively and flexibly with Badan Diklat to shape the implementation of LGT II precisely to the current needs and situation in Indonesia.

We very much look forward to undertaking this assignment if selected.

Sincerely,



Alfred P. Van Huyck  
President

APVH/ja

P A D C O

## TABLE OF CONTENTS

	<u>Page</u>
<b>BASIC SITUATION</b>	<b>I-1</b>
A.    Perspective on Present Regional Development in Indonesia (Background Statement)	I-1
B.    Training Efforts	I-2
C.    Local Government Training II (LGT II)	I-3
D.    Overview of Issues and Problems Pertaining To Regional Planning and Management in Indonesia and, More Particularly, BAPPEDAs Tk. I and TK. II	I-3
E.    Conclusion	I-8
<b>BASIC APPROACH</b>	<b>II-1</b>
A.    Purposes of the Project	II-1
B.    Principles Underlying the PADCO Approach	II-1
C.    The Major Activities to Be Undertaken	II-4
<b>LGT II ORGANIZATION</b>	<b>III-1</b>
A.    Policy-Making and Overall Direction	III-1
B.    The LGT II Integrated Project Team Structure	III-2
C.    The PADCO Organization Proposed	III-3
D.    Alternative Staff Loading Schedules	III-9
E.    The Overseas Training Component	III-11
<b>WORK PROGRAM</b>	<b>IV-1</b>
Activity I: Mobilization, Reconnaissance and Work Program Development	IV-1
Activity II: General Management Activities and Tasks	IV-5
Activity III: Programming and Budgeting	IV-7
Activity IV: Personnel Development Activities and Tasks	IV-7

Activity V: Training of LGT II Staff	IV-9
Activity VI: Curriculum Development Activities and Tasks	IV-10
Activity VII: Development of University Level and Third Country Training	IV-12
Activity VIII: Establishment, Organization and Activation of RTC Training Programs	IV-14
<b>BUDGET</b>	
<b>PREVIOUS PADCO EXPERIENCE</b>	V-1
A. PADCO's Relevant Indonesian Experience	V-1
B. Other Relevant Experience	V-6
C. Data Information Systems Development/Training Experience	V-13
D. Seminars or Short Courses	V-15
E. Monographs and Research	V-16
F. General PADCO Experience	V-18
The Development Planning Unit Previous Experience	V-21
<b>STAFFING</b>	VI-1

## BASIC SITUATION

### A. PERSPECTIVE ON PRESENT REGIONAL DEVELOPMENT IN INDONESIA (BACKGROUND STATEMENT)

Development in Indonesia during recent years has been guided by successive five-year plans. The first such plan, Repelita I, largely achieved its major objectives of building political unity and economic stability. The development objectives for Indonesia during Repelita II emphasized decentralization of the development process. This trend, started in Repelita II, has carried over into the current Repelita III. Fundamental to the ultimate success of this initiative is the development of sufficiently strong agencies and institutions at the provincial, kabupaten, kotamadya, kecamatan and even kelurahan levels to successfully execute the responsibilities being asked of them.

During Repelita II major changes in the organization and process of national development took place. The creation of the provincial development boards (BAPPEDAs Tk. I) and similar boards at the kabupaten and kotamadya levels (BAPPEDAs Tk. II) greatly expanded the potential opportunities for local input in the preparation of development plans and the monitoring of the development process in the respective sub-units of government. The creation of the various INPRES funds for provincial and kabupaten development provided substantial resource funds for locally managed capital investment.

The financial level of effort undertaken by the GOI reflects strongly its commitment to the development of both rural and urban areas throughout the country. In 1976, for example, the total investment of the central government in development throughout the various vertical ministries was approximately \$1,315 million with an average of \$48.7 million per province. By 1979, the beginning of Repelita III, it had almost doubled to reach a total figure of \$2,242 million, or about \$83 million per province.

At the same time, the budget of INPRES programs, a series of subsidies to provincial and sub-provincial governments, grew steadily between 1974 and 1979 to about \$289 million annually.

This commitment to institutionalize and finance a decentralized development planning and implementation system is a bold and worthwhile initiative. It ultimately holds the promise of greatly accelerating overall national development and, at the same time, achieving the basic objectives of Repelita III — to achieve economic growth with social equity.

To carry out these basic objectives, Repelita III further stresses the importance of regional equilibrium and the need to build the capacities of the development planning and management agencies at the regional (provincial) and sub-regional (kabupaten and kotamadya) levels. Although the BAPPEDAs Tingkat I were organized and functioning in 26 provinces by 1979, they are still relatively recent elements in the structure of government, having been authorized only since 1974. They are not yet able to function as effectively as they were expected to in guiding and coordinating provincial development. The reasons for this will be examined briefly later in this section of the proposal. The major ones include the newness and inexperience of the BAPPEDAs, shortages of skilled staff, an inability to control the major part of development expenditures (which come from the central government and often amount to as much as 80 percent of all development outlays). Although they have the formal authority to

undertake effective planning and coordination, they lack the capacity to do this in practice.

The BAPPEDAs Tingkat II, where they exist, suffer even more acutely from these problems, being even newer than the BAPPEDAs Tingkat I. The Presidential Decree mandating their establishment dates only from 1980. Most of them have not yet had time to establish even their basic staffing.

## B. TRAINING EFFORTS

The Government of Indonesia has recognized clearly that manpower development at all of the levels of government and all of the units of government at each level should require considerable strengthening in order to play their respective roles within the overall national development strategy.

As a result, training has had a prominent place in overall policy. At the national government level, training functions within key ministries such as Dalam Negeri and PUTL (Cipta Karya) have been established. Special training institutions have been created by various central government agencies and local universities have been encouraged to play a prominent role. Also, a considerable number of Indonesians have been sent abroad for training workshops and seminars, short courses and academic degree courses. The Government has also insisted on training components being built into the various foreign-sponsored technical assistance projects related to urban and regional development.

However, despite the fact that literally hundreds of Indonesians in the development disciplines have been exposed to some form of training during recent years and that staff capabilities at all levels of government are stronger now than they were five years ago, the demands for higher performance have increased rapidly as a consequence of the move towards administrative decentralization for development. It is obvious that more accelerated training must take place if continuation of the national strategy is to occur at the targeted levels now being contemplated for Repelita III and beyond.

In 1977, in order to begin to remedy institutional deficiencies, the Ministry of Home Affairs sought the help of USAID to upgrade the development planning and program management capabilities of provincial, kabupaten and kotamadya planning staffs throughout Indonesia. PADCO was selected to undertake a study (KPPMT) and produced a training strategy document entitled "A National Strategy for Training in Regional Development Planning and Management." This document identifies problems and issues, as well as the critical development steps and tasks to be undertaken to meet the skill requirements for improved regional planning and management. It proposes goals and objectives for a training strategy, presents suggestions for the development of training courses and course materials and proposes an implementation plan to put into effect the nationwide training effort for building the required skills.

The KPPMT study served as the basis for the design of the Local Government Training II Project (LGT II) which constitutes the action program whereby USAID will assist the Ministry of Home Affairs through Badan Diklat in launching a nationwide effort to strengthen regional and sub-regional development planning and program management capabilities.

### C. LOCAL GOVERNMENT TRAINING II (LGT II)

LGT II is expected to contribute to the broader goal of reaching and meeting the needs of the rural and urban poor by equipping the provinces, kabupatens and kotamadyas to undertake the planning and management of development more effectively, in accordance with national policies enunciated in Repelita III, particularly those aimed at bringing about a more equitable balance of development among the regions and the sub-regions, and a greater participation in all development activities by the intended beneficiaries.

LGT II will assist the Government of Indonesia in bringing about a more effective performance of the BAPPEDAs Tingkat I and II and other relevant agencies through the implementation of the Training Strategy developed under KPPMT. It will do so in a variety of ways — by supporting the development within Badan Diklat of a unit responsible for the total training effort in regional planning management, Tingkat I and Tingkat II; by supporting the establishment of a central training-of-trainers facility and program which is capable of producing qualified trainers in sufficient numbers to staff the central facility and a series of regional training centers (RTC's); by supporting the establishment of operating arrangements whereby selected universities and other appropriate institutions participate in regional planning and management functions and the training of personnel for these functions; by providing orientation courses to familiarize provincial, kabupaten and kotamadya leaders and policy-makers and the officials and technicians of Tingkat I and II Kanwils and Dinases with the concepts, practices and training requirements of regional planning and management. Most importantly, it will do so by providing for the training of officials and technicians in the BAPPEDAs Tingkat I and II, together with the officials and technicians of other key agencies in the provincial and sub-provincial planning and management teams (the Biro Pembangunan and Keuangan and the Dinases Pendapatan Tingkat I and the corresponding entities at Tingkat II), in the basic processes and techniques of regional planning and management.

It is projected that by year four of the project the technical staffing of the BAPPEDAs Tingkat I and II will have reached approximately 2,900. Of this total number, 1,030 will have been given long-term training (ranging from six months to two years) and, cumulatively, 2,970 will have received short-term training (two weeks to two months).

Although LGT II itself extends over only four years, it is expected that activities generated through it will continue as permanent training functions in government.

### D. OVERVIEW OF ISSUES AND PROBLEMS PERTAINING TO REGIONAL PLANNING AND MANAGEMENT IN INDONESIA AND, MORE PARTICULARLY, BAPPEDAS TK. I AND TK. II

By any standards — and particularly given the scale of the country as a whole — LGT II is a major undertaking.

The immediate problem is that of developing rapidly an organizational framework and staff for the long range planning and implementation of such a training program.

PADCO assisted the Government of Indonesia in the preparation of KPPMT and by so doing was able to acquire an understanding of the specific issues and problems encountered in regional planning and management. Through its work on the Northern Sumatra Regional Planning Study (NSRP) undertaken in 1978-81, PADCO has been able to

familiarize itself further with provincial and sub-provincial issues and clarify its understanding of the types of training needed most urgently at these levels. Though the Northern Sumatra Region has unique characteristics, many of the conclusions reached there are relevant for other parts of the country.

The following are among the problems and issues which should be recognized and addressed in undertaking LGT II.

#### 1. The Provincial Level

(a) BAPPEDAs Tk. I. Under the most recent national decrees (Presidential Decree No. 27, 1980 and the Minister of Home Affairs Decree No. 185, 1980), the BAPPEDA Tk. I is responsible for assisting the governor in determining planning and development policy for Daerah Tk. I and in appraising the implementation of such planning and policy. All its responsibilities fall within the realm of development planning, programming and budgeting.

Although the effectiveness of the BAPPEDAs Tk. I varies from province to province, they are all hindered to a greater or lesser extent by a series of problems which they have in common (some of which can be resolved, or partially resolved, through training and some of which can only be resolved through a clarification of the role of the BAPPEDA, vis a vis the Kanwils and other government entities at the provincial level).

These include the following:

- Law No. 5 of 1974 provides the governor and, through the governor, the BAPPEDAs, with the authority and responsibility for coordinating development planning at the provincial level, but it also gives the Central Government responsibility for planning development programs and projects funded through the national budget (APBN). Thus, the Central Government departments interpret Law No. 5 to their advantage, with the Kanwils tending to adhere to directives issued by their respective departments regarding project and program policies for any given province. The result is that the BAPPEDA's potential effectiveness in coordination is weakened and their ability to synchronize national priorities and needs with provincial priorities and needs is very limited.
- Public works projects funded under that part of the provincial budget consisting of DATI I INPRES funds "yang ditetapkan" (directed category) are determined largely within the Public Works Department. Further, the DATI I INPRES funds "yang diarahkan" (oriented category) are restricted to expenditure on prescribed categories of projects. Both conditions curtail the capacity of the BAPPEDAs to influence the ways in which funds made available to the provinces are used.
- Other types of INPRES funds are expended under uniform guidelines from the Central Government. Many of these guidelines do not reflect variations in local conditions.
- Under the Minister of Home Affairs Decree No. 30 of 1976, the Biro Pembangunan has been assigned functions which could be interpreted to be the same as those delegated to the BAPPEDAs Tk. I under the Ministers'

Decree No. 185, 1980. This has created a potentially confusing situation which can lead to duplication and waste of scarce skills and resources available for development planning and programming at the provincial level.

- The BAPPEDAs are relatively new organizations, understaffed and often lacking the skills and knowledge required to do effective regional planning and to communicate with credibility with the technical experts from the sectoral line agencies. The BAPPEDAs also have to deal with line agency officials who, for the most part, have a limited concept of multi-sectoral planning and the interrelationships among development problems in the different sectors.
- Many of the BAPPEDAs Tk. I cannot delegate work responsibility and authority to professional personnel below the Kepala Bidang because of the shortage of qualified staff below that level.
- In some cases, BAPPEDA officials have been sent to training programs and courses in which they have been exposed to theory that is not applicable to the real work situation in Indonesia.
- In other cases, BAPPEDA officials who have attended worthwhile training programs and courses have not been put into positions where they could apply the knowledge and skills acquired through training.
- BAPPEDA personnel are rarely rewarded in terms of subsequent responsibility, status or salary for successfully completing a training program or course.
- BAPPEDA officials are often assigned miscellaneous analytical or public relations tasks by governors, which distract from the more important work of development planning, programming and budgeting.
- The career and other incentives offered to attract the best people to positions on the BAPPEDAs are often insufficient.
- The BAPPEDAs have been working within the framework of an annual planning cycle which frequently has begun too late in the year to allow the Tingkat I planning bodies sufficient time to review existing/ongoing programs and projects and to assess proposals for projects and programs for the forthcoming fiscal year. Furthermore, project/program proposals generally do not contain sufficient information of the kinds needed for sound judgment regarding the feasibility of the activities being proposed. Moreover, the cycle for the submission and processing of project/program proposals and budgets is different for nationally-funded projects and provincially-funded projects, with the result that it is difficult for the BAPPEDAs to coordinate projects submitted for funding through the APBN and the APBD.

(b) The Biro Pembangunan. The Biro Pembangunan, located within the Sekretariat Wilaya/Daerah Tingkat I, receives its authority and mandate under Minister of Home Affairs' Decree No. 30, 1976. The Biro is directly responsible to the governor.

Although the functional relationship between the Biro Pembangunan and the BAPPEDA Tk. I varies to some extent from province to province, in accordance with the policies of the respective governors, the Biro have sometimes infringed upon the BAPPEDAs mandate under Decree 185, 1980, and both the Biro Pembangunan and the BAPPEDAs have been uncertain about their respective roles and relationships in the development planning and management process. The Biro Pembangunan also suffer from many of the staff deficiencies that the BAPPEDAs do, particularly with regard to being able to communicate on a technical level with the sectoral agencies. They often do not have a sound knowledge of financial planning or project appraisal, and their staff members have had little or no exposure to the concepts of area planning and intersectoral planning.

(c) The Biro Keuangan and Dinases Pendapatan. These are the other two primary agencies at the provincial level which are involved with key aspects of overall development planning and management. Both the Biro Keuangan and the Dinases Pendapatan (as well as the BAPPEDAs) are responsible for particular aspects of revenue and expenditure planning.

The Biro Keuangan have shown little interest in coordinating with the BAPPEDAs and the sectoral agencies during those phases of the annual planning, programming and budgeting cycle in which programs and projects are being assessed in order to try to achieve more systematic budgeting. The Dinases Pendapatan have not been equipped to appreciate the importance of the linkages between development planning and financial planning (in the case of the Dinases Pendapatan, revenue planning).

(d) The Sectoral Kanwils and Dinases. The Kanwils are agents of the central government and the Dinases are provincial, but the salaries of some Dinas staffs are paid directly by the Central Government, so that the loyalties of both Kanwils and Dinases frequently lie at the central level. Although the Kanwils and Dinases are administratively outside the jurisdiction of the Departamen Dalam Negeri, a recognition of their roles in development and existing difficulties in their relationships with the BAPPEDAs is vital to the effective design and execution of LGT II.

In principle, the Kanwils and Dinases, as sectoral executing agencies responsible for program and project identification, preparation and implementation, should be identifying projects in their own sectors within medium- and long-term development frameworks established by the BAPPEDAs. The annual planning and budgeting process should include intensive dialogues between the Kanwils and Dinases and the BAPPEDAs, resulting in a careful weighing of sectoral priorities in relation to overall objectives and resource availability and, finally, the systematic formulation of provincial annual programs and budgets. Intersectoral coordination should be achieved with the help of the BAPPEDAs.

A number of factors preclude this happening at present. First, many major projects are identified by the Central Government and executed through the Kanwils without significant dialogue with either the Kanwils or the BAPPEDAs Tingkat I. Second, the Kanwils, and sometimes the Dinases, with their budgets provided by the central ministries, simply bypass the BAPPEDAs in getting approval for projects; their inclination to do this often is increased by the fact that they have greater sectoral expertise than the BAPPEDAs and do not take the BAPPEDAs seriously as judges of the merits and demerits of projects. Third, although the Kanwils and Dinases are technically strong relative to the BAPPEDAs, some of them are not equipped technically to prepare

programs and projects systematically in forms suitable for proper technical and economic appraisal. Even if the BAPPEDAs were stronger they could not appraise many of the projects presented to them. Fourth, the Kanwils and Dinases often have little conception of or concern for intersectoral relationships and little or no experience in intersectoral programming or integrated area development planning.

In other words, some of the major problems which prevent more effective planning and budgeting reside in both the BAPPEDAs and the executing agencies. One of the implications of this is that, although LGT II cannot provide specialized technical training for the Kanwils and Dinases, it should include, as is proposed, orientation courses which will help to provide the executing agencies with a common understanding of the purposes and methods of regional planning and management and an awareness of the importance of recognizing intersectoral relationships in their own programs and projects. A second implication is that the BAPPEDAs must be provided with sufficient sectoral knowledge and skills to enable them to dialogue effectively with the Kanwils and Dinases in the formulation of medium- and long-term plans and annual programs and budgets.

(e) The Direktorat Pembangunan Desa (Directorate for Community Development). The effectiveness of this Directorate varies widely from one area of Indonesia to another. Kabupaten-level officials and village-level fieldworkers functioning out of the kecamatans have received substantial training for Bali, the provinces on the islands of Java and Sulawesi, and some provinces on Kalimantan and Sumatra (e.g. Lampung, West Sumatra).

## 2. The Kabupaten/Kotamadya Level

(a) BAPPEDAs Tk. II. The establishment of the second level planning bodies was mandated under Presidential Decree No. 27, 1980. More specific details on their structure and role are put forth in the Minister of Home Affairs Decree No. 185, 1980.\*

The functions of the BAPPEDAs Tk. II at the kabupaten/kotamadya level correspond to the functions of the BAPPEDAs Tk. I at the provincial level.

Those BAPPEDAs Tk. II which are newly established or which have yet to be established are likely to suffer from the same "growing pains" that the BAPPEDAs Tk. I have experienced in the past and continue to suffer from at present. Most pertinently, these BAPPEDAs Tk. II: (1) are already having difficulty in recruiting the quality of staff required; (2) need to expose whatever staff they have to relevant training as quickly as possible; and (3) are likely to have great difficulty in carrying out their coordinating roles.

---

\* Prior to the 1980 Decree, many DATI II planning bodies were functioning in various parts of Indonesia under a governor's, Bupati's or Wapikota's Decree.

## E. CONCLUSION

Much has been achieved in the few years since the BAPPEDAs Tingkat I were established. BAPPEDAs now exist at both Tingkat I and Tingkat II. Some of them are beginning to be effective in influencing development decisions.

Nevertheless, the task of training the staffs of the BAPPEDAs at both levels in sufficient numbers and at appropriate standards is formidable. Coupled with this is the need to provide training or orientation programs for the other entities which play important roles in the planning and management of development at the provincial and sub-provincial levels.

The successful implementation of LGT II will require a thorough understanding of the roles of each of the entities involved. It will require a realistic recognition of present deficiencies and the factors responsible for them. It will call for a clear delineation of the scope and limits of the responsibilities of Badan Diklat in providing the training needed to overcome those deficiencies which can be dealt with through training. It will require the active collaboration of other training institutions in Indonesia and overseas. It will necessitate a variety of types of non-training activity to complement training. And it will require the very active collaboration of both policy-makers and senior technicians in each of the relevant entities at the central, provincial and sub-provincial levels of government.

## BASIC APPROACH

### A. PURPOSES OF THE PROJECT

The LGT II project is intended to contribute to the overriding goal of improving the quality of life for the nation's people through the achievement of the trilogy of objectives enunciated in Repelita III — equity, efficiency and stability. LGT II is focused on the creation of one of the most important of all instruments for the pursuit of these objectives — the institutional capacity needed for the planning and management of development. The two specific project purposes which are central to the concept of LGT II are:

- (1) The development of regional planning and management capacity in the principal agencies which constitute the planning and management "teams" at the provincial and sub-provincial levels — the BAPPEDAs Tingkat I and II, the provincial Biro Pembangunan and Keuangan, the provincial Dinas Pendapatan and the corresponding Tingkat II agencies responsible for development, finance and revenues in the Kabupatens and the Kotamadyas. These agencies, under the leadership of the BAPPEDAs, are to be assisted in performing more effectively their respective roles in policy formulation, planning, programming, budgeting, financing, monitoring, evaluation and coordination.
- (2) The creation of an institutional framework for the planning and management of development which will facilitate more widespread and active participation in making and implementing development decisions at the provincial and sub-provincial levels. It is hoped that this strengthening of participation will help to ensure that local priorities and capacities are reflected properly in programs and projects. It is hoped also that it will result in programs and projects being planned, implemented and maintained more cost-effectively.

The conditions expected to exist at the end of the project, which will indicate that the project's purposes have been achieved, are identified in the Request for Proposals and can be summarized as follows: (a) the BAPPEDAs Tingkat I/II should be accomplishing an annually increasing percentage of all development-related services, programs and projects — within the guidelines set by Repelita III, within the economically and developmentally most deficient areas of their respective jurisdictions and according to the plans, budgetary limits and time schedules which have been prescribed; (b) those groups in the population which are expected to benefit from the development process should be participating actively in development decisions and program and project implementation; and (c) all of the appropriate agencies and levels of government should be actively involved in the planning and management of regional development, with their activities properly coordinated.

### B. PRINCIPLES UNDERLYING THE PADCO APPROACH

The approach proposed by PADCO, growing out of our extensive experience in Indonesia and elsewhere, is based on the following principles:

- (1) The detailed scope of the training needed through LGT II depends on the nature of the planning and management systems it is intended to support. This means that the detailed design of the content of courses and the scheduling of the various offerings in the program each year must be based on a thorough analysis of the medium- and long-term planning, annual planning and budgeting and ongoing operations of the provincial, kabupaten and kotamadya agencies concerned.

It requires also a regular monitoring of planning and management activity and close liaison with the relevant central, provincial and Tingkat II entities so that any changes in the content or procedures of provincial and sub-provincial planning and management can be reflected promptly in the LGT II program.

The PADCO team is in a particularly good position to be sensitive to the existing systems and the potential for change because of its previous work in the KPPMT project and its three-year association with provincial and sub-provincial activities in the Northern Sumatra Regional Planning Study (LTA-12).

- (2) The training offered must be practical and designed to help participants perform more effectively the tasks in which they are presently engaged. It must be based on sound theory and experience, but it must not be too abstract or too highly generalized to be immediately useful. As part of this concern with practicality, there should be a particular emphasis on on-the-job training, supporting participants in their current tasks in their own offices. And special care should be taken to utilize Indonesian materials and case studies in the course work.
- (3) Participants should be trained in teams which reflect their roles and relationships in their respective provinces, kabupatens or kotamadyas, rather than as individual members of unstructured classes. The importance of this concept was noted in the original KPPMT work. The focus there was on teams from the BAPPEDAs Tingkat I and II. PADCO recommends that this team concept be expanded to include the Biro Pembangunan and Keuangan and the Dinases Pendapatan, Tingkat I, and the corresponding entities at level II, as well as the BAPPEDAs. The recent experience in LTA-12, in particular, indicates the desirability of this.

Policy formulation, planning, programming, budgeting, the management of revenues and expenditures, the monitoring of implementation and the evaluation of programs and projects are highly interdependent activities. The key officials and technical staff responsible for them in the agencies suggested here should have a common body of knowledge in, and a common orientation to, the planning and management of development at levels I and II, as well as the specialized knowledge and skills they need for performing their individual duties.

As noted by PADCO in its draft recommendations for manpower development in the LTA-12 project (January 1981), team training of the kind proposed will help members of the four key planning and management agencies at both level I and level II to understand the whole configuration of development planning, programming, financing and budgeting; it will help to strengthen the horizontal linkages for planning and management at

level I among the BAPPEDAs Tingkat I, the Biro Pembangunan, the Biro Keuangan and the Dinas Pendapatan; it will help to strengthen the corresponding horizontal linkages at level II; and it should greatly strengthen the vertical linkages between level I and level II. A further advantage of the team training approach is that it will help to ensure that a "critical mass" of trained personnel will always be available, so that if some staff members are transferred to other positions there should always be a sufficient number of qualified staff in place to get the job done until transferred personnel are replaced.

- (4) The content of courses should be sensitive to the different needs of provincial, kabupaten and kotamadya personnel. They need a common overview of the national Tingkat I - Tingkat II planning and management task, but they also have a need for specific knowledge and skills appropriate for the provincial, kabupaten or kotamadya responsibilities with which they are concerned. The tasks to be undertaken in the predominantly urban kotamadyas are quite distinct from many of the tasks required in the kabupatens. Both, in turn, are distinct from many of the tasks to be performed at the provincial level.
- (5) In the design and delivery of the course offerings, a clear distinction should be made between knowledge and skills which participants should gain in depth, because they themselves will be responsible for the tasks involved, and information and skills which the participants should know about in order to know when and where to call in subject specialists to assist in specific tasks. The making of this distinction will help to achieve appropriate priorities and emphases in the LGT II program itself. It will also help participants to recognize the tasks for which they are equipped to assume responsibility and those for which they are not.
- (6) To the fullest extent possible, the offerings in LGT II should be designed and scheduled so that they can reinforce and be reinforced by other programs and projects — for example, direct technical assistance being provided to BAPPEDAs or other agencies in the "planning and management team" through PDP or other programs, and specialized training being provided to sectoral Kanwils and Dinas through other training programs. There are likely to be major benefits to be gained through coordination with other programs and projects in the work undertaken in the comprehensive classroom and on-the-job training courses, orientation courses, parallel short courses, specialized training, follow-up training and overseas training offered through LGT II.
- (7) The capacities of other training institutions in Indonesia should be used and supported by Badan Diklat as fully as possible in the implementation of LGT II. This will be important to take advantage of specialized training capacities not available in Badan Diklat. It will be important also in helping to create and coordinate a network of Indonesia-wide training resources which will be permanently available for the training of governmental personnel for the planning and management of development at Tingkat I and Tingkat II.
- (8) The consultant team for LGT II should utilize Indonesian professionals as fully as possible in order to help to expand the supply of Indonesian consultants with experience in training for provincial and sub-provincial planning and management.

- (9) The foreign specialists in the consultant team should be a low-profile, though highly supportive role, so that Indonesian trainers take responsibility for the program as quickly as possible. Particular attention should be given to the continuous integral training and upgrading of the capacities of Badan Diklat staff over the process of carrying out all of the major activities and tasks required to plan and implement LGT II. Together with the training of trainers which is central to the LGT II concept, this is important to the creation of an increasing number of qualified Indonesian personnel who will eventually constitute the management and training resources required for the very large-scale institutional development which LGT II is to help to initiate.
- (10) The training activities which are the central thrust of LGT II should be reinforced with a series of non-training activities which are necessary for the training to be effective. These include advice and/or support in: the analysis of regional conditions; and the identification of manpower requirements for the planning and management of development; the long range planning of training programs for Tingkat I/II personnel; the planning of project implementation; the design of the RTC curricula and training courses; the development and promulgation of training materials; Jakarta office staffing and organization; inter-project coordination; Jakarta office/RTC/university coordination; the strengthening of horizontal and vertical coordination for the planning and management of development at levels I and II; the use of ongoing projects as "Development Laboratories" for training; and the planning of the renovation and/or expansion of physical training facilities.
- (11) The LGT II program should be an evolutionary one, being shaped and improved on as experience is gained in its early implementation. Regular evaluation of all of the aspects of the program should be a basic feature, with feedback assisting in follow-up training and in the continuing development of the program.

C. THE MAJOR ACTIVITIES TO BE UNDERTAKEN

1. **Support for the Organization and Operation of the Jakarta Office for Training In Badan Diklat**

The importance of this office derives from its function as the center for the planning and management of the entire LGT II program, under the Head of Badan Diklat, and under the broad policy guidance of the project Steering Committee. The specific activities for which it will be responsible will include:

- General management and promotion activities.
- The execution and/or guidance of research for the analysis of regional conditions and the identification of manpower requirements for the planning and management of regional development.
- The long range planning of all training programs.

- The design of curricula for the RTC's.
- The design and promulgation of training materials.
- Participation in the design and implementation of orientation courses.
- The design, promulgation and implementation of training-of-trainers activities; Badan Diklat has already taken the initiative in this by arranging for the pilot training-of-trainers course which was completed recently at Gajah Mada University. A second such course is currently underway and a third is in the planning stages.
- Trainer backup.
- Parallel short course; Badan Diklat may offer some of these itself and/or it may arrange for some of them to be provided by other institutions.
- Jakarta office/RTC/university coordination.
- Inter-project coordination.
- The arranging of overseas training courses and visits.
- Planning and supervision of the renovation and expansion of physical facilities for training.
- The monitoring and evaluation of the overall program.

The quality of the program planning, other preparatory work and support activities undertaken by or through the Jakarta office will be vitally important to the sustained success of the entire program. The preparatory work done in the first year of LGT II will be especially critical, as it will include the initiation of long range planning for training, the detailed design of RTC curricula, the development of training materials, the offering of initial orientation courses to communicate the purposes and content of LGT II and the basic concepts of regional planning and management. It will include also support for the establishment of the Jogjakarta RTC and the initial development of inter-institutional and inter-project links for the support of LGT II. The importance of this first year is reflected in the level of consultant effort to be provided in the Jakarta office during Year One of the project — with a decrease in Year Two and subsequently.

The PADCO team is particularly well-equipped to support the establishment and operation of the Jakarta office. Team members have had extensive experience in training in the developing areas, including the training of staff groups at the national and provincial levels in Indonesia since 1973. Several team members were involved in the KPPMT study and/or the Northern Sumatra Regional Planning Study (LTA-12). Most team members are thoroughly familiar with existing five-year and annual planning and budgeting objectives and procedures. They are familiar with the relevant institutions in Jakarta. The team members who worked on KPPMT are already familiar with other relevant institutions in other parts of Indonesia. Dr. Rosser has been responsible for building up the Development Planning Unit (DPU) in University College, London. The team has excellent knowledge of and access to relevant universities in Europe and the United States because of PADCO's links with them through its senior staff and consulting associates and through the DPU's links with universities in Europe and throughout the developing world.

## **2. The Establishment of the Regional Training Centers (RTC's)**

The careful sequencing of the establishment of the RTC's, with Jogjakarta being initiated in the first year, the Medan center opening in the second year and so on, is an important feature of the implementation schedule, for it keeps the workload on the Badan Diklat/consultant team within manageable proportions and allows each Center to gain from the experience of the others. The scheduling of consultant support, with each center receiving approximately three person-years of consultant support and with the consultants moving from one center to the next to assist in the transfer of experience, is an integral feature of this sequencing. So is the gradual building up of the services to be provided through each center — with regional research and consultation, coupled with orientation courses and one general course and the initiation of more specialized courses in the second year.

The functions of the RTC's, with each center serving a group of provinces, will include the following:

- Overall management and administration and promotion of the regional training program.
- Comprehensive team training in classrooms.
- Comprehensive team training on-the-job.
- Participation in the provision of parallel short courses.
- Orientation courses for policy-makers and provincial and sub-provincial leadership.
- Orientation courses for senior officials and technicians in the Biro's, Kanwils, Dinases and other entities which play important parts in the planning and/or management of regional development.
- Participation in the provision of specialized training.
- Follow-up training.
- Participation in research to assess regional conditions and identify regional manpower requirements.
- Participation in the long range planning of training programs.
- Participation in curriculum design.
- Trainer backup, in collaboration with the Jakarta office.
- Regional monitoring and program evaluation.

The phrase "participation in" some of these functions is used here to suggest the activities in which the staffs of the RTC's are likely to have to be supported by the Jakarta office and/or other institutions and specialists, at least in the initial years.

### **3. Comprehensive Team Training in Classrooms**

It is envisaged that this will utilize three months of a total nine-month comprehensive training period, with the other six months focused on on-the-job training. The team training concept is important for the reasons noted in Section B of the Basic Approach, which identifies the principles on which the PADCO proposal is based. In the work on KPPMT, the team concept was focused on the BAPPEDA staff groups. In the light of subsequent experience, particularly the work undertaken in Northern Sumatra at the provincial level, PADCO recommends that the team concept be expanded to include not only the BAPPEDAs Tingkat I and II but also the other agencies responsible for the overall planning and management of development — the Biro Pembangunan and Keuangan and the Dinases Pendapatan at the provincial level and the entities corresponding to them in the Kabupatens and Kotamadyas. The reasons for this were noted in Section B.

The importance of practicality in the content of the comprehensive courses was noted in Section B also. As part of this concern, the illustrative materials and case studies used in the training should be drawn from real situations in Indonesia. A major effort should be devoted to the preparation of appropriate materials in the Jakarta office in the first year of the project and subsequently.

The classroom training and the on-the-job training, together with other program components, should be scheduled appropriately in relation to the annual work calendars of the agencies whose staff members are participating. The possibility of desirable changes in existing work schedules should be considered also. (In the Northern Sumatra Regional Planning Study, for example, PADCO has suggested that the annual calendar of work at the provincial and sub-provincial levels should be modified to initiate each year's review of provincial conditions and project identification earlier, so that more thorough analysis and project preparation can take place and the typical last-minute rush to put together the RAPBN and RAPBD and the DUP and DUPDA forms can be avoided.) The LGT II classroom training should be scheduled so that it draws staff away from their offices at their least busy period of the year wherever this is possible. The content of the training should also be focused as fully as possible on issues and opportunities relevant for the work to be undertaken by participants as soon as they return to their offices. The scheduling and design of the on-the-job training should then be arranged to provide immediate follow-up to the classroom training so that the two components of the comprehensive training reinforce each as fully as possible.

### **4. Comprehensive Team Training On-the-Job**

On-the-job training, in the participants' own jurisdictions and agencies, working through their current tasks with them, should have a central role in the overall training strategy, for it is by this means that the relevance and immediate benefits of the training effort can be most directly assured and made directly visible to the participants and to the senior officers and policy-makers in their province, kabupaten or kotamadya. On-the-job training will also be one of the most direct sources of feedback to trainers and, through them, to Badan Diklat, providing information on the usefulness of course content and the effectiveness of various training techniques.

As indicated in the Request for Proposals, there will be two major types of on-the-job training. One will be part of the comprehensive team training and will occupy six of the nine months allocated to comprehensive training, as noted earlier. The second will

be the continuing on-the-job training to be undertaken by each participating province, kabupaten and kotamadya through an agreement between each jurisdiction and Badan Diklat. PADCO endorses fully the proposed requirements that:

- (1) A formal training and career development plan and program, based on guidelines to be provided by Badan Diklat, will be instituted and carried out by each jurisdiction.
- (2) Trainees under this part of the program will be utilized as trainers where appropriate.
- (3) Employment rights and career advancement opportunities for trainees will be protected when employees are away from their posts on assigned training courses.
- (4) Personnel benefiting from this type of training will be placed in positions permitting them to utilize the knowledge and skills gained in the training as fully as possible.
- (5) Successful completion of courses and participation as trainers will be properly recorded and considered in connection with promotions to positions of higher planning and/or management responsibility.

The on-the-job training will provide a special opportunity to strengthen horizontal and vertical coordination within and between agencies — through support for inter-agency work on ongoing tasks, by reinforcing the orientation courses provided for Biro, Kanwils, Dinases and other participating entities, and by supporting the establishment of proper liaison with other projects and programs such as PDP.

The utilization of trainees as subsequent trainers is one of the devices through which the "spread effect" of LGT II can be maximized.

##### **5. The Parallel Training Program**

The proposed parallel short courses, on the order of six weeks in duration and for personnel who have not yet had an opportunity to participate in comprehensive training, will be another of the means used to benefit as broad a group of relevant technical staff as possible in the shortest possible time.

These courses may have two components:

- (1) A series of introductory sessions designed to provide an overview of regional planning and management issues, objectives, concepts and procedures and the potential roles of relevant agencies.
- (2) In-depth instruction in a specific subject area or technique which will be immediately useful to the participants in their current tasks.

Badan Diklat and USAID have already exercised considerable initiative in launching the first short course of this kind (for example, the PDE offering) and are planning a series of others.

Under LGT II, vertical linkages for planning and management will be strengthened by having level Tk I officials actually used as trainers for level Tk II officials.

## **6. Specialized Sectoral Training**

A number of the staff members of the BAPPEDAs Tingkat I and II and the development, finance and revenue agencies at both levels will need specialized sectoral or subject-area training as well as training in basic planning, programming, budgeting, monitoring and evaluation skills. In the case of the BAPPEDAs, this will be important, among other reasons, to enable BAPPEDA staff to achieve credibility with and win the collaboration of the technical staff of sectoral agencies.

Some of the relatively specialized training required may be provided by Badan Diklat itself, but much of it is likely to have to be contracted for with universities and other training institutions. Although many of the Kanwils and Dinases need training support themselves, the most highly qualified technical staff members of the stronger ones might be utilized as trainers for some of the specialized sectoral training, if this can be arranged with their ministries. In addition to benefiting from their skills and experience, this might be an additional means of strengthening vertical links between the executing agencies and the BAPPEDAs.

## **7. Orientation Courses for Key Tingkat I/II Officials**

The Request for Proposals recognizes appropriately the importance of achieving an understanding of and support for LGT II at the policy level in each of the participating provinces, kabupatens and kotamadyas. Without adequate policy support, it would be very difficult to maintain appropriate priorities for training activities, given the many competing demands on the time of technical staff, and it would be very difficult to ensure that the benefits of training will be realized as fully as possible through the utilization of trained personnel in appropriate staff positions.

The orientation discussions provide participating policy-makers with an overview of regional development issues and the basic concepts of regional planning and management. As the RFP suggests, these discussions will also provide an opportunity to convey to these key leaders an appreciation of the need for:

- (1) Developing the necessary technical staff.
- (2) Placing trained technicians in positions where their knowledge and skills can be utilized fully.
- (3) Ensuring that the planning bodies in each jurisdiction have sufficient status to enable them to fulfill the guiding and coordinating roles for which they have been established.

The scheduling of these orientation activities will be important. It is desirable that they be initiated in advance of the introduction of LGT II in each region and regularly thereafter to provide an opportunity to update key leaders on the progress of the program, obtain their evaluative comments and benefit from their definitions of current local training priorities.

## **8. Orientation Courses for Officers and Key Staff of Other Relevant Agencies**

In order for the BAPPEDAs to be effective and in order to achieve well-focused and coordinated planning and management in regional development, it is necessary for all of the key participating agencies to have a common understanding of development issues and a common view of the purposes, concepts and processes of regional development planning and management and their various roles in these processes. There may not always be agreement, but it is important to have at least a common frame of reference if scarce administrative, as well as financial resources are to be used effectively and if a reasonable degree of coordination is to be achieved in the planning and implementation of programs and projects.

In the approach suggested by PADCO, the key participants in the orientation courses discussed here will be the officers and key staff of the principal executing agencies — in particular the kanwils and dinases. As noted earlier, it is suggested that the Biro Pembangunan and Keuangan and the Dinases Pendapatan Tingkat I, together with the corresponding Tingkat II agencies be included in the teams participating in comprehensive training. If this is not possible, at least in the initial years of the program, they too would be important participants in the orientation courses.

As in the case of the orientation for key Tingkat I/II officials, the scheduling of this second group of orientation courses will be important. They should be initiated in advance of the introduction of LGT II in each region. Some of them should be related directly to specific activities undertaken in annual planning, programming and budgeting and specific activities to be undertaken in preparation for Repelita IV. There should also be regular orientation/review discussions to update participants from the Kanwils and Dinases on the status of the LGT II program and to obtain inputs from them which will help in program evaluation and planning. As part of this, the orientation discussions will be valuable sources of feedback on the expectations of Kanwils and Dinases concerning the BAPPEDAs and other entities in the Tingkat I and Tingkat II planning and management teams.

## **9. Follow-Up Training**

Recognizing the fact that participants are likely to benefit from comprehensive training to varying degrees, the fact that some may misapply the knowledge and skills communicated, and the fact that there will be a continuing need to introduce new knowledge and skills, it is proposed that a systematic program of follow-up training be instituted. The specific requirements for follow-up in each region and agency will be identified partly through regular program monitoring and evaluation. The establishment of a follow-up program is consistent also with the concept of continuing career advancement for agency staffs.

The RTC's may take responsibility for some of the follow-up training; for some subjects and purposes they may need the support of the Jakarta office staff and/or the universities and other training institutions participating in the program.

## **10. Trainer Backup**

The trainers in the program will need backup support of various kinds, not only in the initial years when they will be relatively inexperienced, but as a permanent feature

of the program, since they will be called upon to deal with a wide variety of subject areas at different levels of specialization. The several kinds of backup they are likely to need include: (a) assistance in the design and delivery of courses; (b) assistance in the development or modification of training methods; (c) assistance in preparing or obtaining appropriate training materials; (d) assistance in evaluating course content, methods and materials.

The PADCO team will help to provide this backup in a variety of ways by agreement with Badan Diklat — through direct assistance to the trainers in the field, by supporting the Jakarta office in providing assistance or by advising on and assisting in arrangements with other institutions for appropriate backup.

## **11. Inter-Project Coordination**

Coordination with other on-going projects such as PDP, the follow-on activities of LTA-12 and the Citanduy River Basin Development Project will be important to LGT II in a number of ways. To the extent that these other programs and projects can be used as case study "laboratories" for LGT II, it will help to achieve relevance and realism in the content of the program. To the extent that LGT II can support training in the agencies responsible for other projects, it will reinforce them. If the content and scheduling of the comprehensive training being offered to planning and management teams and the orientation courses offered to other agencies can be coordinated with specialized training being provided for the Kanwils and Dinases through other training programs (or project-implementation-cum-training activities) the BAPPEDAs, the Biro Pembangunan and Keuangan, the Dinases Pendapatan, the corresponding Tingkat II entities and the executing agencies all should benefit through this mutual reinforcement and vertical coordination should be facilitated.

As noted in the Request for Proposals, a special effort will be made to ensure the participation of the relevant staff members of on-going projects such as PDP and LTA-12 when LGT II is being introduced in their provinces. Chart I presents a generalized diagram of the interrelationships which need to be developed.

The contacts made by PADCO team members during the KPPMT work, participation in the design of other projects such as Citanduy and, most recently, PADCO's role in the Northern Sumatra Regional Project (LTA-12) equip the team particularly well to assist in and support the inter-project coordination that is needed.

## **12. The Roles of the Universities and Other Institutions**

The numbers of professionals to be reached through LGT II and the range of subjects in which training is needed mean that the skills required for training cannot reasonably be provided entirely through Badan Diklat itself, as noted in the Request for Proposals. The development of an Indonesia-wide network of training institutions contributing to a coordinated program for the support of training in the planning and management of regional development will, therefore, be very desirable, not just during the four years of LGT II, but as a permanent training resource. In addition to the variety of types of technical training required, to which the universities should be able to make a special contribution, it will be important to provide training also for the administrative, accounting, secretarial and other support staff needed in the BAPPEDAs and the other entities which constitute the Tingkat I and II planning and management teams. The development of the support staff should be coordinated with the development of the technical staff. Institutions such as LAN may be able to contribute very usefully to this.



In addition to their roles in the provision of, or support for, training courses, the universities should have a key role to play in the research needed to assess regional conditions and identify manpower requirements in individual regions.

The Request for Proposals indicates that during the first year of the project two specialized courses will take place at universities or other government institutions and be repeated each year of the life of the project. During the second and subsequent years the Jakarta office will send Tingkat I/II staff members to attend advanced degree and non-degree courses at regional and national universities.

The participation of the universities and other institutions should benefit not only LGT II but also the participating institutions, for it will help to achieve rigor and practicality in the courses they offer.

### **13. Overseas Training Courses and Visits**

The Request for Proposals indicates that, starting in the second year and continuing through the remainder of the project, the Jakarta office and the staffs of the RTC's will select five officials each year to attend six-month development planning courses outside Indonesia and up to ten officials each year for regional study tours through other countries of South East Asia.

PADCO has had considerable experience in advising on and assisting with overseas training of both of these kinds — most recently in the study tours in Malaysia and the Philippines which were associated with the Northern Sumatra Regional Planning Study.

PADCO also proposes to subcontract to the DPU for assistance in this area. The DPU is an important source of training for professionals from the developing nations and has excellent links with other training institutions in Europe and elsewhere.

PADCO has continuing links with universities in the United States which are especially concerned with the Third World — through its senior staff members, its consulting associates and its own annual seminars. The PADCO team is, therefore, well-equipped to advise and assist Badan Diklat in identifying candidates, identifying appropriate overseas institutions and arranging for participation in their programs.

Selectivity, on the basis of relevance and the quality of the courses offered, will be critical in ensuring the usefulness of participation in overseas institutions. One possibility which may deserve consideration, in addition to the use of overseas universities as sources of training, is the establishment of agreements with government agencies overseas whereby LGT II participants could work in those agencies on projects and programs relevant for their activities in Indonesia. This type of advanced "apprenticeship" might be more appropriate than participation in university courses for some of the types of skills and experience which are needed.

As in all of the components of the program, the scheduling of overseas training and visits will deserve careful attention. It should be planned well in advance — for the convenience of the LGT II participants and their parent agencies, as well as the recipient institutions. Its timing should be related to the scheduling of the tasks for which it is relevant. And, obviously, it should be scheduled, as fully as possible, to avoid having key personnel away from their agencies at critical times.

#### **14. Training Materials and Methods**

The preparation of appropriate teaching materials and the identification and use of appropriate training methods should be a central concern in the program. Ample time should be provided for the preparation of materials, including periods for experimentation and pre-testing. As noted earlier, Indonesian case studies and materials should be used wherever possible, to help to ensure relevance and comprehensibility.

The materials used are likely to include a variety of types of textual, graphic and audiovisual material. In addition to the basic classroom lectures and seminars and on-the-job learning-by-doing, the methods utilized may include case study exercises, panel discussions including practicing professionals as participants, policy-level workshops, policy-making/planning/management simulation exercises with participants in appropriate roles, and post-training workshops in which previous trainees and others exchange their experiences from the field.

#### **15. Monitoring and Evaluation**

As noted in Section B, the LGT II program is inherently an evolutionary one in which content and procedures should be developed and improved upon continually. The monitoring of program implementation and the post-implementation evaluation of the impact of individual program components both will be important. Explicit monitoring and evaluation procedures and schedules should be established as basic elements in the detailed design of the program which should take place, initially, at the beginning of the first year of work in Jakarta.

All of the components of the program should be monitored and evaluated — research, long range program planning, the comprehensive course curricula of the RTC's specialized sectoral training, orientation courses, trainer backup, parallel short courses, Jakarta office/RTC/university coordination, inter-project coordination, overseas training and visits, follow-up training and the monitoring and evaluation functions themselves.

Participants in the various aspects of monitoring and evaluation should include independent observers, other agencies impacted by the program (including Kanwils and Dinases), trainees, trainers, members of the consultant team, USAID, Badan Diklat and the project Steering Committee.

#### **16. Other Elements of the Basic Approach**

The proposed deployment of the consultant staff (the roles of long-term and short-term consultants, the sequence of staffing in Jakarta and the RTC's and the scheduling of the participation of sectoral/subject specialists) and the overall scheduling of project activities are important elements of the PADCO basic approach. They are discussed in the sections on staffing and the work program, respectively.

## LGT II ORGANIZATION

### A. POLICY-MAKING AND OVERALL DIRECTION

#### 1. **Project Steering Committee**

A Steering Committee, composed of key central government officials, was established for coordinating the implementation of KPPMT. The members of the Committee participated at key stages and provided valuable commentary and recommendations. It is understood that this Steering Committee will continue under the chairmanship of the Head of the Education and Training Body to exercise coordinating and advising responsibilities for the implementation of LGT II. It will comprise representatives of key central government agencies, including the newly established Directorate of Area Development in Dalam Negeri.

#### 2. **Badan Diklat**

Overall project leadership and direction will be vested in the Head of Badan Diklat in the Ministry of Home Affairs, who will serve as the representative of the Government of Indonesia for the project, will keep the Minister of Home Affairs advised as to project status and will maintain liaison and project working relationships with the USAID Project Officer and the PADCO team leader.

The Directorate Badan Diklat is the central education and training arm of Dalam Negeri. Its Director reports to the Minister. Currently, it comprises a secretariat and two line agencies — one for curriculum development and one for programming and implementation.

#### 3. **The Role of the Integrated LGT II Project Team in Coordination**

Badan Diklat will establish a Jakarta office, a new line division in the existing Badan Diklat organization. The Jakarta office will be the organizational unit directly responsible for the overall regional planning and management training function of Badan Diklat, and will be responsible for implementation of this project. The Head of the Jakarta office will concurrently serve as the team leader for the total LGT II project team, reporting directly to the Head of Badan Diklat.

The Badan Diklat team leader and the PADCO team leader will be catalytic elements for allowing the various levels of coordination to take place. This should be viewed as a major task of these project staff members. The ultimate success of the project is dependent on the flows of policy-making and coordination as well as on specific technical work in training.

## **B. THE LGT II INTEGRATED PROJECT TEAM STRUCTURE**

### **1. Jakarta Office Personnel**

The Jakarta office established by Badan Diklat will be a new line division directly responsible for the overall regional planning and management training function of Badan Diklat, and will be responsible for implementation of the LGT II project. The terms of reference state that the Head of the Jakarta office will serve concurrently as the Team Leader for the total LGT II project team.

In addition to the team leader, the LGT II project team will comprise:

- Staff members of Badan Diklat who are specifically assigned to the team.
- Staff members of any cooperating GOI agency (ministry, institute, university, etc.) who are so assigned.

Representation from Dalam Negeri's Directorate of Area Development and the PADCO project team under the PADCO team leader will also be members of the integrated LGT II project team.

### **2. Regional Training Center Personnel**

Regional Training Centers will be put into operation at the rate of one per year. Each will be directed by a full-time RTC Director who, under the general direction of Badan Diklat, will give general administrative direction and support to the team of project personnel assigned to the center, including trainers, any staff members of Badan Diklat assigned to participate in the RTC and members of PADCO's team serving as advisors at each center.

### **3. Organization of the PADCO Team**

It is clear from the allocation of consultant man-months (228 over a four-year period) that a great deal of technical capacity must come from the participating Indonesian professionals. This is, of course, as it should be — because the major focus of the work is on the improvement of Indonesian capacity.

PADCO has attempted to reflect this priority for development of Indonesian capacity in the selection of its proposed team members. Our concern was to nominate people with in-depth Indonesian field experience along with language abilities. We viewed this as the first priority because it is essential for the team to have an intimate knowledge of the overall development process in Indonesia, its strengths and its weaknesses.

The PADCO team will be involved in a pioneering training effort for Badan Diklat which is quite ambitious and far-reaching. Seasoned advisory participation is required to enable Badan Diklat to expand and equip its professional staff to meet the requirements of a new nationwide training effort.

Many Indonesian personnel will be coming into the program as trainers or training technicians with only limited prior training experience. The advisors must be capable of

28

providing both technical and management skills directly towards developing a total training program, a strong central training leadership organization, training course design and training of trainers capabilities, and active and productive Regional Training Centers.

PADCO believes individual team members must be capable of providing both substantive regional planning and related practical training expertise for all major functions of the project. PADCO selected team members who could provide assistance not only in their individual specialties, but who would have overlapping and complimentary skills; whose areas of specialization would be complemented by extensive formal and informal training skills.

Finally, PADCO selected a team which would be willing and able to travel throughout the regions instead of being content to merely sit in Jakarta or an RTC. We believe this is not an assignment for "professors," no matter how technically proficient. It is an assignment for experienced field people concerned with making things happen on the ground. PADCO feels the team it has nominated meets these criteria as well as criteria for strong technical competence and training experience across the broad spectrum of skills required.

### C. THE PADCO ORGANIZATION PROPOSED

The long-term posts are identified in the terms of reference. PADCO has, therefore, nominated a team which consists of a general regional/urban planner as team leader; a development administration specialist; a social development/rural development planner; an agricultural economist; a small scale industrial economist; a civil engineer/planner; and a specialist in training methods and techniques.

This team covers the full requirements of the scope of work, but will be supplemented by short-term specialist advisors who can contribute to the development of curricula, training materials recommendations and provide a direct input into the preparation of some of the training materials. The entire team has had a variety of specific training experiences as well as technical work experiences.

As suggested in the terms of reference, PADCO has nominated individuals who, while having a clear specialization of professional discipline, nonetheless have useful experience in other needed areas of expertise. This is shown graphically in the chart, "Multidisciplinary Characteristics of the Proposed Staffing." It is this breadth of expertise which allows all of the critical skills to be adequately covered throughout the work program.

The full resumes of each of the individual team members is included in the section on staff later in this proposal. The following highlights the roles the individuals will play within the overall work concept.

#### **1. General Urban/Regional Planner, PADCO Chief of Mission (Joseph Arington)**

As the PADCO Chief of Mission, Mr. Arington will work with the Badan Diklat team leader. Their primary duties will include programming the overall effort: developing a total training program; a strong central leadership organization; training course design and training of trainers; supervising the project teams operating in Jakarta

CHART II

PADCO PROPOSED STAFFING RELATED TO RFP  
SUGGESTED DISCIPLINES AND LEVEL OF EFFORT

RFP SUGGESTED DISCIPLINES AND LEVEL OF EFFORT	PADCO TEAM PROPOSED AND LEVEL OF EFFORT												
	RFP M/M	Joseph Arington Team Leader	Stuart Holle Deputy Team Leader	Dennis Fitzgerald	Lee Baker	C. Geoffrey Swenson	James W. Mangan	Colin Bacon	Richard Cooper	Colin Rosser	Alfred P. Van Huyck	John D. Herbert	Short-Term Staff
General Regional/Urban Planner	48	•		•						•	•	•	•
Development Administration Specialist	48	•	•	•				•		•		•	•
Social/Rural Development Planner	36		•	•						•	•		•
Agricultural Economist	18			•		•							•
Small Scale Industry Economist	18												
Civil Engineer Planner	18	•			•			•					
Professional Trainer	18						•			•			•
Data Development Specialist	6							•					
Community Development Specialist	-	•	•		•								
Short-Term Consultants	12									•	•	•	•
Principals on-site Consultation	6									•	•		
<b>TOTALS</b>	<b>228</b>	<b>48</b>	<b>40</b>	<b>44</b>	<b>18</b>	<b>18</b>	<b>18</b>	<b>18</b>	<b>12</b>	<b>3</b>	<b>3</b>	<b>3</b>	<b>3</b>

PROPOSED LEVEL OF EFFORT

7-III

61

and in the Regional Training Centers; and coordinating and presenting work, recommendations and policy alternatives to the LGT II Steering Committee and participating provincial officials, etc.

PADCO views this two-way flow with the various participating committees as a critical element of the work, as it is through these mechanisms that the real impact of the project will be felt throughout the region (through policy decisions, selection of priorities and budget allocations).

This need for coordination will involve frequent visits to national government ministries and the various regions and provinces over the course of the work. It requires a mature and poised individual with excellent management skills, language capacity and previous experience in Indonesian development. It is an important function separate from the technical skills also required in the project.

Given the importance of this post to the overall success of LGT II, both from a technical as well as a management point of view, PADCO nominates Joseph E. Arington, PADCO Vice President for Operations as its Regional/Urban Planner and Chief of Mission. PADCO always prefers the leadership of a project to rest in the hands of its own experienced permanent staff.

Mr. Arington is 43 years old and has over 15 years of experience working with national and local governments in the developing countries in the fields of regional and urban development and municipal administration. He has been team leader of PADCO projects in Indonesia, Nicaragua, Honduras and the Dominican Republic and has also worked extensively in Peru and Venezuela.

In 1979, Mr. Arington was PADCO replacement Team Leader/Technical Director for the Medan, Indonesia Urban Development Study concerned with the development of urban and sub-regional strategic development plan and the identification and preparation of high priority development projects as well as an analysis of annual development revenues and expenditures and recommendations for improving the financial, legislative and administrative framework for development planning and management in Medan and its metropolitan region.

Mr. Arington was also the Infrastructure Engineer/Planner on PADCO's National Kampung Improvement Policy Study carried out in 1975 for Cipta Karya under contract to the United Nations and visited all of the priority LGT II regions to work with national, provincial and sub-provincial officials in identifying the specific strategies, plans and financial mechanisms required for each individual level of government.

Throughout his long-term field assignments in developing countries, he has had extensive experience in local staff development programs — both formal programs as well as on-the-job training activities. He has developed curriculum and participated in training workshops on urban/regional planning, data gathering and interpretation, target group identification, project identification and preparation, national housing and urban development policy, development of financing and implementation management.

During his previous experience in Indonesia, Mr. Arington developed a partial knowledge of Indonesian and is currently taking Indonesian language courses which will ensure the fullest effective application of his technical and management abilities within the LGT II Project.

**2. Social Development/Rural Development Planner, Deputy Chief of Mission (Stuart Holle)**

Mr. Holle is a Ph.D candidate, 46 years old, speaks Indonesian fluently and has worked as PADCO's training specialist for the Kabupaten Provincial Planning and Management Training Project. In this project, he was responsible for developing, in cooperation with other advisors and Indonesian colleagues, the provincial training delivery system, particularly early initiatives for training trainers. Mr. Holle also worked on the Northern Sumatra Regional Planning Study to directly put into practice the training methods and techniques developed during the provincial training project. Mr. Holle has made an enormously valuable contribution to both projects and repeatedly demonstrated innovative ideas and grasp of Indonesian development issues.

Because of his previous work in Indonesia with Save the Children Foundation under UNICEF sponsorship, he brings to the assignment many years of working at the sub-provincial level of government in the process of training trainers in Indonesia.

As Deputy Chief of Mission, Mr. Holle will be responsible for working extensively in the regions and provinces, initiating the organization of each Regional Training Center and working with LGT II RTC project staff and provincial and sub-provincial levels of government to identify training needs, organize training services, develop curriculum and carry out specific training courses which are directly relevant to the highest priority planning and management needs.

**3. Development Administration Specialist (Denis Fitzgerald)**

Mr. Fitzgerald is 47 years old and holds a Ph.D degree. He has worked on three occasions in Indonesia in the area of transmigration. He has a working knowledge of the language. His recent experience has been as a team leader on state planning in Alor Setar, Kedah, Malaysia, under World Bank sponsorship. This four-year experience covers many of the specific issues which will be of concern in LGT II including development administration, regional planning and agricultural development policy and training. PADCO feels that the addition of a senior team member who brings in-depth new experience from another South East Asia country, as well as Indonesian experience, will be a useful supplement to the team.

**4. Advisor in Agricultural Economics (Geoffrey Swenson)**

PADCO interprets the need for an agricultural economist advisor as an individual who is capable of placing the agricultural sector within the broader development framework of the social, economic and physical development of each province and of its region. PADCO is, therefore, nominating an agricultural economist with strong rural development skills, strong training skills as well as the specialist agricultural economic expertise required.

PADCO nominates Geoffrey Swenson as its agricultural economist and rural development specialist. Dr. Swenson is 38 years of age, holds a Ph.D from Michigan State University, has spent over five years in Indonesia and speaks the Indonesian language fluently.

In his previous work in Indonesia, Dr. Swenson assisted with development of a master's program in agricultural economics at Bogor Agricultural University (IPB); helped

27)

with the development of a four-year development program for the Department of Social-Economics at IPB; and has evaluated teaching and research programs at provincial universities throughout Indonesia and participated in the selection and preparation of candidates for foreign fellowships. He organized and participated in a study tour to the Philippines and Thailand for staff members of two universities in Indonesia. He also administered and managed a Ford Foundation grant to upgrade professional skills of provincial universities in Indonesia and acted as informal advisor to various staff members of IPB who were on assignment to the Ministry of Agriculture and the Ministry of Higher Education.

#### **5. Professional Trainer (James Mangan)**

The professional trainer will be responsible for developing, in cooperation with the other advisors and Indonesian colleagues, the training delivery system (particularly early initiatives for training trainers). A high level of consultant skills in the use of the pedagogical tools necessary for assisting in the development of curricula, training materials and training techniques for the RTC's will be required. This individual should have previous Indonesian experience in training because a knowledge of what has worked or has not worked in the past will be particularly valuable.

PADCO nominates James Mangan for the post of professional trainer. Dr. Mangan, 37, worked previously in Indonesia as a non-formal education specialist with the World Bank's Sixth Education Project. In that assignment, he worked together with IKIP staff to promote development in a range of skills connected with non-formal education, including materials development, evaluation of non-formal education programs and research into relevant non-formal education strategies.

He also was responsible for developing a curriculum to be implemented nationwide for the training of district level functionaries for the Directorate for Out-of-School Education (Pendidikan Masyarakat) and training faculty in implementing a competency-based national non-formal education curriculum.

#### **6. Civil Engineer/Planner (Lee Baker)**

Lee Baker, age 37, holds an M.A. in city planning and a B.A. in civil engineering. He combines civil engineering site experience on construction projects in Peru and the United States with more recent urban planning experience in Latin America and in Indonesia. He was PADCO's engineer/planner on the Medan Urban Project. He has a working knowledge of the Indonesian language.

#### **7. Small Scale Industrial Economist (Colin Bacon)**

Mr. Bacon is just completing an assignment as visiting professor and consultant to Airlangga University where he developed curriculum designed to elevate the faculty of Economics to a Center of Excellence offering the Pasca Sayara in Business Studies. He also launched a comprehensive Training Package for Small Business Trainees in East Java which is of direct relevance to LGT II. He is 51 years old with a Master's degree in economics. He has working language fluency. Besides his special skills in small business, project management and economic development, Mr. Bacon brings to the project a broader range of professional training skills and familiarity with management information systems of the kind likely to be required in LGT II.

24

## 8. Data Development Specialist and Librarian (Richard Cooper)

PADCO seeks to increase the level of effort allotted to the data specialist listed as short-term in the RFP. In our opinion, one of the critical tasks to insure the efficient development of LGT II will be the development of working libraries in Jakarta and in each of the RTC's linked together with an appropriate data information system. PADCO, therefore, nominates Mr. Cooper, age 36 with a MSL degree in library science, as the data development specialist. Mr. Cooper has been very successful in designing and developing a provincial data system in Riau as a part of the Northern Sumatra Regional Planning Project for PADCO. Prior to that he was a professional librarian with the U.S. Bureau of the Census. He has a good working knowledge of the Indonesian language.

## 9. Short-Term Consultants

PADCO is tentatively proposing a roster of short-term advisors to support the LGT II integrated project team. Each of these advisors brings a specific dimension to the assignment, but could be changed in mutual agreement with the Badan Diklat team leader or AID, if other skills seem more essential during the course of the work.

PADCO is particularly keen on involving the widest possible participation of Indonesian professionals as short-term advisors, especially in the preparation of Indonesian-related teaching materials and in actual participation in early training courses. A number of appropriate Indonesian professionals have been identified to date and their resumes are listed in the staff section of this proposal. The degree to which Indonesian participation is possible needs further discussion with Badan Diklat and USAID. PADCO stands ready to expand this area of participation through adjustments to some of the other foreign staff participation.

In addition to the Indonesian short-term professional input, PADCO has assembled foreign specialists who have indicated an availability as required during LGT II. Their resumes are shown in the staffing section of the proposal. Several of these persons are considered particularly useful to the work and should be programmed in at the appropriate time. Specifically:

**Dr. Colin Rosser**, member of the Board of Directors of PADCO and head of the Development Planning Unit of University College, London, as senior training advisor. Dr. Rosser's contribution is particularly relevant, as he was very active in assisting in many of the early training initiatives in Indonesia when he was on assignment with the Ford Foundation. His report, "Training for Regional Development in Indonesia," was one of the early efforts at conceptualizing an overall national system for training. Currently he is the head of the DPU which, as one of the major training centers for urban and regional planning focused on problems of the developing countries, will be associated with the project. He is tentatively scheduled for six months work on the project. Dr. Rosser may also be available to join the project long-term if required in years three and four.

**Aprodicio A. Laquian** is a specialist in public administration and research methods. He has a worldwide reputation in human resource development. He has worked in Indonesia on several assignments in the past. Currently, he is PADCO's Asian representative.

**Dr. Anne Booth** is a development economist and specialist in development finance. PADCO feels she can contribute in establishing the financial implications of the training program and relating them to the overall development budget. PADCO believes the area of development finance must be covered within the framework of LGT II training activities. Dr. Booth will provide this capability.

#### D. ALTERNATIVE STAFF LOADING SCHEDULES

Two alternative schedules for staffing are shown in the following chart. The first indicates the staffing pattern as generally described in the Request for Proposals. The second is a modification which PADCO feels might be preferable. However, PADCO is really not satisfied with either alternative. The problem occurs because of the need to relate four constraints:

- The skills required and their allocated man-months.
- The proposed schedule for the distribution of those skills between Jakarta and the four RTC's.
- The actual availability of the individuals nominated (i.e. the latest time for starting their participation to meet their personal requirements).
- The accommodation of several modifications of staffing PADCO considers essential.
- The need to have somewhat higher staffing levels during the first two start-up years in order to meet the work program requirements.

There is a way out of this problem which can be discussed during negotiation. Namely, since a number of the individuals nominated not only have skills in their designated specialization, but in other areas as well, a "blended" team of fewer persons for longer periods of time could be developed.

The main points regarding each alternative are as follows:

##### 1. **Alternative I**

Alternative I is generally responsive to the RFP but does not precisely meet the need for an average of three person-years for each of the RTC's. This is because the allocation of 18 person-months for a number of specialists does not allow the RTC coverage as it should ideally be constructed. Secondly, PADCO feels strongly that Mr. Cooper, who will be responsible for the design and development of the libraries in Jakarta and RTC's, needs to be available for at least 12 months. Finally, the starting dates for the individual experts are set by their own availability requirements and, therefore, are not, at least for now, precisely the most suitable for the project start-up. (PADCO would prefer slightly more delay in the arrival date of some of the experts, but this works an undue hardship on the specialists because it creates a break in their employment schedule.) The proposed budget reflects Alternative I.

### CHART III

STAFF SCHEDULING  
ALTERNATIVE I: RESPONSIVE TO THE RFP

NAME	TITLE	TOTAL M/M	YEAR 1	YEAR 2	YEAR 3	YEAR 4
J. ARINGTON	TL/REGION. PLANNER	48	JKT	JKT	JKT	JKT
D. FITZGERALD	DEV. ADMIN	44	JKT	JKT	RTC 3	RTC 4
S. HOLLE	SOC. DEV./RURAL DEV.	40	RTC 1	RTC 2	RTC 3	RTC 3
G. SWENSON	AGR. ECONOMIST	18	JKT	RTC 1		
C. BACON	SMALL SCALE INDUSTRY	18	RTC 1	RTC 2		
L. BAKER	ENGINEER/PLANNER	18			RTC 2	RTC 4
J. MANGAN	TRAINER	18	JKT	JKT		
R. COOPER	DATA LIBRARY	12	JKT	JKT		
A. VAN HUYCK	PIC	3	-	-	-	-
J. HERBERT	PIC	3				
	SHORT TERM	6				
		228	64	69	56	39

III-10

### CHART IV

STAFF SCHEDULING  
ALTERNATIVE II: PADCO PREFERRED CONCEPT

NAME	TITLE	TOTAL M/M 1st 2 YRS.	YEAR 1	YEAR 2	YEAR 3	YEAR 4	TOTAL M/M 2nd 2 YRS.
J. ARINGTON	TEAM LEADER REGIONAL PLANNER	24	JKT	JKT	JKT	JKT	24
S. HOLLE	DEPUTY TEAM LEADER SOC. DEV./RURAL DEV.	24	RTC 1	RTC 2	RTC 3	RTC 4	24
R. COOPER	DATA SPECIALIST	12	JKT	JKT			
J. MANGAN	TRAINER	18	JKT	RTC 1			
D. FITZGERALD	DEVELOP. ADMIN.	18	JKT	JKT			
G. SWENSON	AGRI. ECONOMICS	18	RTC 1	RTC 2			
C. BACON	SMALL BUS. ECON.	18	RTC 1	RTC 1			
L. BAKER	ENGINEER PLANNER	--					
C. ROSSER	TRAINER	6	<u>ALL RTC'S</u>				
A. VAN HUYCK	PIC	2	-	-			2
J. HERBERT	PIC	4	--	--			4
	SHORT TERM ADVISORS	4					4
		144					84

Specific staffing for RTC's in years 3 and 4 to come from the group of five depending on their performance during first two year period or through substitution of Indonesian professionals.

27

## 2. Alternative II

Alternative II is preferred by PADCO even though it has very little change during the first two years. The addition of six months by Colin Rosser is the only new addition which we feel is useful given his historical relationship with the training effort in Badan Diklat and his worldwide reputation in the field. The major conceptual change is the allocation of time among the RTC's in years three and four. PADCO feels a flexible approach would raise the efficiency of the team. What is proposed is to recognize that the staffing of the RTC's in years three and four should come from among the five technical specialists based on which ones seem the most appropriate at the time of decision after the first year or so of project implementation. We feel this is justified because it will allow PADCO to respond flexibly to the requirements as they are generated in the field. One other modification, not shown, is the possibility that if Badan Diklat's Home Office capacity has developed rapidly it may not be required to retain the team leader in Jakarta, but rather move him out to strengthen RTC four staffing (or the RTC in the most need of additional assistance).

### E. THE OVERSEAS TRAINING COMPONENT

The Request for Proposals indicates that there will be two types of off-shore training programmed as a part of LGT II.

"Finally, selected project-related officials and Badan Diklat personnel will attend:

- A 6-month foreign training course for five participants per year; and
- A 2-month South East Asia study tour for ten participants per year." (RFP, page 5).

PADCO feels that for these off-shore training components to be highly productive, a specific on-going programming and planning effort, including appropriate selection criteria, advanced scheduling and custom design of the training experience in other countries involved, will be required. In order to insure that this part of LGT II is made directly relevant and executed efficiently, PADCO is prepared to sub-contract to the Development Planning Unit of University College, London, for the preparation and management of off-shore training.

It is not clear as yet how the financing of the individual Indonesian participants is to be handled in terms of travel, per diem and tuition costs. This can be discussed during negotiation, but PADCO is entirely flexible on whether or not these costs will be included as direct expenses within the prime contract. Nonetheless, above the individual costs of participants, clearly an appropriate allocation needs to be reserved for the planning and management of this aspect of the assignment.

- (1) The six-month training course should be designed specifically for the needs of the Indonesian participants. They should not, therefore, merely be enrolled in some training course of a general nature. PADCO suggests that through the sub-contract with the DPU part of the training could be appropriately done by the DPU in London through the creation of a specialized program which would take advantage of the DPU's on-going training activities, but with special emphasis on the Indonesian requirements. This training could take place in a two to three-month period with the remainder of the time spent in the United States. The

period in the U.S. might possibly be at the proposed new training institute now under consideration for AID sponsorship, if indeed it is eventually funded. If not, PADCO is prepared to develop a special program in Washington drawing upon the facilities of local universities and on-going U.S. government-sponsored training.

- (2) The South East Asia training study tours can include visits to Malaysia, Philippines and Thailand where particularly relevant work is underway. PADCO has developed strong connections in each of these countries and with several of the training institutes (such as AIT in Thailand) which will prove helpful in planning and scheduling the study tours. The DPU also has active links with many of these centers in South East Asia.

## WORK PROGRAM

The basic approach and organization sections of this proposal have described PADCO's concept of the project. This section places this concept into an approximate time frame related to the overall 48-month work period.

The specific tasks to be performed can only be generally described at this time, pending preparation of a detailed work program in the field with all of the key participants represented. Furthermore, illustrative RTC tasks should be expected to vary from RTC to RTC and be based on regional differences which require that the general work program be altered.

The following descriptions of functional activities and tasks represent the basic activities to be performed by the LGT II project team in the Jakarta office and in the Regional Training Centers. While it is difficult to completely show the close interaction between the various tasks graphically, an attempt has been made in the description to recognize that within each functional activity and its corresponding task there is an emphasis on dialogue at all levels of government, by overlaying the Badan Diklat, Jakarta office activities and tasks over RTC.

The sequences of the tasks within the general functional streams of activities are shown in Chart V. The time scale at the top of the chart shows calendar months from inception with the tasks broken down into two phases. Phase I, lasting about 12 months, is one of basic organization and initiation of LGT II operations in Jakarta and the Jogjakarta RTC. At its conclusion, seminars and workshops will be held among trainers and relevant government officials. Based on feedback from these seminars and meetings, Phase II will be undertaken which will entail revisions as necessary of the organization and content of the LGT II program as well as a more precise focusing of its intervention strategy.

### ACTIVITY I: MOBILIZATION, RECONNAISSANCE AND WORK PROGRAM DEVELOPMENT

#### **Task I.1: Mobilization of the PADCO Team**

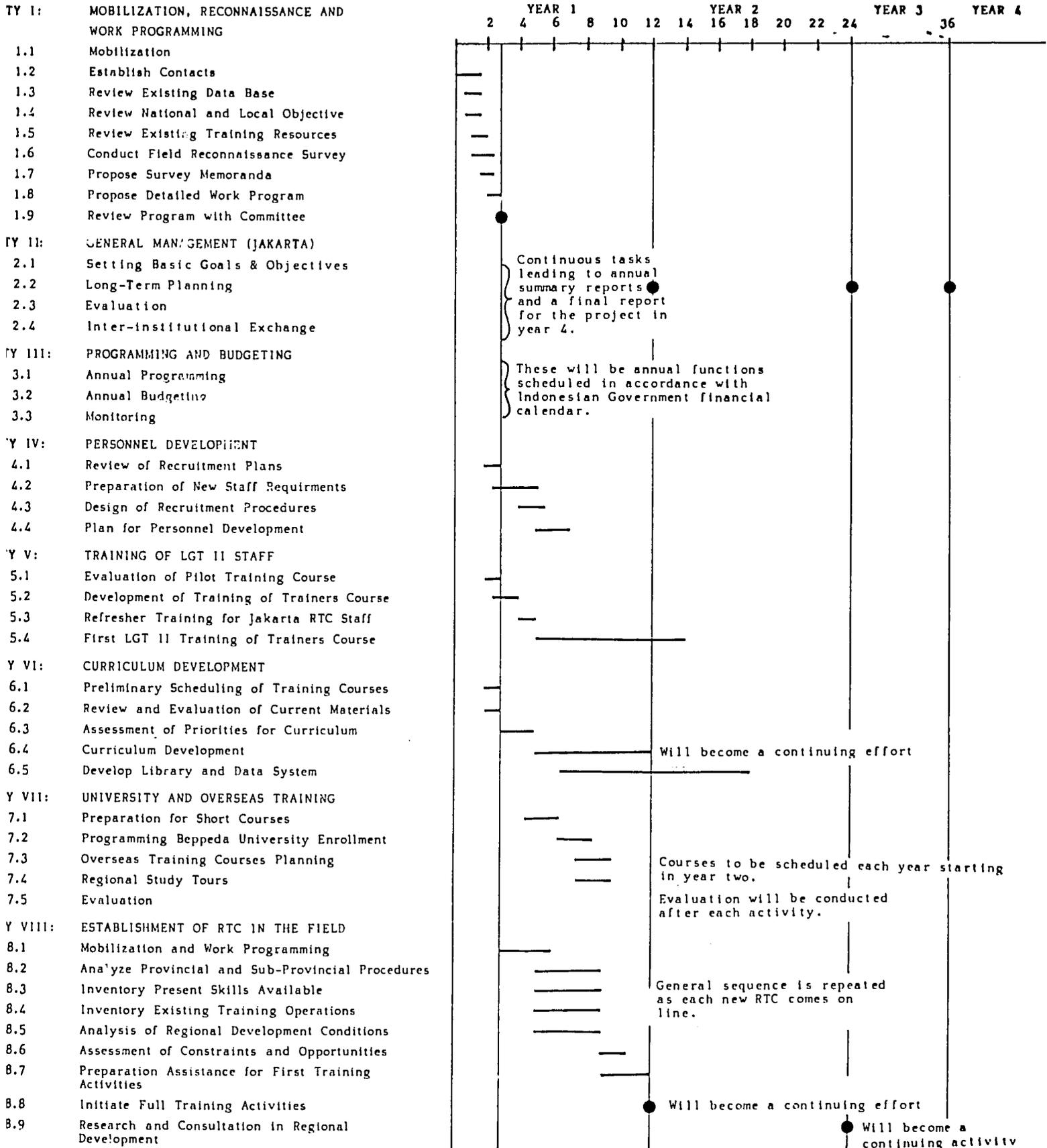
It is anticipated that four of the long-term advisors will arrive as a team in Jakarta at project start-up. The first month will be spent in establishing their offices, setting up files and establishing residence. Within three months after arrival of the PADCO Chief of Mission, the detailed overall LGT II work program will be prepared with Badan Diklat's Jakarta team. Approximately three months after arrival in Jakarta, the PADCO Deputy Chief of Mission and one other PADCO advisor will begin to work directly with the Jogjakarta RTC team. The Jogjakarta RTC team's orientation and work programming tasks, as well as preparation of the initial General Course in Regional Planning to be carried out in the Jogjakarta RTC, will be carried out simultaneously in order to initiate RTC training on schedule (see RTC Tasks I.1 and I.2).

Tasks 1,2,3,4, and 5 will be carried out simultaneously over the first six weeks.

# CHART V

## GENERAL WORK PROGRAM SCHEDULE

### GENERAL TASKS



### **Task I.2: Establish Contact with Dalam Negeri and Relevant Agencies and Universities**

A series of basic orientation meetings will be held with key officials in Dalam Negeri and in-depth meetings will be held with the staff of Badan Diklat. The purpose of these meetings will be to review the current status of LGT II preparation and programming and clarify the objectives sought by Dalam Negeri and the priorities and policies which they particularly wish to see emphasized in the work. By the end of the second month, a detailed work program will have been developed that reflects the integrated views of all concerned parties.

Briefings will also be held with AID and other concerned central government ministries (particularly PUTL/Cipta Karya, BAPPENAs, Dalam Negeri and the project Steering Committee). The purpose will be to inform the team of the background of the project, the current priorities and directions of the work expected and the desired relationship between the RTC's, the field work and the central government. The Badan Diklat team leader should join the advisors full-time from the outset.

### **Task I.3: Review Existing Data Base**

Essential documents should be collected at this time. A significant amount of data is to be completed before the start of the project, particularly with respect to the Pilot Training of Trainers Program and the results of the Jogjakarta regional research and training and evaluation activities conducted by Badan Diklat staff assigned to the Jogjakarta RTC. The team will review data noting where additional data is required.

### **Task I.4: Review National and Local Objectives**

Even though members of the PADCO team will be fully aware of the national strategy for training, the current regional development content status of LGT II needs to be clearly understood. The purpose of this review work is to ensure that the team develops a clear initial understanding of the current priorities and objectives of government at the national, provincial and local levels and that the team identifies the central issues which are of concern to LGT II at project start-up. Particular attention should be given to the Jogjakarta region in order to set the base for relating the center's immediate planning and management training activities as closely as possible to their regional context (see RTC Task II.4).

### **Task I.5: Review All Existing Planning and Management Training Resources**

The current status of all the current training programs in development planning and management will be reviewed including both the academic programs at local universities and government-sponsored programs (including those with international assistance components).

### **Task I.6: Conduct Field Reconnaissance Survey**

While undertaking the above tasks, the team (particularly the two PADCO advisors to be assigned to the RTC) should also spend as much time as possible in the Jogjakarta region to develop an understanding of the regional RTC structure, staffing

and areas of concern firsthand and to discuss problems and opportunities on site with the RTC director and staff members. This should be organized and undertaken systematically, starting with a specific checklist of items to be observed and considered.

The important point here is to rapidly integrate the priority requirement of preparing the Jogjakarta RTC for operation and initiating the design and development of the first General Course in Regional Planning in a manner which reflects and builds upon previous Badan Diklat efforts and which is responsive to the individual characteristics and needs of the Jogjakarta region (see initial RTC tasks).

This reconnaissance should, of course, include visits to Gajah Mada University, as well as those BAPPEDAs and other government agencies targeted as training priorities. As time permits, visits to Medan and other priority regions will also be scheduled at this time and carried out subsequently.

#### **Task I.7: Prepare Reconnaissance Survey Memoranda**

Based on the above tasks, a series of memoranda will be prepared to record results of the meetings and field survey work. Each of the specific streams of work should be covered: general organization, management and logistics; development and activation of the Badan Diklat Jakarta office for training; evaluation and linkage of the First Training of Trainers Course to activation of the first RTC and conduct of the initial training course; development and initiation of parallel and on-the-job training programs; development of curricula, course designs and training materials; personnel development, including the ongoing training of trainers program; the phased improvement of RTC's and activation of the RTC long-term training program; training involvement of key Tingkat I/II BAPPEDA and non-BAPPEDA officials; and the development of university linkages and training involvement.

The memorandum for each will cover the status of data and organization, critical areas to be addressed, likely problems to be encountered and a preliminary statement on the kinds of objectives, guiding principles and approaches likely to be relevant. This will include, where appropriate, some illustrative sketches of initial training development ideas.

The purpose of this is to facilitate the work programming process by insuring that unnecessary or irrelevant work is not undertaken but that all key issues are addressed. It is also needed in order to start discussions on policy at an early date and to provide a useful input to early training.

#### **Task I.8: Prepare the Detailed Work Program**

The results of the above tasks, plus the terms of reference and this proposal, will be the inputs required to prepare the detailed work program. The work program will describe the individual tasks to be accomplished, the interrelationships between tasks, the data inputs required and the expected output. It will assign specific time deadlines, professional staff responsibility and the overall level of effort allocated. The work program will be published so that each individual on the LGT II combined project team will have a copy and so that management groups will have an overall control document.

**Task I.9: Review LGT II Team Work Program with LGT II  
Project Steering Committee**

**ORGANIZATION AND MANAGEMENT OF THE BADAN DIKLAT  
JAKARTA OFFICE FOR TRAINING**

The GOI is placing high priority on building enhanced local development capabilities. It is acting to strengthen existing development planning agencies and to establish new ones throughout Indonesia. Both Dalam Negeri and Badan Diklat recognize that the successful implementation of LGT II will place heavy organization and management demands on their staffs. It will require substantial and increasing fiscal support, major staff additions, at least some changes in organizational structure, effective coordination among government agencies and institutions and determined leadership at every stage.

As mentioned in the Organization section, responsibility for establishment and operation of the RTC's, training of trainers, curriculum development, preparation of training manuals and recruitment and personnel policy planning will also rest with the new line agency created in Badan Diklat.

PADCO expects to work closely with the LGT II Project Director and his management staff responsible for planning, programming and management monitoring and evaluation of the overall LGT II effort. PADCO's Chief of Mission will expect to work closely with the LGT II Project Director, his staff and the PADCO team to provide effective assistance in the management and programming responsibilities which the Jakarta office will need to perform in coordinating and supporting the training activities of the center and the RTC's. These can be divided into the following four functions: (1) general management; (2) programming; (3) personnel development; and (4) curriculum development.

**ACTIVITY II: GENERAL MANAGEMENT ACTIVITIES AND TASKS**

In particular, at least four principle tasks will be supported as part of the general management function/activities.

**Task II.1: Setting Basic Goals and Objectives**

A continuing general management function will be the formulation of annual and long-term training goals and objectives to be pursued by the Jakarta office and the Regional Training Centers. The PADCO team will support the LGT Jakarta office and the RTC's in engaging in a regular process of consultation with those national and regional agencies most directly involved in the conduct of major development programs. The fostering of this dialogue should coincide with the five-year cycle of discussion attendant to preparing Repelita plans.

The LGT II team will assist in the review and evaluation of those developments pertaining to the shaping of new policy objectives in assuring that national development priorities are given appropriate recognition in the formulation of the various regional training strategies while simultaneously reflecting the particular needs and interests of

the regions. Long-term goals and objectives should reflect an integration and balancing of national and regional perspectives and priorities within which each of the Regional Training Centers can pursue a common, as well as distinctive, set of concerns.

Each of the RTC's Project Directors and their teams will be accountable to Badan Diklat in conforming to general training goals and policies but will also need to adjust general program directives to the needs and policy objectives expressed by regional authorities (governors/bupatis/walikota), representative bodies (DPRD) and the sectoral agencies at the Tingkat I and II levels of government. PADCO advisors will assist the RTC teams in keeping well-informed of development priorities and strategies as they are articulated by regional governments, and the Jakarta office team will need to actively facilitate close interaction between the RTC's and local institutions in assuring that training goals adequately reflect regional interests.

### **Task II.2: Long-Term Planning**

Each RTC will be responsible for developing its own five-year (Repelita) regional training plan in close consultation with the Jakarta office and the provincial, kabupaten and kotamadya governments within the particular region. The first RTC in Jogjakarta will initially prepare a plan for the remainder of Repelita III (see RTC Manpower Development Training Analysis and Planning Tasks II.1-II.12).

The Jakarta office team assigned will coordinate the preparation of the five-year Repelita training plan for each of the RTC's in order to assure that the various regional activities are consistent with national training goals.

### **Task II.3: Evaluation**

An important function of the Jakarta office includes the evaluation of the impact which the national training effort is having in achieving its intended goals. While one element of evaluation will be carried out on an annual basis, this annual evaluation will be cumulative in nature, reflecting an evolutionary approach in which all aspects of the LGT II program activities (non-training and training) are monitored and evaluated during and after implementation.

The specific evaluation roles should be determined and undertaken with the intent of enabling the Jakarta office and its individual units, the RTC's, and the client agencies to appraise together their own record of experience in developing a national training effort based on their specific programmatic responsibilities.

### **Task II.4: Inter-Institutional Exchange**

A major role for the Jakarta office team in performing the activity will be to strongly encourage and facilitate a continuous process of communication and interchange of ideas between the RTC's. The RTC's should not evolve in isolation from each other. The Jakarta office should facilitate inter-RTC interactions in seminars and workshops.

### ACTIVITY III: PROGRAMMING AND BUDGETING

A major functional action of the Jakarta office will involve the management of the annual programming activities for the regional training effort. The administration of some of these activities can be delegated to the RTC's, but the major portion of the training budget will emanate from the central government; therefore, the Jakarta office will need to assume a paramount role in the annual programming function. The programming tasks would include the following:

#### **Task III.1: Annual Programming**

The annual programming activity essentially entails the routine preparation and submission of DUPS for the proposed project activities for the forthcoming fiscal year. The LGT II project team may assist in coordinating the preparation of the DUPS for the activities of the RTC's with each of the RTC's being required to prepare and submit an annual projection of training activities.

#### **Task III.2: Annual Budgeting**

Most financing for the activities of the Regional Training Centers will derive from central government sources. Each of the regional centers will be required to submit a detailed annual budget request, and the Jakarta office will need to provide the RTC's with guidelines for preparing their budget submissions and will compile and review budget requests in preparing a more integrated budget for submission to central level authorities.

#### **Task III.3: Monitoring**

The Jakarta office will monitor the activities of the RTC's to assure that training courses are conducted in conformance with required standards and in assessing the effectiveness of training activities in achieving their intended objectives. The monitoring function should be based upon a continuous flow of communication and face-to-face interaction between the RTC's and the Jakarta office in order that pre-appraisal assessments can be undertaken in anticipating and resolving problems.

Some indicative points at which monitoring is especially appropriate are indicated in Chart V. Others will be identified during the initial reconnaissance and work programming period.

### ACTIVITY IV: PERSONNEL DEVELOPMENT ACTIVITIES AND TASKS

Personnel development will constitute a key and critical management function to be performed by the Jakarta office and will include recruitment, training, and career development of the training staff for the RTC's as well as the general management staff within the Jakarta office. The LGT II project team will be called upon to establish a systematic and carefully designed approach for personnel management which ensures that the professional staff of the RTC's and the Jakarta office are provided with the kinds of financial, educational and career incentives needed in sustaining a high level of motivation, morale and commitment to the goals and purposes of the training program.

The major management tasks of personnel development for Badan Diklat include recruitment, training and personnel development.

PADCO will work directly with responsible Badan Diklat staff in the establishment and organization of the Personnel Development Division and the staged development of its management activities and tasks.

The recruitment function should be considered as an on-going activity of the Jakarta office in replenishing and adding new professional staff for itself and the RTC's. Effective recruitment will be a key element in determining the success of the LGT II program. It will not be easy. Badan Diklat will face considerable competition from the private sector and other ministries in recruiting outstanding graduates in relevant disciplines to staff the RTC's and the Jakarta office. The same competitive factor is, in fact, faced by Dalam Negeri in recruiting personnel to staff the BAPPEDAs at the provincial level. To meet the challenge, Badan Diklat will need to carefully structure a continuous and well-focused recruitment effort.

#### **Task IV.1: Review of Recruitment Plans and Procedures/Work Program Development**

During the initial reconnaissance period, the LGT II project team assigned to the Personnel Development Division will review the current status of recruitment activities and procedures. These will form part of the basis for the development of an overall draft work program in recruitment for the 48-month period. The recruitment work program will form a part of Badan Diklat's overall work program and will be fully integrated and coordinated with the systematic identification of the priority technical specialties which LGT requires at the national, provincial and sub-provincial levels.

#### **Task IV.2: Preparation of Annual and Long-Term Projections of New Staff Requirements**

The assigned members of the LGT II team in the Jakarta office will review existing long-term and annual projections of new staff requirements. This will permit the LGT II staff assigned to begin the process of identification, screening and appointment well in advance of the time when new candidates would need to be trained and made available for assignment in training and management positions. The integrated work program for the Jakarta office and RTC's should make explicit provision for review and revision of the preliminary projections as recruitment will be carried out based on the RTC training plans as developed and approved.

#### **Task IV.3: Design and Implementation of Recruitment Procedures**

Recruitment procedures will need to be carefully designed and implemented to assure that capable candidates are given a proper screening and evaluation in accordance with a pre-determined set of professional qualifications and standards. The LGT II team should give particular attention to the development of effective and efficient working relationships with the key participating national and regional agencies and institutions in order to ensure that the systems and procedures developed reflect their special needs and timetables. Recruitment will be carried out on a continuous basis through the project.

#### **Task IV.4: Plan for LGT II Personnel Development**

A preliminary initial plan for the development and upgrading of the skills/capacities of LGT II staff will be developed during months seven and eight. This will permit some inputs from evaluations of ongoing training activities in Jakarta and Jogjakarta. It will cover the overall 48-month project period and will identify specific refresher training, specialized skills training, and university-based degree and non-degree programs which will be developed and utilized for staff development over the remainder of Repelita III.

A typical professional development plan for an individual staff member would include opportunities to engage in a wide range of training and professional experiences, such as participation in workshops and study tours, in in- and out-of-country seminars, short-term professional development to attend in- and out-of-country non-degree training courses and finally long-term leave to enroll in in- and out-of-country degree granting programs. It will be the responsibility of the LGT II Jakarta office to coordinate the financing of these upgrading opportunities from its own budget and other funding sources.

#### **ACTIVITY V: TRAINING OF LGT II STAFF**

The Jakarta office will have primary responsibility for the design and conduct of the training of trainers program in providing the new staff with requisite training skills as well as refresher training. The training of trainers course will have a very large impact upon the caliber of the training undertaken by the RTC's and should constitute a central function of the Jakarta office with three or four core trainers firmly established as full-time staff within the Jakarta office organization.

Where the Jakarta office is unable to give the course on a short- or long-term basis, this function could be contracted to another institution within the Departemen Dalam Negeri, or to another institution of higher learning outside the department. In that case, the Jakarta office plays a major role in the design and supervision of such training courses.

The Personnel Development Division of the Jakarta office would also be responsible for undertaking or coordinating other training and educational activities required for improving skills among its own staff and the staff of the RTC's. While short- and long-term training relating to staff upgrading will be planned by the Jakarta office, most of the actual training could be conducted by a wide range of in- and out-of-country institutions with already established programs designed to meet the particular needs of Badan Diklat.

The planning and coordination of training for staff improvement will need to become an integral and permanent feature of the Jakarta office activities in order to sustain high performance levels for ongoing programs. Staff improvement will also be needed in assuring that the Jakarta office and the RTC's will be able to provide new course designs and implement new training experiences which respond to the changing and growing complexity of training needs in regional planning and management.

### **Task V.1: Evaluation of the Pilot Training of Trainers Course and Links**

The pilot training-of-trainers course was completed at Gajah Mada University in Jogjakarta, under the original KPPMT project. It is expected that ten of the fifteen trainees who completed the Gajah Mada course will be assigned as trainers at the Jogjakarta RTC. The LGT II project team assigned to the Jakarta office will carry out an early review and evaluation of the pilot course and present recommendations for the design and implementation of subsequent activities.

### **Task V.2: Development of Ongoing Training-of-Trainers Program**

It is anticipated that the second annual training-of-trainers course to be conducted will commence during the sixth month of LGT II. The Personnel Development Division of the Jakarta office, with the assistance of the PADCO professional trainer and the Jakarta LGT II staff as assigned, will further develop and refine the curriculum of the pilot training-of-trainers course used at Gajah Mada University, review and expand the training materials and prepare or procure appropriate training aids. During this task, the decision to undertake the training of a cadre of Badan Diklat staff members to serve as trainers for subsequent training-of-trainers courses will be taken by the Personnel Development Division.

### **Task V.3: Refresher Training for Jogjakarta RTC Trainers in General Regional Planning**

Due to the delay in starting the first RTC general course in regional planning as well as the curriculum design and revision activities which will be carried out over the first three months after LGT II project start-up, it will be necessary to provide two to four weeks of refresher training to trainers assigned to teach the first general course at the Jogjakarta RTC. This should be carried out the month before the initial RTC course begins.

### **Task V.4: Implementation of the First LGT II Training-of-Trainers Course**

The first LGT II training-of-trainers course will be carried out over a nine-month period starting in the fourth month of project activity. Depending on the exact scheduling of the two activities and if it seems relevant, thought should be given to the possible linking of some of the refresher training activities (Task II.3) with this course in order to achieve maximum cross-fertilization. Additionally, the course should be structured in such a way as to permit "monitoring and evaluation" of the first Jogjakarta General Regional Training Course.

## **ACTIVITY VI: CURRICULUM DEVELOPMENT ACTIVITIES AND TASKS**

Badan Diklat's Jakarta office will need to assume primary responsibility for curriculum development. This will serve to avoid a duplication of efforts with each RTC. It will also enable the RTC staff to move ahead, unencumbered by other tasks, in focusing their full attention and energies on the conduct of their own training activities. Finally, it will permit the Jakarta office to establish and maintain a uniform set of standards and quality controls for new course offerings in each of the RTC's.

The Curriculum Development Section of the Jakarta office will be responsible for the following activities:

- (1) Outlining the training curriculum for the RTC's and for all other planning/management training activities to be conducted by Badan Diklat.
- (2) Designing the outline content of each training course.
- (3) Determining training course material requirements for each training activity, developing required materials and providing all appropriate materials to the RTC's and to other training activities, as needed.

The RTC's would modify the materials from Jakarta, within policy guidelines, to reflect regional considerations.

#### **Task VI.1: Preliminary Scheduling of LGT II Training Courses and Their Corresponding Curriculum Requirements**

The LGT project staff will be responsible for the planning of the curriculum and the projected schedule of courses which each of the RTC's would offer over the four-year period. A lengthy period of lead time (at least 9 months) will be required in allowing for course preparation and the training of trainers to deliver the course material for the start-up of the first RTC full scale training activities.

The LGT II team assigned should review the existing and projected scheduling of courses for the full 48-month period of LGT II during the reconnaissance period. Particular attention should be given to the immediate training course needs of both the Jakarta office and the Jogjakarta RTC and the corresponding needs for course design and preparation, the training of trainers, the development materials and any collaboration and coordination required from other training institutes or other government agencies.

#### **Task VI.2: Review/Evaluation of Existing LGT II Training Designs and Materials**

Simultaneously with Task I.1, the LGT II project team assigned will review the existing training designs and materials developed by AID and Badan Diklat for planning and management training. Particular attention will be given to the initial training of trainers program carried out by Gajah Mada University. This, when combined with the research and evaluation activities of Badan Diklat trainers assigned to the Jogjakarta RTC, will provide the basis for the rapid development of the design and materials for the second training-of-trainers course and the first RTC General Regional Planning Course, both of highest immediate priority.

#### **Task VI.3: Assessment of Constraints and Opportunities — Recommend Priorities for Curriculum Planning, Design and Materials Development**

The results of Tasks 1 and 2 will be analyzed together in a draft memorandum which will provide an overall assessment of the current status of curriculum planning, design and materials development and anticipated training requirements. Priorities for curriculum planning and development activities and the effective integration of outside training resources will be suggested along with particular constraints and opportunities within the current system.

P A D C O

#### **Task VI.4: Curriculum Development and Preparation of Training Materials**

The entire LGT II Indonesian and PADCO staff will be given specific assignments to develop curriculum and training materials for the various courses programmed. The highest priority will be given to those components which are scheduled for the early phases of the training courses immediately scheduled. Each individual, according to their area of specialization, will contribute according to a work program developed in relationship to the other tasks to be undertaken both in the Jakarta office and in the Jogjakarta RTC. This will become a continuing element in the LGT II work program.

#### **Task VI.5: Build-Up of Libraries and Data Information System**

It will be essential to give high priority to the organization and development of libraries both in Jakarta and in each RTC. The libraries should contain all of the relevant documentation on Indonesian experience in regional development planning and management; relevant worldwide experience in the subjects of concern; and basic state of the art materials on training methods and techniques. The primary library should be located in Badan Diklat Jakarta with satellite libraries in each of the RTC's. The entire library system should be related to the ongoing work of LGT II through a manual data information system. The design of the library format and data system should be a major task early in the work.

### ACTIVITY VII: DEVELOPMENT OF UNIVERSITY LEVEL AND THIRD COUNTRY TRAINING

#### UNIVERSITY TRAINING

Till now, regional and national universities in Indonesia have been quite involved in the regional and sub-regional development efforts: (1) formally through the offering of programs in regional planning and management and the preparing of students and government officials to careers in such fields; (2) informally through the providing of faculty members to work as consultants to BAPPEDAs Tingkat I and II. Universities will continue to have an important role to play in this area; therefore, Badan Diklat wishes to strengthen its relationship with the universities.

#### **Task VII.1: Preparation of Two Specialized Supplementary Courses**

Initial steps will be taken toward the establishment of two specialized supplementary courses — one in social development planning and one in data collection, presentation and analysis. These short courses will be repeated each year.

Members of the Jakarta office will proceed to prepare a final work plan for the development of the courses and the required course material to be offered at universities (and in other government institutions). They will also, in cooperation with each university involved, make all the necessary arrangements for the scheduling of the courses to be offered.

### **Task VII.2: Programming for BAPPEDAs Tingkat I/II Staff to Enroll in University Programs**

During the latter part of the first year of the project, the Jakarta office will identify the first BAPPEDA Tingkat I and II members who will attend, during the second year, degree and non-degree courses at regional and national universities such as the program in Natural Resources and Environmental Management of Rural Development Planning at the Agricultural Institute of Bogor; the Indonesian Development Studies Program at the University of Indonesia; and the Regional Development Planning Program at the Department of Planning, Institute of Technology, Bandung. the Jakarta office will make all necessary arrangements with the universities. This task will be repeated during subsequent years of the project.

## **THIRD COUNTRY TRAINING**

### **Task VII.3: Overseas Development Planning Courses**

During the latter part of the first year of the project, the Jakarta office, working with the DPU subcontractor, will identify six-month development planning courses outside Indonesia which would be of interest and relevant to the training of BAPPEDA Tingkat I and II officials.

The Jakarta office, with the cooperation of the staff of the various RTC's, will proceed with the selection of five government officials to attend these courses. This is aimed at giving these officials new skills which they may not have received through the existing training programs in Indonesia.

The first five officials to attend development planning courses outside Indonesia will do so during the second year of the project. This process will be repeated during the third and fourth years of the project.

### **Task VII.4: Regional Study Tours**

The Jakarta office, working with the DPU subcontractor, will identify regional study tours outside Indonesia but within South East Asia. Up to ten officials each year, starting in the second year, will participate in these study tours.

These tours will enable government officials to meet with counterparts in various countries to share experience in regional planning and management as well as in training. Special workshops will be organized during the tours and upon return so that the learning experience may be communicated to others.

### **Task VII.5: Evaluation**

Formal evaluation, with the help of the trainees, will be conducted after each course or each study tour.

## ACTIVITY VIII: ESTABLISHMENT, ORGANIZATION AND ACTIVATION OF RTC TRAINING PROGRAMS

### **Task VIII.1: Mobilization and Work Programming**

It is anticipated that Badan Diklat staff will have already taken steps to establish and organize the Jogjakarta RTC. The PADCO Deputy Chief of Mission and one other specialist will be assigned within three months after project start-up to assist in the finalization of the organization of the Jogjakarta RTC, including establishment of administrative procedures, file systems, supplies, equipment and furniture. Housing for families should be obtained and settling in accomplished. Available documents should be reviewed and contacts established as appropriate with BAPPEDAs, the governors and relevant Dinases and Kantor Wilayahs in the provinces.

A series of field trips to each of the two provinces and priority Kabupaten and Kotamadyas should be undertaken starting the second month, to become familiar in detail with their current work programs, staff capabilities and priorities. Particular concern should be given to the status of Repelita III program and project activities.

A draft work program will be prepared by the RTC integrated team to cover the overall four-year perspective and to specifically define the work tasks of the first year. The work program will specify not only priorities for the technical work required but also the methods of accomplishing the work, including organization of task force teams, channels of communication, schedules, locations of work, etc. This work program will be prepared in a form ready for discussion and review with the key regional officials, the governors and Badan Diklat and the LGT II project Steering Committee (in Jakarta).

### **Task VIII.2: Describe and Analyze Provincial and Sub-Provincial Development Planning and Management Processes and Procedures**

The previous experience of the PADCO team members in Indonesia and prior research by Badan Diklat trainers (in the case of Jogjakarta) will allow emphasis to be placed on updating their previous knowledge of the existing situation. The work will start in Jakarta in the first month with a series of interviews with appropriate officers at the central level of government including Dalam Negeri, BAPPENAs and Cipta Karya (PUTL) to obtain the central government's view of the current status of provincial and sub-provincial development planning and management. Concern will be focused on ascertaining the problems encountered at the central level with information, plans and programs moving up from the provinces. At this time, it will be particularly timely to analyze procedures being utilized in Repelita III.

After the central government perspective is obtained and the RTC team is mobilized, a series of field visits to selected provinces and kabupatens will be undertaken to investigate the status of provincial and sub-provincial development planning from their perspective. An effort will be made to understand their local constraints and problems and their view of how dialogue with the center is working.

### **Task VIII.3: Inventory and Assess Present Levels and Quality of Skills Available in Provincial and Sub-Provincial Staffs**

First, the basic statistical data available on the size of staffs and their qualifications will be analyzed. An effort will be made to ascertain the likely increase in staffing required to meet Repelita III requirements and the existing methods proposed to do so. The basic terms of appointment, salary structure and means of selecting staff will be analyzed.

During the field visits, interviews will be held with various senior officials at provincial and sub-provincial levels to obtain their assessments of staff capabilities and needs. Interviews will also be held with individual staff members of various disciplines in order to understand their motivations, capabilities and concerns.

At this time, an investigation will be conducted of what the training priorities and needs are, in order to improve staff capacity by discussions with senior level (such as BAPPEDA chairmen) and junior level staff members. Particular attention will be given to the identification of the potential participants (number and training needs) for the various training packages (parallel, OJT, short courses).

### **Task VIII.4: Inventory of All Existing Planning and Management Training Resources Operating in the Region**

It will be particularly important for the RTC team to be aware of ongoing training resources and programs operating which effect the region. Each of the major programs operating in the RTC region will be visited by a member of the RTC integrated team.

The field visit will include interviews with management and trainers at each program, observation of training in progress and a review of course materials and techniques in use, along with an assessment by the trainers and trainees of their effectiveness. The size and dimensions of the training program will be obtained and the future plans as perceived by the management of the program. Cost data will be obtained in as much detail as possible to facilitate future analysis of training program alternatives and to prepare the RTC's financial. To the extent feasible, this task will be carried out in coordination with similar efforts of LGT II staff from the Jakarta office directed towards gaining a more detailed and comprehensive national perspective on already established training resources and programs.

### **Task VIII.5: Analysis of Regional Development Conditions and Needs**

An ongoing parallel activity of the RTC project team will be the analysis of conditions, issues, problems and needs throughout the region and should be carried out by the Regional Training Centers. If the training staff is to assume basic responsibility for personnel development of the planning agencies, it must build up an in-depth knowledge and understanding of the region within which it is working. Furthermore, the knowledge gained will make it possible for the RTC project team to formulate and implement a relevant training plan to carry out research and consultation services early on (if only on an informal basis). This will permit the development of particularly strong working relationships with each of the targeted levels of government and its agencies. This task will include the following sub-tasks.

Secondary source data collection, analysis and cataloging. The RTC project team should collect and catalog all key planning/management related reports and documents pertaining to the region from overall planning studies produced by responsible agencies to specific priority programs and projects of a given line department. This will provide the trainers excellent information on the region, while at the same time providing them with access to potential case materials for training.

Study and analysis of development issues, opportunities and constraints. The RTC project team will carry out a continuous analysis of the collected material and field trips and interviews with key officials and other persons in order to learn about development conditions, issues, problems, opportunities and needs throughout the region.

#### **Task VIII.6: Assessment of Constraints and Opportunities — Recommend Priorities for Skill Requirements and Concepts**

The results of Tasks 2 through 5 will be analyzed together in a draft memorandum which will provide an overall assessment of the training currently underway compared to the skills and capacities needed in the field. Priorities for concentration of training resources will be suggested along with particular constraints and opportunities within the current system.

#### **Task VIII.7: Preparation Assistance for the Development of the First General Activity in Regional Planning**

It is assumed that a clear understanding of the Manpower/Skills Development Requirements for each province and its kotamadyas and kabupatens has been developed during the basic research and evaluation activities of Badan Diklat trainers already assigned to the Jogjakarta RTC. Because of the generation time of the project and the need for rapid initiation of the first general RTC course in regional planning, there will be substantial time pressures in contributing to preparation of a curriculum and design of materials.

This work will be the first opportunity for the Badan Diklat training office in Jakarta and the Jogjakarta RTC team to provide direct and meaningful assistance to the region in an important area. It will, therefore, give the integrated team an opportunity to demonstrate its relevance to the BAPPEDA and other participating agencies. If well done, this will establish credibility for the integrated team and a productive environment for future work.

While the Jakarta office will be responsible for the planning of curriculum and the actual design of the content of the course, this activity will require considerable interaction with Jogjakarta RTC staff and the faculty and staff of related academic and training institutions. In this context, this will be the first opportunity for the LGT II project team to develop strong institutional linkages with in-country centers of training and learning in the field of regional planning and management. The flow of ideas and knowledge which results from such interactions needs to be cultivated as a source of constant enrichment and intellectual vitality for the Jakarta office and RTC staff.

### Identification of training objectives — short- and long-term

The existing training objectives will have been identified during the course of the field work and from interviews at the central level of government. There will probably be a set of overall objectives common to all levels of regional government and all areas of training, but there will be a need to establish operational objectives for each level of government in each area of training as well.

The short-term objectives must necessarily deal primarily with the existing situation, current constraints and opportunities measured against existing needs and capacities. The first urgent result of this should be recommendations on how the existing system can work more effectively within its current resources. The long-term objectives will allow for a bolder approach, perhaps one more directly related to the emerging role of development planning and management as it will take place during the Repelita III period and beyond.

### Establish objective criteria for measurement of competency in skills of both trainers and trainees

This task will be carried out with guidance from and in coordination with the Jakarta office and will be quite experimental in nature. One long run problem in training activities has been difficulty in assessing whether training is having the desired effect and whether it influences the trainees' work when they return to their jobs. This is complicated to assess because the ultimate objective of training is to improve the development process. Training is only one of many tools which can affect performance in the field.

For example, if the trained individual returns to his assigned task and does not have the supporting resources available to execute his work, it is impossible to measure the effect of training independent from the lack of resources. The training may have been effective but, because of a lack of supporting resources, nothing may be significantly changed after the training.

### Estimates/projection of new personnel required for target agencies

The RTC project team will formulate estimates of new personnel required for the provinces, kabupatens and kotamadyas (2, 33 and 7 respectively in the case of RTC in Jogjakarta). Particular emphasis will be placed on the types of skills needed in BAPPEDAs Tingkats I and II.

Based on an initial review of preliminary proposals made in the KPPMT Strategy Report, work carried out by Badan Diklat staff since its publication and work carried out in Task II.2, the RTC project team assigned will project manpower needs for each kabupaten. Work will include the identification of a personnel identification and recruitment system to insure a continuing inflow of appropriate personnel and include the formulation of objective criteria for measurement of competency in skills identified as necessary for regional planning and management at various levels of government. These manpower studies will form one major input into the regional center's Repelita plan for training.

### Review/establish financial constraints

The RTC integrated team will, early in their work, review and establish some approximate calculations on the overall financial constraints within which the RTC comprehensive training program must operate in collaboration with the Jakarta office. The need for training is vast and the costs high; therefore, it is likely that there will be a resource gap for training compared to other high priority regional needs for investment. It is important to establish what these possible resource constraints might be, to focus more sharply on the priority needs for training and the kinds of cost/benefit considerations.

### Development of a preliminary budget plan for RTC training activities

Based on the previous training tasks just described, the RTC staff assigned will prepare a preliminary plan for its training activities for the remaining two years of Repelita III (1982-84). The following sub-tasks will be carried out.

Identification of coursework and geographical distribution. The LGT II project team will develop a plan and projection of the specific courses to be carried out, as well as a proposed division of the region into meaningful groups of Tingkat II jurisdictions for the purpose of the general course (off-the-job and on-the-job).

Development of regional personnel profiles. Complete personnel profiles for each Tingkat I and II jurisdiction should be developed at this time. These will be continually updated and will serve as the basis for all future training plans, programs and projects.

RTC work program development. A schedule regarding the jurisdictions and number of persons to receive training and finally a work program and schedule for the recruitment and training activities for the training staff should be developed. Closely associated with this training plan is the issue of the timing of the start-up of new Tingkat II within the region served by the RTC. It is recommended that the Departemen Dalam Negeri seriously consider phasing the start-up of these planning/management agencies with the RTC training program so that the "off-the-job" segment of the general course would immediately precede creation of the agency which would take place at the point of the "on-the-job" training segment which follows. The field work (on-the-job training) portion of the general coursework will also permit trainers to review the preliminary RTC training plan with local government leadership and agencies before its finalization in months 11 and 12.

### **Task VIII.8: Initiate Full Training Activities in RTC**

The second year after start-up should find the RTC ready to start full scale training activities according to the plans and procedures developed during the first year.

### **Task VIII.9: Research and Consultation in Regional Development**

A monitoring activity for the center should be research and consultation on selected issues in regional development. As the KPPMT report prepared by PADCO suggested, the pressures of training would undoubtedly occupy a significant amount of the RTC project staff's time during the first few years of operation. The research and consulting functions should be encouraged as the center grows and expands. To be

effective and credible trainers for regional and urban development planning, the staff must simultaneously build up their professional and particular experience as advisors to government and as researchers. There are basically two functions here.

Technical assistance to regional governments and agencies

The RTC staff should be encouraged to undertake research on the important development issues or questions in the region. Specific research topics would depend on staff backgrounds, skills and interests. It is important that trainers in planning and related fields be given the opportunity to engage in research to encourage their professional growth.

Identification and development of research and study opportunities

Important development issues or questions in the region which staff could address. Specific research topics would depend on staff backgrounds, skills and interests. It is essential that trainers in planning and related fields be given the opportunity to engage in the above tasks, particularly the former.



## BUDGET

The proposed budget for LGT II is included in a separately bound cost proposal. The cost proposal also contains the necessary certifications and representations required under AID proposal regulations.

All short-term consultants who are not part of PADCO's permanent staff will be provided through PADCO Services, Inc. (PSI). PSI is a wholly-owned subsidiary of PADCO designed specifically to allow the utilization of short-term consultants on PADCO projects without having to charge a full PADCO overhead.

## **PREVIOUS PADCO EXPERIENCE**

PADCO has a wide range of training experience in the field of regional and urban development planning and management. PADCO was established in 1965 to work exclusively in developing nations.

The services offered by PADCO include comprehensive rural, regional and urban planning; policy program and project feasibility; design and evaluation; development management and finance; and training of developing country personnel. Particular emphasis has been placed on meeting the needs of low income urban and rural households and relating programs explicitly to the limited technical and financial resources available to manage development.

PADCO has focused much of its efforts on the development of creative approaches that do not require highly sophisticated techniques, data or skills to carry out development plans and programs. PADCO has also always placed a major emphasis on training and institution building focused on the planning and management of development.

This section is structured to highlight PADCO's Indonesian and worldwide experience which is most relevant to the tasks to be performed for the Local Government Training II (LGT II) Project. An overview of PADCO's total related experience is summarized in the chart at the end of this section.

### **A. PADCO'S RELEVANT INDONESIAN EXPERIENCE**

PADCO has worked extensively in Indonesia since the mid-1970's in support of national efforts to decentralize development planning and management. PADCO has provided supporting technical assistance at the national, regional and local levels of government. PADCO's previous experience indicates that the growing complexity and magnitude of development activities over future years will require major improvements in planning and management capacities at the provincial, kabupaten and kotamadya levels of government and fully ratifies the basic purposes and objectives and strategies of LGT II.

PADCO believes that its previous experience in the following assignments in Indonesia makes PADCO uniquely qualified to assist in the implementation of LGT II.

#### **1. Preparation of a National Training Strategy**

During 1978-79, PADCO worked under a USAID-funded contract with Badan Diklat, the training arm of Indonesia's Ministry of Home Affairs, to develop a national strategy for training local government personnel in urban and regional planning and management (Kabupaten Provincial Planning and Management Training). The work consisted of an analysis of the training requirements at the national scale, an assessment of available human and financial resources and the preparation of recommendations.

The KPPMT work included the collection of data and the preparation of a national strategy identifying major training needs in regional planning and management, and the formulation of an organizational approach which could be adopted by Badan Diklat in undertaking a national training effort. The national training strategy proposed by

PADCO intended primarily to strengthen the role of the Departmen Dalam Negeri in carrying out its responsibilities for coordinating the various line departments in the formulation and implementation of regional development plans and programs. Thus, the training strategy is designed to strengthen the planning and management capacities of the BAPPEDAS at Tingkat I and II (TK. I and II), and to enhance their role in the coordination of the development activities of the sectoral departments.

The proposed training strategy is intended to be implemented under the leadership of Badan Diklat, with this agency offering its own training courses in regional development planning and management, as well as working in close cooperation with other training institutions in enhancing their capacity to respond to Dalam Negeri's training needs.

The basic objectives of the national strategy proposed by PADCO for training in regional planning and management can be summarized as follows:

- To enable the BAPPEDAS at both TK. I and TK. II to assume a leadership role in regional development by supporting certain functions and critical tasks in planning and management.
- To support these functions by training BAPPEDA officials in the use of relevant tools and techniques.
- Based on these tasks and techniques, to define the full range of skills and professional/technical personnel required to staff the BAPPEDAS at both TK. I and TK. II.
- Based on the above projections of types of skills required, to formulate quantitative estimates of manpower needed and to relate these estimates to current planning and management manpower capacity.
- To strengthen through training the horizontal and vertical linkages which exist in the regional planning and management system between the BAPPEDAS and several other agencies at both TK. I and TK. II.

To achieve its goals and objectives, the strategy proposes some key components which are to be viewed as complementary and supportive of each other in this training effort. These key components are:

- On- and off-the-job training.
- Team training.
- Training of the BAPPEDA Tingkat I to strengthen vertical linkages.
- Orientation courses for Kanwil, Dinas-Dinas, Bureau and Sub-directorate officials to strengthen horizontal linkages.
- Orientation courses for chief executive and other decision-makers at Tk. I and II.
- Evaluation.
- Follow-up training.

61

- Augmentation of general training with specialized training.
- Regional study tours.
- Reinforcement of training activities with non-training activities.

## 2. Regional Planning Study Design

In 1974, under AID contract, PADCO, working directly with national, regional and local officials, prepared a report, "The Design of a Regional Development Planning and Action Program for the Northern Sumatra Region," which outlined a new approach to regional planning for Indonesia. The study recommended (instead of continuing large, expensive, static regional planning studies of the kind being undertaken by international technical assistance groups elsewhere in Indonesia), a new approach to emphasize a low intensity, long-term approach to initiating an ongoing regional planning process stressing the build-up of Indonesian capacities. It further recommended initiating a manual regional information system, a training program for local provincial planners, preparation of a regional structure plan and an early focus on immediate-action opportunities.

## 3. Northern Sumatra Regional Development Project

Based on this 1974 regional planning study design, PADCO is presently completing a three-year (1978-81) "Northern Sumatra Regional Development Project" (LTA-12) with Cipta Karya through a technical assistance contract funded by USAID. While the region of Northern Sumatra is primarily agricultural, its urban centers (Medan, Padang, Aceh, Pakenbaru and a series of secondary cities and service centers) have key roles to play in development.

PADCO's experience in LTA-12 is particularly relevant for LGT II. The basic objective is to assist development of provincial capacity for medium-term and long range planning and annual planning, programming and budgeting plus data management. The project includes assistance to and support for staff from four provinces through the regional project office plus on-the-job training for project staff in Riau province as a test case. In Riau, PADCO is working directly with BAPPEDA and assisting in coordinating activities of BAPPEDA Biro Pembangunan Biro Keuangan Dinas Pendapatan, Kanwil-Kanwil, Dinas-Dinas, Kabupaten entities and kotamadya.

Training includes on-the-job learning by doing plus training workshops plus overseas training visits. PADCO has also utilized parallel short courses in project design and evaluation provided by USAID.

The LTA-12 project is producing a medium- and long-term development framework for Riau province and identifying opportunities for immediate action programs and projects beginning in 1982-83. The entire project is focused and oriented to practical methods and immediate actions. The project has also been instrumental in initiating important changes in the annual planning and budgeting process at the provincial, regional and national levels.

PADCO's assistance also includes support for data management for planning, and a technical library has been established at provincial level as the first element of an information system for provincial planning and management.

One of the four principal project outputs is a program for further manpower development at Tingkat I and Tingkat II levels reflecting basic concepts of both KPPMT and LGT II and recognizing potential for complementary institutional support through provincial development program (PDP III).

The findings of LTA-12 which are particularly relevant for LGT II include recognition of: (1) the importance of team training for Biro Pembangunan, Biro Keuangan and Dinas Pendapatan, together with BAPPEDA as key members of provincial planning and management team; (2) the importance of in-depth on-the-job training; (3) the importance of orientation for policy-makers and chief executives in other agencies; (4) the importance of parallel short courses; and (5) the importance of evaluation and follow-up training with sustained support for both Tingkat I and Tingkat II agencies.

#### **4. Medan Urban Development Study**

In 1979, PADCO, as a subcontractor to Engineering Science Inc., participated in Cipta Karya's "Medan Urban Development Study" (MUDS). The work was financed by USAID. As part of this assignment, PADCO reviewed the existing regional functions of Medan, the major urban center of Sumatra, examining Medan's economy; its population and growth characteristics; the delivery of basic services (health, education, water supply, sanitation and housing); transportation, land use and development; and regional, provincial and municipal development planning, management and financing systems.

The Development Strategy Plan recommended by PADCO focuses on immediate actions which the city and national government should make over the next five years in order to rectify this economic stagnation. These immediate actions identified the type of action required, the required program size on an annual basis and over the five-year period the agencies which should be involved in planning, implementing and operating programs and projects and the costs and budgetary sources of financing for the program and supportive training and institutional development activities.

As part of its work, PADCO directed and provided on-the-job training for a team of Indonesian consultants and participating staff from the Bappenko, Pembangunan, Tata Kota in data collecting and analysis, project identification and the preparation of feasibility studies, water supply and sanitation, Kampung Improvement (KIP), Sites and Services/Low Cost Housing and supportive economic development activities. Detailed preliminary designs and facility locations were prepared in the areas of water supply, sanitation, roads and footpaths and health and education facilities. PADCO has also made recommendations concerning the spatial allocation of investments at the sub-regional and urban level, and the legislative, financial and administrative changes which would be required to plan and manage the growth of Medan and region on a sustained basis.

The recommendations for the planning, financing and management of general development activities and high priority immediate action projects were structured on the basis of the rather significant limitations with respect to technical and financial capacity presently existing in Medan. Therefore, PADCO's efforts were especially directed toward making maximum effective utilization of existing and anticipated public and private investments at the provincial and metropolitan levels.

## **5. National Urban Development Corporation (PERUMNAS)**

From early 1976 through 1979, PADCO provided advisors to the "National Urban Development Corporation" (PERUMNAS) as sustained support toward the organization and implementation of a nationwide program of sites and services and low cost housing projects. The PADCO team consisted of an infrastructure engineer, an architect planner, a quantity surveyor, a planning/budgeting specialist and an economist. The work was financed by a World Bank loan to Indonesia.

During the four-year period that PADCO worked with PERUMNAS and other relevant government agencies, more than 50,000 dwelling units were built by PERUMNAS nationwide. PADCO's role was advisory in the sense that the stress was placed on supporting the PERUMNAS staff in all aspects of its operation, working under the direction of the appropriate PERUMNAS director and in coordination with PERUMNAS staff on individual assignments.

During the duration of the project, PADCO provided the management and technical staffs of PERUMNAS with on- and off-the-job training: workshops, short courses, manuals, etc., and recommendations for the type of strategies and policies follow-up needed to sustain PERUMNAS' efforts toward growth and efficiency under Repelita III and after.

PADCO prepared with PERUMNAS a series of working/training manuals for future reference. They include: program planning; land planning and architectural standards; engineering design and building materials management; construction management and inspection; estate management, finance and accounting; manpower development and training.

In assisting PERUMNAS with the planning of projects, PADCO acquired a thorough familiarity with the Indonesian planning, budgeting and administrative process and with the unique characteristics of each region of the country. In planning for the Repelita III program, PADCO assisted PERUMNAS' response to the regional objectives of the Indonesian government which call for more equal regional distribution of the benefits of development.

Of particular relevance to LGT II, PADCO's experience with PERUMNAS suggests that the successful development of an effective national agency depends not only on its internal professional capability as such, but to a very large extent on the care taken to organize and maintain satisfactory external working relationships at all relevant levels of government and with all related agencies as well as with relevant private sector organizations and groups.

The workshops, seminars and short courses designed to provide additional training to the appropriate staff members of PERUMNAS were used as tools to introduce other relevant officials directly concerned with aspects of housing and land development from related agencies at the central level and from provincial and municipal governments to PERUMNAS issues and to foster a mutual understanding of the issues and required actions.

## **6. Kampung Improvement Program Strategy**

In 1975, PADCO worked in collaboration with Cipta Karya's Directorates of Housing and City and Regional Planning and the United Nations to establish a nationwide

10/1

strategy for designing and implementing Kampung Improvement Programs. Overall, the report, "Toward a National Policy for A Kampung Improvement Program", represented a first attempt to comprehensively present KIP as:

- A development program involving physical, social and economic content.
- A Cipta Karya program initiative involving the national, provincial and local levels in its planning and management activities.
- A systematic planning, budgeting and implementation process with common procedures and approaches.

The material discussed in the study which is divided into two sections — "Administration, Finance and the Planning Process" and "Methodology and Program Content" — was based upon lessons learned from the Jakarta experience and from discussions with officials in seven major cities throughout Indonesia.

In 1976, PADCO, under contract to USAID, proposed a "Kampung Improvement Program for Middle-Sized Cities in Central Java." The recommended program centered on public health requirements and contained components of drainage, sewerage and human waste disposal; solid waste disposal; water supply; health and sanitary education; and improved footpaths. It was recommended that the KIP program be undertaken in three pilot cities — Purwokerto, Kudus and Jepara. Development planning assistance was to be provided in Cilacap and Kebumen. The program would serve a minimum of 40-50,000 persons or one quarter of the joint population of these cities. The implementation was organized on the basis of primary participation of the Directorates of Housing and City and Regional Planning, the Village Development Unit (PMD), the Health Department, the local Water Supply Corporation and the appropriate Kabupaten officials. The minimal technical assistance required would concentrate on the development of appropriate technical answers to the severe health problems and be of low cost. It would be structured in such a way as to improve institutional capability of local and provincial levels of government to carry out KIP programs and to encourage KIP area resident participation.

## B. OTHER RELEVANT EXPERIENCE

PADCO has undertaken over 100 assignments in 45 developing countries. These have demanded development of new techniques for planning and management development especially suitable for application in the developing countries. The following assignments are particularly relevant to the proposed Local Government Training Project (LGT II).

### 1. **El Salvador**

Between 1976 and 1978, PADCO carried out work on a major program for urban and regional development in San Salvador as well as for four intermediate cities in El Salvador. The work was funded by UNDP with the World Bank as executing agency and included training of government staff in surveys, analysis and project preparation. As an integral part of the project, PADCO planned and implemented technical workshops plus orientation and policy workshops for central and local government agencies plus advice on and assistance in arranging overseas training visits and courses. Throughout its work, PADCO placed primary emphasis on on-the-job training related directly to the following substantial aspects of the work:

- Recommendations for developing the institutional framework for urban and regional planning, budgeting and program implementation together with assistance in the initial implementation of those recommendations.
- Preparation of draft legislation (or guidelines for the drafting of legislation). This legislation is to be particularly concerned with: (a) increasing the availability of urban land for public development purposes and for low income shelter; (b) creating suitable tenure arrangements for low income households; (c) land use and regulations; (d) legislation and regulations concerned with expropriation; (e) legislation and regulations concerned with various forms of taxation and other charges to recover the costs of public infrastructure and increments in property values created by public investments; and (f) an exploration of the feasibility of "land banking" or other means of acquiring and maintaining land for public purposes systematically and economically.
- Recommendations for strengthening the financial institutions for housing and infrastructure, including the creation of mechanisms for the better maintenance of essential information.
- Assistance in improving the living environment for low income households through identification and preparation of specific projects for upgrading uncontrolled settlements.

## **2. Karachi, Pakistan Urban and Regional Development Planning**

PADCO was responsible for five years of consultant support for a major metropolitan regional planning agency in Karachi, Pakistan — a program guided by National Steering Committee with funding from UNDP. PADCO's work covered basic regional and urban analysis, medium- and long-term planning and programming, identification of immediate action projects, project preparation and support for project implementation.

PADCO's consultant team worked as an integral part of government agency staff and assisted in integrating local programs and projects with national programs and projects. PADCO planned and provided on-the-job training through collaborative execution of analysis and planning tasks.

As part of the work, two basic alternatives were proposed for consideration in Karachi. Each was, in fact, a related bundle of policy issues with a range of variations within them.

The Distributive Investment Plan Alternative was proposed to achieve the most equitable distribution of income, goods and services with lower levels of productivity and economic growth.

The Concentrated Investment Plan Alternative was proposed to achieve maximum productivity and economic growth, even at the expense of limiting the benefits of that growth to a more narrow range of population groups and organizations within the public and private sectors.

The Government of Pakistan selected the distributive investment plan alternative and subsequent work was carried out within its policy guidelines. The planning work in Karachi resulted in recommendations which included: a feasibility study of a water regeneration system to use urban wastes to support agriculture and build up groundwater resources in the region; support for small manufacturing, transport, construction and services firms; and proposals for sites and services and utility-wall housing for water, sewerage, drainage and solid waste systems as well as their financing. The work also contained an analysis of alternative transportation systems and recommendations for supporting the bus industry; introduction of light rail transit; restraint upon private vehicle usage, and more effective use of the existing road system. Suggestions were given for eventual redevelopment of defense lands now effectively blocking development. Proposals were made for education and health programs to reach much wider population groups and to provide the key services necessary for manpower development.

The work also resulted in draft national and provincial urban and regional planning legislation. Recommendations were made for expanding the existing housing finance agency into a national housing bank for financing land development, introducing new taxes, eliminating outmoded taxes and improving assessment and taxation procedures. Local planning organizations for continuing planning and development were also proposed. Agencies of the national, provincial and local governments were involved at all stages of the work and have subsequently undertaken detailed project design and feasibility studies.

The follow-on contract (1974-76) is of particular interest because of its Metroville program component for sites and services and utility core housing. A pilot project was designed for many of the concepts of the overall development plan. The work involved the combined participation of a variety of government agencies, including not only land development agencies but service agencies as well. Small scale industrial and commercial developments were encouraged both within the project and in nearby areas, and a program was established for technical and financial assistance to small firms. The site for the first project was selected, the concept of the project was approved by the President of Pakistan, and the project was implemented with continuing support from PADCO. Other programs recommended were subsequently reviewed by the Asian Development Bank, the World Bank and bilateral aid donors.

Throughout the work, PADCO organized on- and off-the-job training programs in each substantive development activity as well as advising and assisting in arranging overseas training for participating government officials. Follow-on work was particularly focused on providing training and technical support to national and regional organizations in carrying out their responsibilities for continued multi-sector planning and implementation of the development plan.

### **3. Nicaragua**

Between 1976 and 1977, PADCO provided sustained support to the Government of Nicaragua to organize a development planning and management capability in response to an immediate need to control urban growth and development through land use programming in the City of Leon and its surrounding agricultural region.

The purpose of this project, in cooperation with the central government in Managua, was to assist the Leon municipality in establishing a land use programming and development process and operation capable of carrying out locally the land use and

development programming needs of the city in a manner which takes account of and deals equitably with the needs of the poor.

PADCO's work was directed toward a collaborative effort on the part of local, regional and national organizations. Specific aspects of planning and implementation that are of special importance included the development of procedures to increase timely program and project execution in response to urgent needs. Special care was taken to ensure that the procedures and methodologies developed were susceptible to maintenance by local personnel with minimal outside technical assistance. Furthermore, particular attention was given to the need to identify mechanisms for linking both private and public sector investment and action with the development planning and programming process.

In order to accomplish this, the PADCO team focused its activities on the following processes: (1) integrated development programming; (2) project preparation and support for project implementation; (3) institutional development and staff training; and (4) evaluation.

(a) Integrated Development Programming. The integrated development programming activities proposed as part of the work program were intended to provide a continually evolving framework for guiding growth. PADCO's activities included:

- Formulation of a programming model to establish a conceptual framework for identifying issues, development objectives, determining resources and comparing alternative courses of action.
- An identification of development issues in Leon within the regional and national context.
- An identification of local development objectives — linked with regional and national objectives — and criteria for evaluating alternative courses of public action.
- An evaluation of resource allocations for Leon in recent years and an approximate identification of the levels of resources that could be expected to be available in the near future.
- An identification of the dimensions and composition of economic and demographic growth likely to occur in the next 5-10 years under explicit policy assumptions, together with an identification of a broader range of possibilities for longer-term development.
- An identification of the main areas in which governmental action is likely to be necessary to guide the growth of the municipality in the next 10 years.
- A description of alternative possible courses of action in each of these areas and an identification of the course of action preferred by government for the next 10 years.
- An identification of the specific programs and projects that should be undertaken to implement the preferred course of action, together with the budgeting, organizational and legal instruments necessary for undertaking those programs and projects in the near future (focusing on the next five years).

- A process for the collection, analysis, maintenance and dissemination of statistical and other information for the management of municipal development.
- An identification and application of procedures for evaluation of the preferred development program and individual projects during and after their implementation.

(b) Project Preparation and Support for the Implementation of Projects. PADCO's work program contemplated the identification and preparation of projects appropriate to the achievement of the municipality's development objectives to include the design of projects, the specification of financing, organizational arrangements and, where appropriate, legislation for their implementation, in order to permit final decisions with respect to further development and implementation. The contemplated project preparation activities included development of alternatives in conformance with local, national and international criteria and procedures for project appraisal to expedite action and support.

Furthermore, it was anticipated that technical support would be given to specific projects to facilitate implementation. This was to include assistance in negotiation with funding sources, construction supervision and the evaluation of projects during and after their execution.

(c) Institutional Development and Training. In order to create a working relationship with all planning and implementing agencies of government at the regional and national levels, PADCO worked to assure that the development programming process in Leon was:

- Oriented to the needs of the implementing agencies.
- Flexible enough to respond to changes in needs, policies and programs.
- Designed to facilitate rapid decision-making and action.

The training of Nicaraguan staff members employed by the government and PADCO was a fundamental part of institutional development. Training was "process oriented" and linked directly with the ongoing work in Leon.

The development of professional skills was treated as part of the concern with the establishment of a system of development institutions within Leon, linked effectively to existing institutions at the regional and national levels.

The subjects of focus included the following:

- Identification of local development objectives, linked with regional and national objectives.
- Work programming and project management.
- Field surveys, data analysis, data management and the dissemination of planning and development information.

- Integrated development programming — linking economic, social and physical development with fiscal and institutional development recommendations.
- Project identification based on overall development programming.
- Project preparation, including training in the preparation of projects in forms suitable for national and international appraisal.
- Public communication of planning and development ideas and the mobilization of public participation in the local development process.
- Support for project implementation.
- Development monitoring and evaluation.

PADCO, as a part of training activities, organized and conducted study tours for participating staff in other Central American countries.

#### 4. Haiti

PADCO completed a two-year contract with the United Nations between 1974-76 to prepare a development plan for Port-au-Prince and its region within the national and international framework and to train participating government staff and officials. The project and its parallel training activities was divided into three major components: (1) preparation of a national and regional development strategy framework; (2) development of specific plans and programs; and (3) a planning and implementation framework for immediate-action projects.

The development strategy for the region and metropolitan area proposed the expected use of resources as well as how they are to be allocated and in what aggregate amounts. In addition, it gave a broad indication of the need for spatial organization as well as service and facility levels. The strategy was concerned with aggregate environmental quality and subsequent overcoming of existing deficiencies. It accounted for space and land use characteristics, opportunities and constraints which are significant at the regional and metropolitan level.

Specific plans and programs were developed using the data on population, employment, production, income, consumption and associated demands gathered during the diagnostic stage. Similarly, there was an order-of-magnitude guideline for infrastructure, facilities, service levels and deficits. The approach used was for the development strategy to feed into the planning work as the diagnostic tasks were completed. With the relevant data in hand, it was possible to pinpoint issues of the highest concern and focus the work to achieve detailed plans and programs to deal with them within the development strategy framework. The product of the planning and programming tasks was the preparation of a variety of alternative sector approaches to solving the previously unidentified major issues. These alternatives were then consolidated and analyzed for their linkages with each other and with the overall development strategy. This process led to preparation of specific physical plan elements and selected programs which made up the comprehensive plan draft for Port-au-Prince and its regions.

A major effort was made to clearly establish the implementation framework and public action capabilities necessary to utilize the planning recommendations. Initially, a

series of reports was prepared describing the present, administrative, legal, fiscal and capital investment conditions in Haiti and Port-au-Prince. This was followed later in the planning program with recommendations as to needed public action capabilities. After consultation with government and United Nations officials, specific projects and action programs were developed. Estimates were prepared on the capital resource requirements of each, their interdependence, the desired sequencing of activity and their specific administrative, legislative and fiscal connotations. An analysis of their impact or contribution to social and economic welfare was also prepared.

## 5. Egypt

PADCO is currently (1980-82) undertaking the preparation of a National Urban Policy for Egypt under contract with the Ministry of Development. The work is financed by USAID. The work is to research and analyze Egypt's past and present urbanization patterns; formulate and evaluate alternative development strategies; and recommend cost effective physical and social policies to guide and manage urban growth in Egypt.

Overall, the study seeks to serve the following purposes.

### (a) A Guide to Public Action

- Identify the types of urbanization patterns, locations, activities, programs and standards relevant to the needs of the population to be served and the economy to be developed.
- Delineate the required magnitudes of public investment required for urbanization related to financial resource availability.
- Coordinate urban investments and implementation operations among concerned public sector ministries and organizations.
- Schedule the sequence of necessary development action as a part of the national five-year plan, annual plan and budgeting process.
- Describe an efficient, practical public action framework for guiding appropriate urbanization.
- Provide a framework for evaluating new proposals and opportunities for individual projects, or systems, as occasions arise.

### (b) A Guide for Private Action

- Identify public investment potential which can serve as stimuli for private investment, both domestic and international.
- Identify the types of private economic activity to be encouraged and specify the incentives and other factors required to facilitate its achievement.
- Outline the ways in which private activity is to be regulated in the public interest.

- Create opportunities for citizen participation in development through individual household initiative (housing and small enterprise development) and through neighborhood initiative (community services and self-help).
- (c) A Frame of Reference for Monitoring the Progress of Urban Development
- Identify the achievements to be expected in each set of specified time periods.
- Serve as a baseline for evaluating the need for change in objectives, policy or strategy based on actual performance in the future.

### C. DATA INFORMATION SYSTEMS DEVELOPMENT/TRAINING EXPERIENCE

Since 1968, PADCO has also carried out training as an integral part of its information systems feasibility studies, design studies and in implementation of their recommendations.

#### 1. **Brazil**

(a) CIDUL, Servicio Federal de Habitacao e Urbanismo. PADCO training experience in data management for regional and urban planning includes three years support for Federal government agency in Brazil (SERFHAU) in setting up a management information system for supporting, monitoring and evaluating regional and urban planning and development throughout Brazil. The types of information in the system included data for socioeconomic profiles of rural and urban areas; up-to-date information on ongoing governmental programs in individual regions; information on relevant legislation and regulations; information on participating agencies; and environmental data for research and planning plus capacity for computer mapping. The project began with PADCO leadership and evolved to the stage where Brazilian staff was completely responsible for the system. It was declared by the agency responsible to be the most successful foreign assistance project they had undertaken.

(b) Federal Ministry of Planning — Institute of Applied Economic Research. PADCO completed a preliminary analysis of the data processing needs of the Institute of Applied Economic Research (IPEA) in Brazil. The Institute was established in 1967 to be responsible for the studies, research and analyses necessary for the socioeconomic planning activities of the Ministry of Planning and General Coordination (and other ministries when necessary). PADCO's review of information processing needs analyzed the institute's major functions in three broad areas: (1) monitoring the performance of the Brazilian economy; (2) monitoring of public sector activities specifically; and (3) general support to applied research activities. The recommendations made in the study suggest the characteristics appropriate for an information system capable of supporting these activities.

(c) Ministry of Finance. PADCO completed a preliminary investigation and study design for an economic and finance policies information system for the Ministry of Finance, Brazil. Work included analysis of the types of product and economic information services needed for efficient performance of the Ministry's functions and delivery of services to various divisions within the Ministry and other agencies linked to the economic development process in Brazil. The project provided a configuration of the overall information system required and immediate action recommendations to establish

12

immediate information systems support to the most urgent tasks utilizing available information sources. The work included an identification of the users to be served and the type of services to be offered, a description of the relationship between problems, policies and user decisions and the services to be provided; identification of costs and time phasing for development; and an implementation proposal including administrative considerations.

## 2. Chile

(a) Centro de Informacion de Vivienda y Urbanismo. PADCO, at the request of the Ford Foundation, undertook a review of the urban data processing work being undertaken in 1968 and 1969 by the Foundation in support of the activities of the National Ministry of Housing and Urban Development in Santiago. The purpose of this review was to evaluate the work completed and to suggest the next steps that might be taken to expand the scope of the Ministry's urban and regional information processing. Recommendations were made for the long run development of urban and regional information and for steps that could be taken to deal with the Ministry's immediate information needs.

(b) Ministry of Housing and Urbanism. PADCO completed a contract for AID in support of the Ministry of Housing and Urbanism in Chile (MINVU). The Direccion de Planificacion del Desarrollo Urbano in MINVU was supporting a preinvestment study, with Chilean consultants, for the metropolitan area of Santiago. Recommendations were made for the types of data likely to be the most useful in immediate work in the metropolitan area study. The report identified the data types needed most urgently to support planning for the metropolitan area and the types of data processing to be established. The report contained recommendations for the use of existing data sources, including the development of early runs from the 1970 census, and it presented a program for intensive data organization.

## 3. Venezuela

Dirrecion de Planeamiento, Ministerio de Obras Publicas. PADCO completed a preliminary review of prospects for urban development in Venezuela and an identification of the types of information systems support needed to sustain national urban policy. The report examines briefly the roles of existing major centers such as Caracas, Maracaibo and Valencia in overall economic and social development relative to rural areas, existing smaller centers and prospective new towns. The nature of the planning needed to link national and local programs more fully was discussed and the major types of information needed to establish and support national urban policy were identified, together with recommendations for immediate action to initiate appropriate systems.

## 4. Organization of American States

PADCO completed, for the OAS, a review of the urban and regional information needs of several international agencies concerned with development in Latin America. Recommendations were made concerning the feasibility of establishing special information processing facilities to meet the needs of five agencies (OAS, the International Bank for Reconstruction and Development, the Inter-American Development Bank, AID and the Pan American Health Organization) as well as other potential users.

#### D. SEMINARS OR SHORT COURSES

PADCO organizes and presents special seminars or short courses in areas of the organization's competence, either in the United States or abroad.

Each year as a matter of policy PADCO presents a seminar on some aspect of planning in the developing countries. PADCO staff and associates present papers reflecting experience gained during the preceding year on policy, method or technique. The papers from the 1967 seminar have been published by Frederick A. Praeger, Inc. under the title Urban Planning in the Developing Countries.

Since 1967, the following seminars have been presented:

- National Policies for Urbanization Planning, 1968.
- Integrating Rural and Urban Development, 1969.
- Planning for Urban Development in Latin America, 1970.
- Financing Development: The Relevance of New Techniques, 1971.
- Planning the Major Metropolitan Center: The Karachi, Pakistan Case Study, 1972.
- Housing: Policy and Action, 1973.
- National Urban Development: Centralization Versus Decentralization, 1974.
- Slum Upgrading and Sites and Services: The Lessons of Experience, 1975.
- Settlement Upgrading: Work in Progress, 1976.
- International Strategies for Urban Development: Are We Expecting Too Much, Too Soon?, 1977.
- Internationally Sponsored Strategies for the Developing Countries: The Local Counterparts — Who Are They? How Do They See It?, 1978.

In 1979 and 1980, PADCO undertook the preparation and implementation of a four-week Shelter Sector Workshop for Third World senior level professionals under contract to the Office of Housing, USAID. The workshop set forth an overall shelter sector framework ranging from national shelter policy formulation through individual country programming to specific project preparation. The workshop provided the forum wherein the senior level professionals were able to exchange among themselves their experiences with shelter sector problems and programs. In addition, a special events program included field trips to the Reston and Columbia New Towns and visits to urban projects and agencies in the Washington, D.C. area.

PADCO staff members have participated in training programs sponsored by other groups on many occasions. PADCO has participated in courses on urban and regional development sponsored by the Economic Development Institute of the World Bank, as well as workshops both in the United States and abroad sponsored by AID. PADCO staff members have also visited Indonesia, Saudi Arabia and Nigeria as lecturers for the United States Information Service.

## E. MONOGRAPHS AND RESEARCH

In 1972, PADCO prepared two monographs as publications in the "Ideas and Methods Exchange Series" of the U.S. Department of Housing and Urban Development. One monograph, on Planning for Sites and Services Programs (IME No. 68), included a review of international experience with sites and services schemes and offered guidelines for their development. The other monograph on creation of Urban Development Institutions (IME No. 67) presented a selective review of urban administration in developing areas and explored prospects for creation of national urban development institutions with emphasis on Latin America.

In 1973, PADCO completed a third monograph in the 'Ideas and Methods Exchange Series' on Guidelines for Establishing and Administering Land Development Agencies in the Developing Countries (IME No. 69). This research was sponsored by the U.S. Department of Housing and Urban Development and the Agency for International Development. The report included a basic review of the key issues of concern and recommendations for establishing and administering land development agencies (LDA's). Its purpose is to serve as a guide to policy development for politicians and senior civil servants in developing countries who are concerned with establishment and operation of an LDA. The paper's conclusion was that the land development function is too often subsidiary to other functions such as housing construction and that, as a result, the supply of land is usually insufficient. It also concluded that land development should be recognized as a separate function of government, that the sole purpose of the LDA should be to ensure the steady supply of adequate quantities of land for urban development and that the LDA should be given powers of expropriation to enable it to establish a steady supply of land. The paper contained recommendations for financing and organizing an LDA.

In 1974, PADCO completed a contract with the Agency for International Development to prepare a National Housing Policy Paper. The paper is intended for decision-makers and senior civil servants in the developing countries who are concerned with development of a housing policy. It included a description of the concept of housing, the value of a national housing policy, the content of a national housing policy and organization for preparation of a national housing policy. PADCO believes that the housing problem in the developing countries can be solved only when there is a thorough investigation of the problem at the national level, when housing is assigned a suitable priority in the national economic development plan and when there is a unity of purpose for decision-making. Many housing bottlenecks can be eliminated only by action at the central level. A national housing policy establishes a framework for planning and investment in individual urban centers or regions.

In 1977, PADCO undertook for the Office of Housing, AID, an update of Preparing a National Housing Policy which was originally prepared for AID in 1974. The original paper was concerned primarily with presenting the reasons why a country should formulate a national housing policy. Since then, AID has discussed the formulation of national housing policies with several countries and has sponsored regional conferences on the subject in Latin America, Africa and Asia. Based on the experience of the last three years, it was felt appropriate to update the original paper in order to share this experience and to further develop the central issues which are of concern to all countries. The revised paper, while keeping to the fundamental principle that preparation of a national housing policy must be the responsibility of the developing country itself, attempted to develop more specific guidelines and suggested objectives based on current world expansion.

PADCO, in 1974, prepared a research monograph entitled Feasibility Study for Networking in Urban and Regional Development. The report established the need and suggested forms for networking (the exchange of information and knowledge) within countries, among developing countries and among developed and developing countries. Specifically, it made recommendations on the possible priorities AID (the sponsoring agency) should adopt in furthering networking activities.

PADCO, in 1974 and 1975, undertook preparation of a monograph entitled Guidelines for Formulating High-Impact Programs and Projects to Benefit the Urban Poor in the Developing Countries. This work, sponsored by AID, provided suggestions for projects with high beneficial impact on the urban poor. It focused on urban employment, health, education, housing, transportation, water supply and sanitation. The guidelines are expected to be of use chiefly in project identification and in establishing priorities for program and project implementation. They are likely to be used for evaluation of ongoing country programs and projects, preparation of requests for program and project assistance and scrutiny of requests for such assistance. They will provide data and techniques for identifying both direct and indirect impacts of particular programs and projects on individual poverty groups. The primary users of the guidelines are expected to be the technical staff of AID/Washington, AID missions and host country agencies.

PADCO, in 1975, prepared a paper for AID entitled Proposals for International Cooperation in Support of Habitat in Developing Countries. The paper was a background contribution to preparation of the United States' position for the Habitat Conference in Vancouver.

In 1976, PADCO developed a paper for the Office of Housing, AID, entitled Social and Economic Components in Support of Housing Guaranty Projects. The paper recognized that traditional social and economic development programs (such as adult literacy training, vocational training, community development and job generation) have often proven to be ineffective because of their lack of focus on specific target groups of low income households. The paper proposed an integrated approach which related social and economic program components to specific physical settlement development projects.

In 1978, PADCO, through its Center for International Training and Research in Urban Development (CITRUD), prepared the manual A Model for Analyzing Alternatives in Urban Development Projects for the Urban Projects Division of the World Bank. This analytical model was developed on the basis of several years of experience in planning sites and services and community upgrading projects in developing countries. The model's basic premise is that affordable norms and standards should be the starting point for low income project design. The model is predicated on a series of easily understandable equations which link all the financial and physical variables in a project so that the impact of alternatives can be quickly evaluated.

In May 1980, PADCO completed a paper for the office of Urban Development, USAID, entitled Integrated Improvement Program for the Urban Poor (IIPUP): An Orientation for Project Design and Implementation. The ongoing IIPUP program is a grant program approved by USAID to help provide improved services in conjunction with Housing Guaranty (HG) and other USAID programs in the areas of health, education, family planning and nutrition. The present paper sets forth and discusses comprehensively the major parameters included in an IIPUP program:

- Project identification and design.
- Management and organization.

P A D C O

- Training.
- Data collection, surveys and evaluation.

F. GENERAL PADCO EXPERIENCE

The previous descriptions of PADCO's relevant experience are only part of the work accomplished during the 16-year history of the firm. The following table lists the countries in which PADCO has worked and some of the general areas of that experience in matrix form. All together, PADCO has worked in well over 100 projects in 45 countries — the total value of all the assignments being over \$12 million.

SUMMARY OF PROFESSIONAL EXPERIENCE  
(by country)

COUNTRY	SECTOR OF SPECIFIC COMPETITIVE FIELD			
	1. URBAN AND REGIONAL PLANNING AND ANALYSIS	2. URBAN POVERTY ANALYSIS AND PROGRAM DEVELOPMENT	3. URBAN EMPLOYMENT AND LABOR MARKETS	4. URBAN GOVERNANCE
	a. Regional Planning, Spatial Analysis and Geography	a. Urban Anthropology and Sociology	a. Small Scale Enterprise Approaches and Development	a. Administration
	b. Urban and Regional Economics	b. Urban Social Service Systems	b. Poverty Redressal through Employment and Income Generation	b. Finance
	c. Urban and Rural Interaction Analysis and Planning	c. Citizen Participation in Urban and Regional Planning and Development	c. Labor Productivity	c. Management
	d. Urban Planning and Design		d. Labor Market Analysis	
				5. URBAN ENVIRONMENT AND ENERGY ANALYSIS AND PLANNING
				a. Environmental Analysis and Planning
				b. Energy Planning and Development
				c. Resource Conservation
				d. Systems Analysis and Modelling
				6. URBANIZATION RESEARCH AND TRAINING
				a. Multi-disciplinary Research
				b. Training
<u>AFRICA</u>				
Botswana	•	•	•	•
Cameroon	•	•	•	•
Ethiopia	•	•	•	•
Ghana	•	•	•	•
Kenya	•	•	•	•
Mauritius	•	•	•	•
Morocco	•	•	•	•
Tanzania	•	•	•	•
Togo	•	•	•	•
Tunisia	•	•	•	•
Uganda	•	•	•	•
<u>ASIA</u>				
Bhutan	•	•	•	•
India	•	•	•	•
Indonesia	•	•	•	•
Korea	•	•	•	•
Pakistan	•	•	•	•
Philippines	•	•	•	•
Sri Lanka	•	•	•	•
Taiwan	•	•	•	•
Thailand	•	•	•	•
<u>LATIN AMERICA</u>				
Belize	•	•	•	•
Brazil	•	•	•	•
Chile	•	•	•	•
Colombia	•	•	•	•
Costa Rica	•	•	•	•
Dominican Republic	•	•	•	•
Ecuador	•	•	•	•
El Salvador	•	•	•	•
Guatemala	•	•	•	•
Haiti	•	•	•	•
Honduras	•	•	•	•
Jamaica	•	•	•	•
Nicaragua	•	•	•	•
Panama	•	•	•	•
Peru	•	•	•	•
Venezuela	•	•	•	•

continued . . . . .

SUMMARY OF PROFESSIONAL EXPERIENCE (continued)

COUNTRY	1. URBAN AND REGIONAL PLANNING AND ANALYSIS				2. URBAN POVERTY ANALYSIS AND PROGRAM DEVELOPMENT				3. URBAN EMPLOYMENT AND LABOR MARKETS				4. URBAN GOVERNANCE			5. URBAN ENVIRONMENT AND ENERGY ANALYSIS AND PLANNING				6. URBANIZATION RESEARCH AND TRAINING	
	a. Regional Planning, Spatial Analysis and Geography				a. Urban Anthropology and Sociology				a. Small Scale Enterprise Approaches and Development				a. Administration			a. Environmental Analysis and Planning				a. Multi-disciplinary Research	
	b. Urban and Regional Economics				b. Urban Social Service Systems				b. Poverty Redressal through Employment and Income Generation				b. Finance			b. Energy Planning and Development				b. Training	
	c. Urban and Rural Interaction Analysis and Planning				c. Citizen Participation in Urban and Regional Planning and Development				c. Labor Productivity				c. Management			c. Resource Conservation					
	d. Urban Planning and Design								d. Labor Market Analysis							d. Systems Analysis and Modelling					
<u>MIDDLE EAST</u>																					
Egypt	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•
Jordan	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•
Kuwait	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•
Saudi Arabia	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•
Syria	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•
Turkey	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•
Yemen	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•
<u>SHELTER TRAINING WORKSHOP</u>																					
<u>MONOGRAPHS AND RESEARCH</u>																					
Planning for Sites and Services (IME #68)	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•
Urban Development Institutions (IME #67)	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•
Guidelines for Land Development Agencies (IME #69)	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•
Networking in Urban and Regional Development Guidelines for High-Impact Programs and Projects to Benefit the Urban Poor in Developing Countries	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•
Management Procedures, Organizational Development and Personnel Training for Integrated Improvement Programs for the Urban Poor	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•
Working Manual for the Analysis of Urban Shelter Projects	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•
Model for Analyzing Alternatives in Urban Project Design	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•

79

## **THE DEVELOPMENT PLANNING UNIT PREVIOUS EXPERIENCE**

### **A. BACKGROUND**

The Development Planning Unit (DPU), as an academic center within the Bartlett School of Architecture and Planning of University College London, is concerned with the process of rapid urbanization in developing countries and its implications for urban, regional and national planning.

The DPU has for many years been involved in training planners in urban and regional development. The staff has provided consultancy services — either as individuals or as members of a DPU team — to undertake numerous assignments for multilateral and bilateral aid agencies.

The DPU provides an overseas consultancy service which concentrates on training and institution-building, linked, where appropriate, to specific projects, whether financed from indigenous resources or by international aid.

The Unit has a full-time professional staff, together with a wide range of senior associates, all with extensive practical experience in urban and regional development planning in the countries of South and Southeast Asia, Sub-Saharan Africa, the Middle East and Latin America.

DPU Overseas Services is founded on two main principles:

- That sustained development cannot be achieved without a major emphasis on training indigenous manpower and building up local institutions.
- That in programs and projects financed through foreign aid the active involvement of local professionals, especially in the field of planning, is not merely desirable but essential.

DPU Overseas Services offers a range of different services:

- Analysis of training needs and design of training programs.
- Training workshops for the staffs of institutions involved in urban and regional development.
- Seminars for senior and middle level personnel to analyze and discuss issues of policy.
- Pre-packaged courses in specific subjects suitable for use in university or other planning courses.
- Participation in aid missions to carry out sector or country reviews.
- Identification, preparation and appraisal of projects and programs for foreign financing.
- Provision of expert advisory teams on a long-term basis.

- Evaluation studies of projects and programs already undertaken.

## B. RESOURCES

### 1. Other Individuals and Organizations

DPU keeps in contact with specialized consulting firms in the field of urban and regional development, both in Britain and overseas. Although it has no formal association with any of these firms, the DPU can arrange to undertake assignments in collaboration with selected professional groups as may be appropriate to particular overseas circumstances.

DPU also has close contact with a number of training institutions in Britain and overseas. The special skills and experience of these institutions can reinforce those of the DPU where necessary. In undertaking assignments overseas, the involvement of local training institutions is particularly valuable.

### 2. Teaching Materials

Although the emphasis in overseas training is on the preparation of teaching materials specifically related to the context, the DPU is building up a wide range of international teaching materials which can be used to assist in the training of planners within their own country.

### 3. Facilities in London

The DPU has full post-graduate training facilities in London, annually providing a Master's Program and a Diploma Program, as well as a number of three-month Special Programs for more senior staff. Training offered abroad by the DPU can be supplemented by attendance at these courses.

Special Programs of three months duration or less in London can also be tailor-made for a specified purpose, so as to match the needs of a single country or institution. More than 100 urban and regional planning professionals, administrators and academics from throughout the developing countries participate annually in DPU courses in London.

## C. EXPERIENCE

Staff of the DPU have experience in a number of countries including:

Venezuela	Mexico
Ecuador	Dominican Republic
Colombia	Costa Rica
Chile	Trinidad & Tobago
Peru	

India  
Sri Lanka  
Pakistan  
Indonesia  
Malaysia

Tunisia  
Egypt  
Jordan  
Iran  
Turkey

Tanzania  
Kenya  
Uganda  
Zambia  
Botswana

Nigeria  
Ghana  
Seychelles  
Mali  
Sudan

The clients for DPU consulting services in the past have included:

UK Ministry of Overseas Development  
British Council  
Inter-Universities Council

World Bank  
Asian Development Bank  
United Nations Development Programme  
Ford Foundation  
USAID

Individual staff members have also undertaken assignments for many other national governments, bilateral and multilateral aid agencies.

#### D. RECENT RELEVANT EXPERIENCE

##### 1. Amman, Jordan

The Development Planning Unit, on behalf of USAID, provided training for staff of the newly-created Amman Urban Region Planning Group (AURPG) in Jordan, complementing the activities of the long-term advisors also financed by USAID.

In Jordan, a series of four workshops was conducted:

- Project Appraisal in the Regional Context
- Program Integration in the Regional Context
- Regional Plan Formulation I
- Regional Plan Formulation II

Each workshop was of three weeks duration and used the current work program of the AURPG as a basis for project-related exercises, thus providing on-the-job training for staff and enabling them not only to learn skills and acquire experience in working in teams, but also to undertake tasks of priority in the planning of the region.

In addition, most of the staff of the AURPG came to London to attend three-month special programs on Regional Planning or on Metropolitan Development.

50

## **2. Madras, India**

The Development Planning Unit, on behalf of the British Overseas Development Administration, provided training for staff of the Madras Metropolitan Development Authority and other agencies concerned with the Madras Metropolitan Area.

Each workshop was of one week's duration and the topics covered included Housing, Development Control, Economic Planning and Financial Management. The aim of the workshops was not only to confront the issues of current concern in Madras in the light of experience elsewhere in India or outside, but also to bring the staff of the MMDA into closer contact with other important agencies in Madras, some of many more years standing.

## **3. Colombo, Sri Lanka**

The DPU assisted in setting up a new course in planning based at the University of Moratuwa. A member of staff was seconded to the University to prepare the curriculum and assist in conducting a two-year practical course in planning for local graduates. The course was based heavily on a series of long project exercises, including national planning, regional planning and local planning, and close links were maintained with government departments concerned with these topics, so that students gained a practical understanding of the problems involved. All the newly-appointed local staff members attended courses at the DPU in London over a period of two to three years. At the end of this period, the local staff took over full responsibility for the program.

## STAFFING

The resumes of all of the PADCO staff proposed are presented in this section for both long-term core staff and a general group of experts who have indicated an availability for short-term assignments as required. The summary of qualifications of the core staff are shown in the following table.

PADCO has nominated four members of its permanent core staff to work on this project including Joseph Arington, a Vice President of PADCO, as Team Leader. In addition, PADCO is proposing Alfred P. Van Huyck, President and John D. Herbert, Senior Vice President, to act jointly as PADCO's Principle-in-Charge for the project. Colin Rosser, a member of the PADCO Board of Directors and Director of the Development Planning Unit of London University, will also act as consultant throughout the project. Altogether, PADCO proposes to provide 60 percent of the total effort from within its present permanent staff organization including the participation of its highest officers.

Joining the permanent PADCO staff in order to round out a senior team in response to the Request for Proposals are individuals well known to PADCO with extensive Indonesian work experience and specialized skills.

The persons shown as available for short-term assignments are also recognized specialists with extensive Indonesian experience. It is, of course, premature to specify exactly how or when the short-term contribution will be made. This can be done in consultation with Bidan Diklat and USAID as the project unfolds.

It is important to note, however, that PADCO has included several well-recognized Indonesian professionals among the short-term consultant group. It is our intention that, as much as possible, the short-term consultants be drawn from among these and possibly other Indonesian professionals. It might even prove desirable for all parties concerned to see a further expansion of the direct Indonesian consulting contribution to the project once the work gets underway. This can be accomplished through internal shifts in budget items and other staffing. A more explicit proposal on the use of short-term Indonesian expertise can be developed after the team is in the field and has direct discussions with Badan Diklat and USAID.

PADCO deems it desirable to keep the overall staffing pattern and individual levels of effort flexible. The individuals nominated for the core team are responsive to the disciplines suggested in the Request for Proposals. There is a problem, however, in that all of the individuals are available either immediately or around the beginning of 1982. The required schedule of manpower loading naturally requires that the level of effort be provided over a four-year period. Therefore, while all of the nominated staff are available now, and indeed all of the staff shown for less than the four years would like very much to have their time extended to cover the full period, an obvious problem will be how to schedule participation to achieve the desired level of effort over the length of the contract period.

In short, it could be said that the nominated team is too "rich" in talent and commitment to the project and some adjustments will have to be made in order to maintain the best possible team, at the time required. The following comments addressing this issue can be made as a basis for subsequent discussion if PADCO is selected for negotiation.

- (1) Joseph Arington, as the Team Leader and urban/regional planner, is scheduled for the full 48 months. He is available and ready to accept this commitment. There is, however, an intriguing possibility that Colin Rosser may be available to join the team full-time at the end of the second year for a two-year assignment. Dr. Rosser, who is well-known in Indonesia and is extremely well-qualified for this assignment, would make a tremendous addition to the team, but obviously time would have to be made available from one or more of the other staff members. Dr. Rosser would be an obvious candidate for team leader if he, as he presently thinks, would be ready to commit to a full two-year assignment. He will have clarified his availability in mid-1982.
- (2) Stuart Holle, Deputy Team Leader, is scheduled for the full 48 months (even though his post in the RFP is scheduled only for 36 months). We view the additional time as essential because Mr. Holle is perfectly qualified for this assignment. His role as Deputy Team Leader is focused on being the leader of the consultant team as each of the four RTC's is opened so that the experience learned is transferred from one to another.
- (3) Denis Fitzgerald is shown as the development administration specialist, but his total professional experience includes regional planning and agricultural policy work as well. In short, he brings a very broad background of relevant skills to the assignment. He is available to start in January 1982. He is shown for a 44-month assignment. Dr. Swenson, the agricultural economist; Mr. Bacon, the small enterprise economist; Mr. Baker, the engineer/urban planner; and Mr. Cooper, the data specialist and librarian, are all shown for 12 to 18 months each. Mr. Mangan, the trainer, is shown for 18 months. This is a total of 110 months of effort between the six specialists.

All of the individuals bring more generalized expertise to the project than just their specialization; there is, in fact, considerable overlap. There may be considerable merit in reviewing the specific length of assignment of this group of specialists with an eye to extending those who demonstrate the most relevance to the project and shortening those whose contribution could be covered by others. The best interests of the project might be served by a few experts for longer time and the use of perhaps more short-term specialists, particularly Indonesian specialists, to fill in on precise requirements.

For example, Lee Baker, while extremely well-qualified for the project as the engineer/planner, could have his functions filled by Mr. Arington and, therefore, free up additional man-months for, say, Mr. Bacon, who can contribute much more widely than just in his small enterprise area of expertise.

- (4) One of the reasons for the overall constraint in the amount of time available for allocation to individual experts is that PADCO feels it is extremely important to increase the time for the data and library specialist, Mr. Cooper. Critical to the success of the LGT II program will be the build-up of excellent library facilities in Jakarta and satellite libraries in each of the RTC's. The libraries will also need to be supplemented with a manual data information system in order to make them especially useful for the training work. PADCO, therefore, has

allocated 12 months to Mr. Cooper, which is probably the minimum required. The RFP indicates only a total of six months (and that to be shared with the community development specialist which we feel is fully covered by Mr. Holle). This adjustment should be made regardless of the final time allocations made to other specialists.

- (5) PADCO also proposes an initial allocation of six person-months to Dr. Rosser which does not specifically tie into the allocations of the RFP. Nonetheless, we believe that Dr. Rosser's overall excellence and broad background in training in Indonesia, including his important role as a consultant on the initial KPPMT assignment, make his involvement extremely useful. In addition, this time is needed because of the role the DPU will be playing in assisting the programming of the overseas training and the Southeast Asian Study Tours which will be conducted each year of the project.

In summary, PADCO feels that the final allocation of staffing time among the candidates should reflect the situation in the field as the work unfolds. PADCO is prepared to remain flexible in this regard and looks forward to in-depth discussions with Bijan Diklat and USAID as to the most appropriate way of mixing the contributions from the large pool of expertise available.

The current status of specific availability, assuming the project starts in August or September, is as follows:

- (1) **Joseph Arington** — immediately available. (Mr. Arington has one outstanding commitment to provide short-term periodic support to PADCO's Nepal project. This small level of effort, we believe, can be met on short trips of two weeks once a year from Indonesia and the time, of course, would not be billed to LGT II.)
- (2) **Stuart Holle** — immediately available.
- (3) **Denis Fitzgerald** — available end of January 1982.
- (4) **James Mangan** — immediately available.
- (5) **C. Geoffrey Swenson** — available in January 1982. (He will be completing an assignment in Bogor and, therefore, will be available for preliminary consultation immediately.)
- (6) **Colin Bacon** — immediately available. (Mr. Bacon's commitment to the project is dependent upon his utilization from the beginning of the project.)
- (7) **Lee Baker and Richard Cooper** — available on request as they are a part of the PADCO core team.
- (8) **Colin Rosser, Alfred P. Van Huyck and John Herbert** — available as required.

SUMMARY OF STAFF QUALIFICATIONS

NAME	DISCIPLINES	AGE	DEGREE	PREVIOUS INDONESIAN EXPERIENCE	MAN- MONTHS PROPOSED
J. Arington	Team Leader; Urban/Regional Planner	43	B.A.	Yes	48
S. Holle	Deputy Team Leader; Social/Rural Dev. Planner	47	M.A.	Yes	40-48
D. Fitzgerald	Dev. Admin. Specialist	47	Ph.D	Yes	18-44 <sup>a</sup>
J. Mangan	Trainer	38	Ed.D	Yes	18
C.G. Swenson	Agricultural Economist	39	Ph.D	Yes	18 <sup>a</sup>
C. Bacon	Small Business Economist	51	M.A.	Yes	18 <sup>a</sup>
L. Baker	Civil Engineer/Planner	37	MCP	Yes	0-18 <sup>a</sup>
R. Cooper	Data Dev. Specialist	36	MSL	Yes	12 <sup>a</sup>
C. Rosser	Social Planner/Trainer	55	Ph.D	Yes	6 <sup>b</sup>
A. Van Huyck	Urban Planner/Housing	48	MRP	Yes	3
J. Herbert	Regional Planner/ Economist	49	Ph.D	Yes	3
Short-Term Staff	-----	--	----	---	8

<sup>a</sup> Man-months shown are tentative and can be either increased or decreased depending on further discussions with Badan Diklat and USAID.

<sup>b</sup> C. Rosser has indicated a desire to join the team long-term in years three and four but cannot make a final commitment until May 1982.

NAME: Joseph E. Arington  
PROFESSION: Urban and Regional Planner

NATIONALITY: American (USA)

PROFESSIONAL  
EXPERIENCE: 1975 to date

Vice President for Operations, PADCO, Inc. (Planning and Development Collaborative), Washington, D.C.

PADCO Senior Technical Office in Washington, D.C., responsible for monitoring PADCO field operations, coordination of administrative and financial management. In charge of the development and implementation of formal and informal training programs to upgrade the professional skills and capacities of PADCO professional staff in urban/regional development planning, management and budgeting, economics, housing and basic infrastructure and services and sectoral project identification and preparation.

Professional assignments:

Faculty member for the USAID's Second Annual Shelter Sector Workshop. Developed curriculum and participated in training workshops on urban/regional data gathering and interpretation, target group identification, project identification and preparation, National Housing Policy, development of financing and implementation management. (1980)

Member of PADCO Team Mission to Dominica and the Dominican Republic. Responsible for design and implementation of an evaluation of USAID and host country disaster relief and reconstruction activities after Hurricane David. (1980)

PADCO Team Leader for Bolivian National and Regional Development Policy Assessment responsible for the identification of mechanisms to finance the development of housing and basic infrastructure through existing regional development planning and coordination boards. (1980)

Team Leader/National Shelter Sector Assessment, Dominican Republic. Responsible for analyzing national and regional economic development objectives and the regional distribution of investments in housing and basic infrastructure and services, particularly as it relates to low income households. Prepared strategy proposals for regional and urban investments to meet the shelter needs of low income groups while achieving priority national and regional development goals. Initiated prefeasibility cost-benefit analysis of priority projects. (1980)

**PADCO Team Leader/Technical Director for the Medan, Indonesia Urban Development Study concerned with the development of urban and sub-regional strategic development plan and the identification and preparation of high priority development projects in water and sanitation and housing and basic services. Particular emphasis was placed on an analysis of Medan's annual development revenues and expenditures and recommendations for improving the financial, legislative and administrative framework for development planning and management. (1979)**

PADCO Team Leader for social and economic programming for the urban poor in Honduras. (1979)

Member of a World Bank mission to analyze the urban sector in Panama. (1979)

Project Director, Managua, Nicaragua. Responsible for the direction of a multidisciplinary team in the project identification and preparation activities undertaken for the IBRD/UNDP to determine the economic and financial feasibility of an urban development loan to the Nicaraguan Housing Bank (BAVINIC) in the areas of small scale enterprise/employment generation, sites and services, low income settlement upgrading and institutional development. Developed and implemented on-the-job training for local professional staff focused on project identification and prefeasibility cost-benefit analysis. (1978)

Project Director, Santo Domingo, Dominican Republic. Responsible for directing a local and international team charged with carrying out a diagnostic of the metropolitan region of Santo Domingo, including population and economy, land use, infrastructure, services and facilities, public transportation, administrative organization and management, development legislation and finance as well as development policies and objectives. Initiated work on regional and metropolitan structure plans, identified specific high priority immediate action projects and implementation mechanisms and the terms of reference for continued planning support activities in the context of local institutional development. Developed and carried out on-the-job training programs for participating government planners and administrators and formal long-term study/training for participating staff of the National and local governments. (1978)

Project Director, Leon, Nicaragua. Responsible for leading a team charged with preparation of the general development framework plan including land use, infrastructure, housing and social organization. Identification of problems, potentials and objectives leading to specific projects. Conducted prefeasibility study and cost-benefit analysis for priority services for urban expansion, settlement upgrading, historic

preservation of the colonial center and churches, downtown traffic circulation and control and seismic risk characteristics as related to the local building code. Initiated institutional development and training programs for municipal and regional development planning staff concerning: data collection and analysis; target group identification; spatial allocation of urban and regional investment; project identification and preparation; cost-benefit analysis of development programs and projects. Regional study tours were also organized to complement the formal and informal in-country training. Immediate action programs and projects directly related to national and regional development plans and policies were identified along with institutional mechanisms to link national, regional and local planning and investment functions. (1975-1977)

**Senior Planner, National Kampung Improvement Policy Study, Indonesia. Responsibilities included analysis of alternative physical improvement components for kampung improvement programs and analysis of the housing typology and building characteristics of kampung houses. Also assisted in establishing overall recommendations for a national kampung improvement program financing and delivery system and alternative strategies for the regional allocation of KIP investments. (1975)**

1970-1974

Assessor/Director of Planning and Development City and County Council, Sotillo District, Puerto la Cruz, Venezuela.

Under a joint United Nations-Venezuela Municipal Government Development Program (VEN-18), responsible for the establishment of a municipal and sub-regional planning and development department, supervision and training of its staff and management of its programs.

Directed the development, financing and implementation of a short-range (5-year) capital investment program in conjunction with local, regional and national agencies. Supervised the development and control program. Developed municipal and regional development investment policies and procedures.

Developed policy and coordinated negotiations between local metropolitan and national government to finance and implement an annual housing production program of approximately 1,000 units of low income housing annually. Directed development of a metropolitan housing and basic infrastructure policy to guide local and national investments within the housing sector.

Assisted the Regional Development Board and the Ministry of Public Works in the development of urban and regional

investment policies and procedures related to national and local economic development objectives and available resource levels. Recommended improvements in institutional framework for planning, managing and financing local and regional development and land legislation. Directed micro-regional studies to evaluate existing physical, social and economic conditions; categorize levels of development; and evaluate the effectiveness of local and national urban and regional policies and programs.

Responsible for overall planning and coordination (land review, site selection, cost analysis, engineering and construction technology supervision) for annual local public sector investments.

Technical consultant to the city engineering department in developing new construction technologies and supervising their application within housing and public facilities projects. Supervised the revision and development of minimum construction standards and specifications to be used in all public and private construction projects within the city/county.

Coordinated technical and engineering review of all plans submitted for zoning approval and construction permits in accordance with municipal standards. Developed and coordinated civil, hydraulic and electrical engineering inputs into the planning and implementation of the annual capital investment program.

Developed continuous formal and on-the-job training programs for the municipal government employees and for apprenticeship students from the National University of Venezuela (U.D.O.) within engineering, planning and public administration and finance.

1968-1970

Management consultant to community development organizations on the formulation of plans and programs in social action and housing. Technical housing consultant to the San Francisco Housing Authority to develop a scattered site turnkey program. Supervised engineering and architectural coordination for low to moderate income housing projects (site analysis, selection and planning, design, structural details and specifications and construction supervision).

1966-1967

Deputy Mayor for Social Programs, City Council of San Francisco, California.

Served as the mayor's chief advisor regarding policies and programs necessary to develop a comprehensive and coordinated approach to planning and budgeting city/county services in areas of health, education and welfare as well as manpower and employment to meet the needs. Maintained liaison with relevant public and private agencies to achieve participation in coordinated community development programming.

Originated, organized and administered the social planning and programs office for the city/county with overall responsibility for over \$90 million in multiagency community development programs. Directed and coordinated the annual planning and budgeting process for the City/County Social and Economic Development agencies.

Member of technical review staff for the San Francisco housing rehabilitation and federally assisted code enforcement programs. Responsible for development of housing relocation policy for the city/county. Organized and coordinated relevant public and private agency participation in collaborative community development program planning and implementation for city/county of San Francisco. Established decentralized community action boards, neighborhood planning boards and urban citizen task forces to maximize community participation in urban development programs.

1965-1966

Deputy Director, San Francisco Economic Opportunity Council, San Francisco, California.

Directed establishment and organization of an anti-poverty agency, its policies and procedures, program, budget and administrative controls and standards. Directed development of San Francisco's community action program and applications for federal, state and local funding (approximately \$15 million).

1964-1965

Consultant, President's Task Force on Poverty, Washington, D.C.

Consulted on development of program and administrative procedures for implementation of Title II (Community Action Program) of the Economic Opportunity Act of 1964 and technical assistance to cities and states to establish local community action agencies.

1962-1964

Peace Corps Volunteer: National Housing Institute of Peru; Urban Housing and Community Development Program, Lima, Peru.

Developed public housing plans and projects for urban slum residents in conjunction with local government officials. Directed the self-help housing program of the Instituto Nacional de la Vivienda del Peru for the barriada Pampa de Comas, Lima, Peru. Developed engineering and construction standards for low income self-help housing.

1962

Housing Consultant, Peace Corps Volunteer, Puerto Rico.

Reviewed and evaluated existing rural housing designs and construction techniques in Puerto Rico in the context of community surveys concerning personal preferences, lifestyles and self-help potential. Developed new construction techniques for the Cristina rural self-help housing and community development project (150 units). Evaluated rural housing development policies and programs and their impact on the Ponce region.

1961-1962

Designer/Planner, N.J. Gurtman, Architect, Paterson, New Jersey.

Participated in team and individual design and construction projects ranging from small family dwelling units to large scale urban renewal planning. As a practicing architect, directly responsible for land review, financing, site selection and planning, cost analysis, contract negotiations and project management and supervision of housing in the private sector (low to upper-middle income groups). Responsible for structural design and specification and engineering coordination.

**EDUCATION:**

Rensselaer Polytechnic Institute, B.A., Planning and Architecture.

Instituto de Estudios Superiores de Administracion, Caracas, Venezuela, Municipal Administration.

Pratt Institute, Urban Development.

Catholic University, Ponce, Puerto Rico, Community Development.

**SPEECHES:**

"The Informal Housing Sector," presented at the request of the Regional Housing and Urban Development Office

P A D C O

(RHUDO/ROCAP-USAID) for the Sixth Central American  
Housing Conference (COPVIDU), November 1978.

LANGUAGES:

English, Spanish (fluent)  
Indonesian (partial)

**NAME:** Stuart R. Holle

**PROFESSION:** Social Development/Rural Development Planner

**NATIONALITY:** American (USA)

**PROFESSIONAL  
EXPERIENCE:**

1978 to date

PADCO, Inc. (Planning and Development Collaborative International) for:

**Field Director, The Northern Sumatra Regional Development Study.**

**Responsible for making manpower development recommendations for key development agencies functioning at the provincial and secondary levels of government in the Northern Sumatra region with emphasis on the province of Riau. Worked to directly put into practice and further refine the training methods and techniques developed during the provincial training project mentioned below.**

**Trainer/Community Development Specialist, The Kabupaten Provincial Planning and Management Training Project.**

**Participated in the development of a national strategy for training provincial and sub-provincial development officers in urban and regional planning and development.**

**Responsible for analyzing, in cooperation with other advisors and Indonesian colleagues, the training requirements at the national scale, assessing available resources for training, developing the provincial training delivery system, particularly early initiatives for training trainers.**

1975-1976

**Country Director for Indonesia Save the Children Federation and Community Development Foundation. Assignments included:**

**Established program activity in Aceh, hired and trained a local staff, established two development models at the sub-district level in Aceh. Project involved working with the governor, the Aceh BAPPEDA, BUPATIS, CAMATS and LURAHs concerned.**

**Established local community development assistance programs in health, education and economic development. Trained local staff in community development concepts, techniques and administration, including planning, implementation, reporting**

95

**and evaluation; motivating community participation; and conducting needs and resources surveys.**

**Advised Indonesian officials on the development of curricula used to qualify all levels of community development trainees. Recommended training for local personnel to use such program support communications as radio, television and audio-visual aids. Designed, tested and trained in the use of the program's reporting and evaluation systems. Liaised with the high level government coordinating committee and trained the trainers, district and sub-district chiefs and community leaders.**

**Traveled extensively for consultation and training in the provinces of East Java, West Java, North Sulawesi, South Sulawesi, Southeast Sulawesi, Bali, West Sumatra and North Sumatra. Worked with members of the central coordinating team and the national trainees and provincial trainees. Developed and evaluated systems to support the rural development program.**

**1973-1975**

**Consultant to United Nations Children's Fund, Indonesian rural community development program.**

**1968-1972**

**Director of Washington, D.C. office of Save the Children Federation.**

**Worked with federal government agencies, foreign governments and domestic and international development organizations. Launched agency's first inner-city development program by supporting community self-help projects in impoverished sections of the District of Columbia. Trained staffs of two poverty agencies in community organization and self-help techniques.**

**Involved in various overseas special assignments, including serving as a member of the Pakistan Cyclone Relief Committee responsible for implementing community reconstruction projects in remote areas of Bangladesh, consulting in Geneva and London with international voluntary agencies on the possibility of establishing assistance programs in Nigeria and conducting a programmed learning workshop in Vietnam. Also coordinated refugee welfare activities in India and development activities in Bangladesh.**

9/7

1966-1968

Researched and developed Save the Children Federation projects for the Community Development Foundation in Connecticut. Introduced programmed instruction formats into training materials. Under a COF contract with the U.S. Agency for International Development, developed training materials and curricula for mobile teams of refugee welfare workers in the training center in Qui Nhon, Vietnam.

**EDUCATION:**

Cornell University, Ph.D., Candidate in Linguistics.

University of Wisconsin, M.A., Indian Studies, 1963.

University of Wisconsin, B.A., Indian Studies, 1962.

**LANGUAGES:**

English, Bahasa Indonesian, Sanskrit, Hindi-Urdu (fluent)

NAME: Denis P. Fitzgerald  
PROFESSION: Development Administration Specialist

NATIONALITY: Canadian

PROFESSIONAL  
EXPERIENCE: 1977 to date

State Planning Advisor and Team Leader with the World Bank in Alor Setar, Kedah, Malaysia. State Economic Planning Unit (SEPU) Project.

Advising the Director of the State Economic Planning Unit on all matters in the State pertaining to regional development and planning, particularly with respect to the development of regional and project planning capacity and the coordination of the implementation mechanism in the State.

Activities include:

- Assisting in the identification and preparation of comprehensive and integrated development programs and projects and assisting in advancing viable projects to early implementation.
- Preparing and applying systems and methods for the proper identification, preparation and appraisal of projects that ensures consistency with the development objectives and plans of the State.
- Developing the regional (State) project planning skills and techniques of the SEPU.
- Coordinating and integrating the State's sub-regional, urban and rural development plans and projects, and to develop and maintain consistency in sectoral and spatial programs with particular emphasis on: (a) the spatial/distributive and socioeconomic aspects of plans, programs and projects in the state; (b) the vertical planning and implementation by the decentralized line departments and agencies of the federal government with the horizontal planning and implementation by the State; and (c) the identification, preparation and appraisal of projects with the implementation, monitoring and evaluation of projects in the State.
- Advising ways and means to alleviate implementation constraints identified through the institutional and regional and project planning aspects of the State Planning Advisor's work.

DFB

- Reviewing the organization, operations and efficiency of development authorities in the State and advise on means of integrating their planning, programing and development and operating budgets in the State as a whole.
- Advising and assisting the SEPU on monitoring the progress of planning studies and assist in the implementation of those recommendations made by such studies, which are acceptable to the State and federal governments.
- Assisting the SEPU to identify, prepare and refine area development strategies, development targets, plans and programs and development budgets for the 4MP.

Principal state and rural development project papers and documents for which responsible during current work in Malaysia:

An Outline Development Plan for Pulau Langkawi, Kedah, Malaysia, May 1981.

Priorities in Kedah's Urban Development, 66 pp., February 1981.

A Report on the Development of Kuala Nerang as a Sub-regional Centre, 14 pp., October 1980.

The Future Development of Baling as a Sub-regional Centre, 15 pp., October 1980.

A Development Planning and Implementation Strategy for the State of Kedah, 55 pp., July 1980.

The Kedah Valley's Development Program — A Missing Component? The Example of South Korea's Saemaul Undong Movement, 52 pp., July 1980.

Implementing the Federal Government's Regional Development Strategy — The Need for Accelerated Programs, 19 pp., April 1980.

Kedah's Project Implementation Capabilities and Needs for the Fourth Malaysia Plan, 220 pp., February 1980.

The Fourth Malaysia Plan 1981-1985 (in the State of Kedah), major author, 782 pp., December 1979.

An Examination of Manpower Availability in the Public Sector and Its Relationships to the Development of Kedah, 282 pp., August 1979.

The Urban Development of Kedah, 51 pp., January 1979.

The Effectiveness of the Investment Programme of the Third Malaysia Plan for Kedah for 1976 and 1977 and the Proposed Investment Programme for the Current Year and 1979 and 1980, 44 pp., August 1978.

Rural Poverty Pockets in Kedah: An Attempt at Their Identification, with map, 28 pp., July 1978.

Constraints and Remedies: A Study of the Problems Hindering the Development of Kedah, especially of an Institutional Nature, major author, 156 pp., June 1978.

Consulting Activities:

1963 - 1977

While on sabbatical and leaves of absence (up to two years in length), undertook several consulting assignments to various governments in Asia and Africa:

**Indonesia (1970, 1971, 1975).**

**CIDA/UNDP. Rural Development and Settlement Consultant, Indonesia.**

**Attached to the Indonesian Ministry of Cooperatives and Transmigration. Duties were to provide assistance in the drafting of new transmigration policies and programs and assist in the establishment of Government-sponsored settlement schemes in the provinces of south and east Kalimantan and in the rehabilitation of older mostly "spontaneous" settlements. The work involved assisting the preparation and implementation of projects to ensure rapid and successful settlement as well as the establishment of a network of viable towns and market centers. It included manpower redeployment work in East Kalimantan, an initial assessment of available non-agricultural skills in central and east Kalimantan and an analysis of the potential for establishing a viable fishing industry off the east coast of Kalimantan.**

**Malaysia (1976).**

**Nepal (1965, 1973, 1974).**

**Thailand (1966, 1967, 1968, 1975, 1976).**

**Afghanistan (1970, 1971, 1976).**

**Laos (1966).**

**Malawi (1963).**

100

Zambia (1963).

These consulting activities covered a great variety of projects in many different fields, including: rural and regional planning; training; agricultural economics; forestry; aquaculture; housing; and industrial and commercial development.

Teaching Activities:

1967 - 1977

Professor of Geography and International Relations, Department of Geography, Carleton University, Ottawa, Canada.

Duties entailed lecturing, leading tutorials and seminar discussions, and supervising some undergraduate but mostly graduate research with a focus on Third World development.

1965 - 1967

Associate Professor, Institute of Geography, University of Ottawa, Canada.

Responsibilities included lecturing, leading tutorials and seminar discussions.

Also special advisor to the Canadian International Development Agency.

1962 - 1965

Assistant Professor, Department of Geography, University of Saskatchewan, Canada.

EDUCATION:

University of Minnesota, Ph.D., Geography, Rural Sociology and Agricultural Economics, 1965.

University of Nebraska, M.A., Geography, Rural Sociology, 1959.

University of Bristol, U.K., B.A., Geography, Economics, 1958.

HONORS AND AWARDS:

Social Science Research Council (Canada) Lectureship, 1964.

Humanities Council of Canada Travel Award, 1965.

Elected Corresponding Member, Institute of Geography of the Far East and Siberia, 1968.

101

Pack Memorial Lecturer, Yale University, 1969.

Foreign Area Fellowship (Ford Foundation), 1969.

Correspondent (Indonesian) Institute of Economic and Social Research, 1969.

Canada Council Leave Fellowship, 1969.

Elected Fellow, Royal Geographical Society, 1970.

Correspondent, International Institute for Land Reclamation and Improvement.

Elected Fellow, Borneo Research Council, 1971.

Mikolaja Kopernika Lecturer, Wroclaw University, 1971.

Elected Fellow, Royal Society of Thailand, 1972.

Alexander von Humboldt Visiting Professor, Georg-August Universität, Göttingen, 1975.

Elected Fellow (Japanese), Political, Economic and Cultural Association, 1976.

Canada Council Leave Fellowship, 1976.

Canada Council Research Grants, 1971, 1972, 1974 and 1976.

**AFFILIATIONS:**

International Association of Agricultural Economists.

Society for International Development.

International Geographical Union (through the Canadian Association of Geographers Working Commission on Land Development Problems).

International Institute of Economic and Social Research.

**PUBLICATIONS:**

Books and Monographs:

Pioneer Land Settlement, George Bell and Sons, London, 1977.

Education and Third World Economic and Social Development, (Canada) Department of External Affairs, 1974.

The Problems of New Land Settlement in the Tropics and Sub-Tropics, with K. Darmojuwono, Eastern U.I., 1969.

The Settlement Frontier in Sub-Arctic Canada and Siberia, with V.V. Vorob'yev, Institute of Geography for the Far East and Siberia, 1968.

100

Pioneer Settlement in Canada, University of Toronto Press, 1967.

The Current and Future Economic Development of the Big River Country of Northern Saskatchewan, Government of Saskatchewan, 1966.

Principal Papers:

"Some Regional Development Theories: A Commentary," Professional Planner, Vol. 1, No. 2, 1976, pp. 7-11.

"Agricultural Realisms in the Outer Islands of Indonesia," Proceedings of the Royal (Netherlands) Society and Royal Tropical Institute November 1975 Conference, Vol. 2, 1975, pp. 301-309.

"The Red Book and the Economic and Social Problems of Land Settlement in East Malaysia," Chapter 8 in Essays in Honour of Tin Tan Siew Sin, ed. Inche Shazaki Shafie, University of Malaya, 1973, pp. 301-315.

"Pioneer Settlement in Southern and East Kalimantan," Borneo Research Bulletin, Vol. 4, No. 1, 1972, pp. 9-12.

"Shifting Agriculture and Its Acceptability in the Agriculture of the 1970's and 1980's," Journal of Architecture, Vol. 23, 1972, pp. 42-51.

"Agrarlands im Mord des Hindukusch: Baghlan und Samangan, Afghanistan," Universitat Tubingens Arb.a.d. Geog. Institut., Vol. XIX, 1970, pp. 23-40.

"Farming in the Upper Mahakam River Basin — Kalimantan," Borneo Research Bulletin, Vol. 2, No. 2, 1970, pp. 1-8.

"Landwirtschaft und Pioneer," Neu Geog. Rundschau, Vol. 8, No. 3, 1969, pp. 288-296.

"Thoughts on Pioneer Farmers Ideas and Ambitions," Rural Soc. Journal, Vol. 33, 1968, pp. 301-309.

"The Opening of New Land in Thailand and Canada," Papers, Chulalongkorn University, Vol. 20, 1968, pp. 1-9.

"Application of Some Frontier Principles to Land Availability in Japan and Southeast Asia," Proceedings College of Humanities, University of Tokyo, Institute of Geography, Vol. XXXIX, 1967, pp. 29-41.

"Government Settlement Policies on Forest/Grassland Borders in Asia and Canada," Tidj. voor Econ. en Soc. Geog., Vol. 43, 1967, pp. 350-376.

**SPEECHES:**

"The Conquest of the Three Earths: The Problems of Rural Southeast Asia," Georg-August University, Gottingen, 1975.

"Education, Poverty and Economic Development in the Third World: Case of Southeast Asia," Cambridge University, 1975.

"Canada and the Developing World," Tribhuvan University, Kathmandu, 1974.

"Developing the Resources of the Third World: Some Regional Problems," The Sorbonne, Paris, 1973.

"The Agricultural Future of Kalimantan," University of California, Los Angeles, 1972.

"Developing Frontier Lands in Asia and Africa," University of Ottawa, 1970.

"Geography, the Social Sciences and the Development of the Third World," Benares Hindu University, Varanasi, 1969.

"Frontier Settlement Since Isaiah Bowman," Institute of Arctic and Antarctic Research, Leningrad, 1967.

**LANGUAGES:**

English (fluent)

French, German (good)

Bahasa Indonesia, Malay (fair)

104

**NAME:** James William Mangan

**PROFESSION:** Trainer

**NATIONALITY:** American (USA)

**PROFESSIONAL  
EXPERIENCE:** 1978 - 1980

**Non-formal education specialist, The World Bank, Indonesian Sixth Education Project.**

**Worked in two Teacher Training Colleges in Indonesia: Ujung Pandang Institute for Teacher Training and Education (IKIP Ujung Pandang) in South Sulawesi Province and Surabaya Institute for Teacher Training and Education (IKIP Surabaya) in East Java. Tasks included:**

- **Working together with IKIP staff to promote development in a range of skills connected with non-formal education, including materials development, evaluation of non-formal education programs and research into relevant non-formal education strategies.**
- **Strengthening the relationship between IKIP Ujung Pandang and its "Community Laboratory," Tunikamaseang Village, in such a way that IKIP research can be conducted in a real village setting, service both IKIP and village needs simultaneously.**
- **Together with the villagers of Tunikamaseang in South Sulawesi, developed a fotonovela entitled "Pembinaan Masyarakat Desa Tunikamaseang Dengan Cara Baru" reflecting village needs and aspirations and the ability to bring about social change.**
- **Developing a curriculum to be implemented nationwide for the training of district level functionaries for the Directorate for Out-of-School Education (Pendidikan Masyarakat).**
- **Training faculty of both institutions in implementing a competency-based national non-formal education curriculum.**
- **Collaborating in the design of testing strategy and testing instruments for "Paket A", a series of nationally distributed literacy primers in Indonesia. These tests of the appropriateness of non-formal educational materials include tests of both graphics used in "Paket A" as well as tests of content of "Paket A."**

1977 - 1978

Planning coordinator for the Center for Applied Research in Genetic Epistemology, a collaborative program of research and application of Piaget's theory at both the School of Education, University of Massachusetts and the Center for Genetic Epistemology, University of Geneva.

Tasks included general program design as well as research and planning of fund raising efforts.

Non-formal Education Specialist, Center for International Education, University of Massachusetts.

Developed as part of a four-person team the Technical Assistance Proposal for the PENMAS Non-formal Education Project, for which a 2.8 million dollar contract has been awarded to the Center for International Education. Tasks included planning for non-formal education program development within the Directorate General of Out-of-School Education, Youth and Sport, part of the Ministry of Education and Culture, Indonesia; translation of parts of the proposal into Bahasa Indonesia; and proposal writing.

Consultant, New York Board of Public Health, Troy, New York.

Participated in the planning of the Corning-Cain photo literature project.

1974 - 1976

Planning consultant in educational radio, UNESCO.

**Worked for the Division of Educational Experimentation and Innovation (BP3K) of the Indonesian Ministry of Education and Culture. Tasks included planning for program production and audience utilization of an in-service radio training program for PENMAS personnel in the provinces of Irian Jaya and Maluku.**

Consultant to the Center for International Education.

**Produced a slide module titled "Non-formal Education in Indonesia" used by the Center in both Indonesia and Thailand.**

Served as coordinator for Center for International Education three-week Indonesian training program. Arranged and conducted sessions on needs assessment and use of media for non-formal education.

Designed administrative framework and wrote job descriptions for Center. Also edited and did graphics and layout. Tasks included development of a monthly newsletter, writing for the

newsletter as well as graphics and layout; copy editing of several documents subsequently published; working with a printer and bookbinder; cover design for book covers; letterhead and logo design.

1968 - 1975

Taught graduated seminars conducted at the University of Massachusetts:

- Spring 1975: "Education in China"
- Fall 1973:

Directed production of a video tape program on the microteaching process.

Produced a simulation exercise designed for use as a cross-cultural training tool titled "Agula/Aluga."

Conducted demonstrations in teaching English as a second language for teachers in training at the Language Center, Taipei, Taiwan.

Taught English as a second language in Taiwan at the following institutions:

- The Language Center, the Foreign Service Training Institute and the National Cheng-chi University in Taipei.
- The Feng-Chia Institute of Technology in Taichung.

1967 - 1968

Small scale machinery specialist, International Voluntary Services, South Vietnam.

Assisted in demonstrating dry season rice crop with irrigation.

**EDUCATION:**

University of Massachusetts, Ed.D., International Education, 1980.

University of Massachusetts, M.Ed., 1977.

University of Wisconsin, Madison, Graduate study in History, 1967.

Marquette University, Milwaukee, Wisconsin, B.A., English Literature and European History, 1966.

101

Intensive training in Bahasa Indonesia, Indonesian Summer Studies Institute, University of Wisconsin, Madison. (Also studied both Javanese and Balinese gamelan music.) 1976-77.

**PUBLICATIONS:**

Pembinaan Masyarakat Desa Tunikamaseang Dengan Cara Baru, Ujung Pandang: Laboratorium Masyarakat IKIP Ujung Pandang, July 1979.

Book Review for the Journal of the American Oriental Society of McCormick, E.H., Omai, Pacific Envoy, Auckland and Oxford: Auckland University Press and Oxford University Press, 1977 (in press).

Book Review for the Journal of the American Oriental Society of Jackson, K.D. and L.W. Pye, eds., Political Power and Communications in Indonesia, Berkeley and Los Angeles: University of California Press, 1978 (in press).

"Piaget's Theory and Cultural Differences: The Case for Value-based Modes of Cognition", Human Development, Vol. 21, No. 3, 1978.

"Cultural Conventions of Pictorial Representation: Iconic Literacy and Education," Educational Communication and Technology (formerly AV Communication Review), Vol. 26, No.3, 1978.

"Values and Technological Development: Implications for Education," Urch, G.E. and Bernard, T.L., eds., Education and National Development, Proceedings of the New England Regional Conference of the Comparative and International Education Society, Amherst: Center for International Education, 1977, pp. 13-27.

Dissertation title: Learning Through Pictures: An Exploration of the Educational Dimensions of the Visual Image.

**LANGUAGES:**

English (fluent); Bahasa Indonesian (very good speaking, reading and writing ability); Mandarin Chinese, Vietnames (partial).

NAME: C. Geoffrey Swenson

PROFESSION: Agricultural Economist

NATIONALITY: American (USA)

PROFESSIONAL  
EXPERIENCE: June 1981 - December 1981

Will be working at the Agro Economic Research Center in Bogor, Indonesia.

1980 - June 1981

Bangladesh Agricultural Research Council, Dacca. Responsible for the development of an agricultural economics division with related responsibilities for research and training.

1973 - 1979

Associate and visiting professor in Agricultural Economics at Institut Pertanian Bogor, Indonesia, for the Agricultural Development Council, Inc. (ADC).

Assisted with development of a master's program in agricultural economics at Bogor Agricultural University (IPB) in Indonesia; made an in-depth evaluation of the Department of Social-Economics at IPB; helped with the development of a four-year development program for the same department; evaluation of teaching and research programs at provincial universities throughout Indonesia; selection and preparation of 11 Ph.D. candidates and 10 M.S. candidates for foreign fellowships; organized and participated in a study tour to the Philippines and Thailand for staff members of two universities in Indonesia; developed, proposed and managed 21 grants for research and upgrading or graduate training programs in the rural social sciences at various universities in Indonesia; administered and managed a Ford Foundation grant to upgrade professional skills of provincial universities in Indonesia; informal advisor to various staff members of IPB who were on assignment to the Ministry of Agriculture and the Ministry of Higher Education.

Delivered formal address at closing ceremony of Gadjah Mada University agricultural economics upgrading workshop, Jogjakarta, Indonesia, November 1976, as well as formal address at graduation ceremony for the Faculty of Agriculture, Institut Pertanian Bogor, Bogor, Indonesia, August 1975.

Initiated village level research in Indonesia on income distribution and employment. Assisted by two staff members and six students at IPB.

Taught three graduate courses in agricultural economics (agricultural marketing, microeconomic theory and special topics in applied microeconomic theory); prepared teaching materials used in the graduate program; formal advisor to three graduate students and informal advisor to eight others.

1973

Teaching and research assistant in Agricultural Economics, Michigan State University.

Helped with the teaching of a graduate/undergraduate course in agricultural development and an undergraduate course in agricultural policy.

1971

Research Associate, USAID, India.

Designed and carried out a research project to measure the effect of increases in rice production on income distribution and employment in a two-village study in Thanjavur District, South India. Supervised two Peace Corps volunteers and six local enumerators. This field research led to the completion of a thesis for the Ph.D. degree at Michigan State University.

1967 - 1968

Training Associate in Agricultural Economics Ford Foundation, India.

Worked with the Intensive Agricultural District Program to develop and carry out a sample survey in Thanjavur District, South India, to predict expected rice production for use in solving marketing problems related to increased rice production.

1965 - 1967

Teaching and Research Assistant, Department of Agricultural Economics, University of Minnesota.

Assisted with an introductory course in economic principles.

Statistician, Research Analyst, Minnesota State Crop and Livestock Reporting Service.

Estimated poultry production for the State of Minnesota.

EDUCATION: Michigan State University, Ph.D., Agricultural Economics, 1973.

University of Minnesota, M.S., Agricultural Economics, 1967.

University of Minnesota, B.A., Agricultural Business Administration, 1964.

AFFILIATIONS: American Agricultural Economics Association

International Agricultural Economics Association

Indian Agricultural Economics Association

Academy of Social and Political Science

Gamma Sigma Delta Honorary Agricultural Fraternity

PUBLICATIONS: "The Distribution of Benefits from Increased Rice Production in Thanjavur District, South India," Indian Journal of Agricultural Economics, Vol. XXXI, No. 1, January-March 1976.

"Agricultural Development: Perspective on Growth and Development," paper reported in Proceedings from Seminar on the Development of Centers for Agricultural Technology through Extension Activities, Universitas Sumatra Utara, Medan, Indonesia, December 1975.

"Data Collection by a Foreign Researcher in Tamil Nadu State, South India," (mimeo), paper presented to Seminar on Field Data Collection, Singapore, October 28 - November 2, 1974.

"The Effect of Increases in Rice Production on Employment and Income Distribution in Thanjavur District, South India," Ph.D. dissertation, Michigan State University, 1973.

"A Preliminary Report on the Effect of Increases in Agricultural Output on Employment and Income Distribution in Thanjavur District, South India," (mimeo), Agency for International Development, New Delhi, December 1971.

"1967 Kuruvai Paddy Survey in Thanjavur District," (mimeo), The Ford Foundation, New Delhi, India, December 1967.

LANGUAGES: English (fluent); Bahasa Indonesian (good written and spoken knowledge)

**NAME:** Colin H. Bacon

**PROFESSION:** Small Business Economist

**NATIONALITY:** British

**PROFESSIONAL  
EXPERIENCE:** 1977 to date

**Scottish Business School Resident Consultant in Indonesia for the Overseas Development Administration (British Government Aid). Activities included:**

**Higher education and small business development project management**

- **Support for Management Foundation of East Java with the help of Cranfield School of Management in Britain, launched a Training Package (written in Indonesian) for Small Business Trainers, which is the first of its kind.**
- **Post-graduate business education.**
- **Small business development.**

**Visiting Professor to the Faculty of Economics, Airlangga University, Surabaya, East Java:**

- **Upgraded university staff in business studies, accountancy and economics.**
- **Designed course curriculum.**
- **Directed training workshops in business studies (also in other universities) in the aim to elevate the Faculty of Economics to a Centre of Excellence offering the Pasca Sarjana (Master's Degree) in Business Studies during the 1981/82 academic year.**

**1973 - 1977**

**Senior Management Consultant in S.E. Asia, Scientific Control Systems, Ltd. (SCICON), a subsidiary of British Petroleum, based in Singapore (1974-76).**

**Managed information systems and corporate planning project for a large international trading group; prepared surveys and consultancy proposals for Singapore and Malaysian governments and businesses; developed an economic development planning approach for the Brunei government; worked with strategic planning, marketing, MIS and computerization, etc.**

1972 - 1973

Senior Consultant, Business Development Analysis, Ltd., Epsom Surrey, U.K.

Prepared development and acquisition studies, computer development applied to finance and marketing studies. Consulted to various small businesses.

1966 - 1971

Senior Marketing and Strategic Planning Consultant, P-E Consulting Group, Ltd., Egham Surrey, U.K.

Senior Marketing and Strategic Planning Consultant for Ireland (N. and S.), based in Dublin.

Project Manager in Uganda — Import/Export and Air Freight Study for Uganda government.

Consultant to the Irish Industrial Development Authority in Dublin: feasibility studies, industrial development promotion, industrial estate development, etc. Helped to make the IDA one of the most successful organizations of its kind.

Seminar leader and lecturer in Marketing for the British Productivity Council, 1966-69.

Specialist writer/lecturer in Marketing Control Systems for P-E and Bradford University.

1963 - 1968

Assistant Director of Studies, Institute of Marketing, Maidenhead, Berks., U.K.

Lectured in Business Studies; organized training programs for businessmen; research.

1962 - 1963

Export agent, Philip Horton and Son, Ltd. and Marketing and Mercantile (Holdings) Ltd., London, U.K.

Handled mainly steel and industrial products. Promoted the Nine Cities Floating Fair using a converted passenger/cargo boat into an exhibition ship.

1956 - 1961

Esso Petroleum Company, Ltd., London, U.K.

Supply assistant, Crude Oil London Head Office; Assistant Dealer Sales Manager, London Division; Retail School Director, first in U.K.; Budgetary Controller, London Division; Group Automotive Lubricants Manager, Product Manater at Head Office;

1953 - 1955

Field Manager, Standard-Vacuum Oil Company (E.A.) Ltd., Nairobi, Kenya.

Sales Representative, Kenya; Field Sales Manager, Uganda; Marketing of petroleum products and TBA in Dealer, Agricultural and Industrial markets, East Africa; Small bulk plant supervision, Uganda's Eastern Province.

**EDUCATION:**

Oxford University, B.A. (Honours), Law, Politics, 1953.

Corpus Christi College, M.A. (Honours), Philosophy and Economics, 1964.

College of Marketing (London), Diploma in Marketing, 1964. Awarded Institute of Marketing Medal (post-graduate studies), 1966.

**AFFILIATIONS:**

Institute of Management Consultants (MIMC)

Institute of Marketing (MIM)

**PUBLICATIONS:**

"Shipping the Goods," Financial Times, 1969.

"Control of the Marketing Function," Bradford University Paper, 1970.

"New Ideas in Industrial Marketing," contrib. STAPLE, 1976.

"What the Shareholder Needs to Know," Singapore Stock Exchange Journal, Vol. 4/8.

**LANGUAGES:**

English (fluent)

French, German, Bahasa (partial)

**NAME:** Lee Edward Baker  
**PROFESSION:** Civil Engineer/Planner

**NATIONALITY:** American (USA)

**PROFESSIONAL  
EXPERIENCE:** 1977 to date

Senior Civil Engineer/Planner, PADCO, Inc. (Planning and Development Collaborative International), Washington, D.C.

**Professional Assignments:**

Consultant on the preparation of sites and services project for World Bank financing in Peru. (1981)

Team Leader, USAID Disaster Relief Evaluation, Dominica and Dominican Republic. (1980)

Responsible for assisting DS/H, OFDA and USAID Missions to evaluate shelter relief efforts by USAID and other donor agencies following Hurricane David in Dominica and Dominican Republic. Particular emphasis placed on identifying innovative shelter delivery programs which could be replicated under other circumstances. (1980)

Team Leader, USAID Shelter Sector Assessment and Project Paper, Salisbury, Zimbabwe.

Responsible for analyzing the Zimbabwe shelter sector, including demographics and income, existing stock and infrastructure, housing need, institutional structure, programs, finance, construction industry, rural housing and environmental issues, particularly as it relates to low income households. Identified and prepared proposals for potential projects to address priority shelter needs of low income groups. (1980)

Project Identification Specialist, USAID Shelter Sector Assessment, Santo Domingo, Dominican Republic.

In charge of the identification and preliminary design of settlement upgrading and sites and services components of a proposed USAID Housing Guaranty (HG) program. Responsibilities included: developing and applying project identification, evaluation and implementation procedures; identifying the potential target households to be served by the HG program; analyzing the affordability of program norms and standards by the target population; and examining the Dominican construction industry's potential contribution to the program. (1980)

**Director of Long-Term Housing Development Program, Cipta Karya/USAID Medan Urban Development Study (MUDS), Medan, Indonesia.**

**In charge of the international and local consultant team responsible for developing the long-term housing strategy and first stage housing feasibility studies for Medan, North Sumatra. Responsible for overall supervision of both KIP and SSCH/LCH first stage feasibility studies and directly involved in directing the formulation and development of the KIP program. In this capacity, surveyed, ranked and selected (in collaboration with Kotamadya Medan and Cipta Karya) high priority kampungs to be upgraded as part of Repelita III first and second phases for Medan; prepared detailed preliminary designs, plans and graphics for water and sanitation facilities and their location, designated locations for health and education facilities and selected streets and footpaths to be improved; and prepared preliminary total KIP project cost estimates and implementation schedule for Repelita III. In carrying out responsibilities, coordinated the KIP work with other MUDS project components, in particular water supply, drainage, sewerage and solid waste as well as with the programs of the Kotamadya Medan and the Health and Education departments. (1979)**

**Housing Specialist, IBRD Urban Projects Identification Study, Managua, Nicaragua.**

**Directed Nicaraguan staff in the preparation of all aspects of low income housing project identification and preliminary designs for settlement upgrading and sites and services. (1978)**

**Specialist in Urban Analytical Techniques, Interamerican Development Study undertaken to analyze and diagnose the urban situation in the metropolitan region of Santo Domingo, Dominican Republic.**

**In charge of day-to-day aerial photographic investigation of Santo Domingo's residential areas. Responsible for identification of the different types and characteristics (physical as well as socioeconomic) of households which should serve as the focus of immediate action programs and projects; analysis of target households' ability to pay for alternative housing solutions; and selection of the city's residential areas where immediate action programs and projects should be immediately initiated. (1978)**

**Team Leader on USAID study for the Economic Planning Commission (CONSUPLANE) of Honduras.**

**Overall responsibility for the preparation of five specific studies to support the formulation of the National Housing Plan (1979-83). Direct responsibility for preparation of an investigation of the informal housing sector in Tegucigalpa and**

San Pedro Sula. Other four studies included an analysis of land market in Tegucigalpa; a prefeasibility study for establishing a land bank in Tegucigalpa; an analysis of foreign and domestic borrowing by national housing agencies; and a prefeasibility study for establishing a social fund for housing. (1977)

Prepared social and economic survey guidelines and an analytical framework for a settlement upgrading program in Tunis, Tunisia. (1977)

Collaborated on formulation of a preliminary statement of housing policy for the African Development Bank which identified the kinds of organizational assignments necessary to undertake the recommended policy, reviewed the member nations in order to recommend general priorities and possible approaches to advance the recommended policy and presented a work program of the next steps to implement policy recommendations. (1977)

#### 1975-1976

Assistant to the President, Philadelphia Council for Community Advancement (a nonprofit housing consulting firm involved in all phases of the packaging of low income housing projects).

Technical advisor on the construction of a 160-unit, low income housing project. Responsibilities included coordination of the various project construction phases in order to meet scheduled deadlines and maintain a high level of workmanship among the subcontractors; the integration of the owners, architect, subcontractors and local and federal officials within the total construction process; and responsibility for maintaining the construction loan account with the local lending institution.

#### 1971-1974

Project Manager, Kaufman and Broad Homes, Inc., Freehold, New Jersey.

Complete responsibility for the construction and land development of a 650-unit, US\$20 million single-family, attached housing development. Supervised all aspects of project management from the land development phase (topo survey, clearing and leveling, earthworks, staking of plot boundaries, street alignment, etc.), through installation of on-site public utilities (water supply, sewerage, storm drainage, roads and walkways, public lighting and electricity and telephone lines), to the construction of the two-storey attached units. Responsibilities included the awarding of all contracts, the supervision and scheduling of all subcontractors,

the purchase of all building materials and the interfacing with local, state and federal housing officials.

1967-1971

Peace Corps Volunteer, Peru and Chile.

Civil Engineer assigned to the Ministry of Housing, Huaras, Peru. Responsible for the organization (self-help method) and construction of 30 temporary, prefabricated houses in the small Andean village of San Miguel de Aco which was devastated by the earthquake of May 1970. In addition to coordinating the villagers in this self-help effort, directly supervised two Peruvian carpenters and three Peace Corps volunteers. (1970)

Civil Engineer, Corporation of the Province of Magallanes, Punta Arenas, Chile. Coordinated a regional economic development corporation in undertaking an emergency relief program aimed at the needy of Punta Arenas. Program entailed the repair of streets within the poorer neighborhoods, installation of individual sewer and water lines, protection of several low-lying neighborhoods from tidal inundation and the construction of several neighborhood social centers. Responsible for organizing the program, buying necessary materials, coordinating the affected people with the hired laborers and maintaining all heavy equipment. (1970)

Civil Engineer, Ministry of Housing, Corhabit, Punta Arenas, Chile. Formed part of an inter-disciplinary team of Chilean architects, engineers, planners and sociologists in the planning, design and surveying of tracts of land being developed for low income housing sites under GOC Operacion Sitio. (1969-1970)

Site Surveyor, Santiago, Chile. Conducted site surveys for the Peace Corps in the southern Chilean cities of Puerto Montt, Coyaique and Punta Arenas. Determined where recently arrived volunteer, low income housing specialists should be assigned in these cities. (1969)

Civil Engineer, Ministry of Housing, Corhabit, Santiago, Chile. Field technical representative for the ministry to a construction cooperative building 40 prefabricated homes by the self-help method. Supervised all phases of construction and land development. (1967-1969)

**EDUCATION:**

University of Pennsylvania, Master of City Planning (MCP), 1977.

Lehigh University, Bachelor of Science in Civil Engineering (B.S.C.E), and Bachelor of Arts (B.A.), 1967.

**AWARDS:** University of Pennsylvania, Senatorial Scholar, 1975-76 and 1976-77.

**AFFILIATIONS:** American Planning Association

Urban Land Institute

**LANGUAGES:** English, Spanish (fluent)  
Indonesian (working)

**NAME:** Richard A. Cooper

**PROFESSION:** Data Development Specialist

**NATIONALITY:** American (USA)

**PROFESSIONAL  
EXPERIENCE:** 1979 to date

Information Systems Specialist, PADCO, Inc. (Planning and Development Collaborative International).

**Member of the PADCO Advisory Team assisting the Indonesian Government on provincial and regional development of the North Sumatra Region.**

**Primary function includes working with four provincial planning and development boards to develop a simple data gathering process and manual information system to assist them in strengthening their planning and management capacities. Tasks included:**

**Prepared and presented papers on information systems to ranking officials of BAPPEDAS. Trained in acquisition and acquisition and classification procedures, recording systems. Facilitated recording of data requirements in a format useful to data analysts. Conducted data evaluation workshops addressing specific institutional and technical problems of data quality. Discussed operational details of the Riau management system and expanded its hierarchical code scheme to permit specification of geographic requirements. Established a smaller library system in Aceh, etc.**

1972-1978

Librarian, U.S. Bureau of the Census. Chief Public Services Section, Library and Information Services Branch, GS-12.

Directed staff of ten professionals and technicians in the Library's reference, bibliographic, legislative and general information services. Reference duties included interpretation of statistical publications of the United States and most foreign countries to a wide variety of data users within the Census Bureau and in the general public.

Supervised the Library's programs to develop computerized procedures and on-line bibliographic retrieval. Executed Census Bureau's microform publishing program. Represented the Census Bureau and its data products at local national conferences. Interpreted general information needs of Bureau staff, coordinated Bureau programs with the published and

unpublished information needed to execute those programs within constraints and budget.

1967-1971

Intelligence Analyst, U.S. Army Security Agency. Honorable discharge, Rank E-5.

Directed the analysis, processing and reporting of tactical communications intelligence. Stationed at Defense Language Institute, Monterey, California (Turkish language); Republic of Viet Nam; and Vint Hill Farm Station, Warrenton, Virginia.

**EDUCATION:**

University of Maryland, requirements completed for M.A., Public Administration, 1976-79.

University of Maryland, MSL, Library and Information Science, 1972.

Bethany College, B.A., History and Political Science, 1967.

1972-79, various university and civil service courses in statistics, microform for libraries, supervision, management and library automation.

**HONORS:**

Phi Kappa Phi honor fraternity, 1972-79

**AFFILIATIONS:**

American Library Association, Special Libraries Association

**LANGUAGES:**

English (fluent)  
Bahasa Indonesian (good)  
French, Turkish, (partial)

121

**NAME:** Colin Rosser  
**PROFESSION:** Social Planner/Training Specialist

**NATIONALITY:** British

**PROFESSIONAL  
EXPERIENCE:**

1974 to date (for PADCO)

Permanent Senior Development Training Consultant to PADCO, Inc. and Member of the Board of Directors.

**PADCO consultant in training and manpower development to the National Urban Development Corporation (PERUMNAS). (1977-1978)**

**PADCO project manager, Regional Planning Study Design for Northern Sumatra, Indonesia.**

**Leader of a three-man reconnaissance mission on the design of a planning program for the North Sumatra Development Region, Indonesia, for AID. (1974)**

Participant, PADCO pilot project in networking for urban development. (1975)

1975 to date

Director, Development Planning Unit, School of Environmental Studies and Director, Special Program on Urban and Regional Planning in the Developing Countries, University College, London. The DPU designs and conducts non-degree training short-courses, workshops and seminars in many developing countries.

Member, Advisory Board of the United Nations Centre for Regional Development, Nagoya, Japan.

Leader of a consultancy team to Calcutta, India, to assist in the design of an evaluation of the Bustee Improvement Program. (1980)

Member of a team visiting India to identify the financial and technical assistance needs of the urban sector on behalf of the British Overseas Development Administration. (1978)

Amman Urban Region Project. Responsible for preparing the program of Training Workshops for staff of the Amman Urban Region Planning Group on Jordan. (1977)

120

**Team leader of consulting group on the organization and functions of the National Urban Development Corporation (PERUMNAS), Indonesia, for the World Bank. (1975)**

**1971-1974**

**Developed Ford Foundation programs in urban and regional planning in Indonesia and in support of the social sciences and training for planning and research, Jakarta, Indonesia.**

**1970-1971**

**Prepared reports on urbanization and housing in the developing countries for the International Division of the Ford Foundation, Athens, Greece. Included field visits to 16 developing countries in Africa and Asia.**

**1970**

**Prepared a report on urban development and housing in sub-Saharan Africa for the Middle East and Africa Division of the Ford Foundation, Nairobi, Kenya.**

**1962-1969**

**Developed social plan elements within the context of metropolitan planning. Later directed large foreign advisory group assisting the Government of West Bengal in urban and regional planning, Calcutta, India, under Ford Foundation sponsorship.**

**Visiting Fellow at the Institute of Development Studies, Sussex, on sabbatical leave from the Ford Foundation. (1969)**

**1959-1962**

**Director, Social Research Unit, University College of Swansea, Wales.**

**Produced major sociological study of British urban area with special reference to change in family organization and kinship, Swansea, Wales.**

**1953-1959**

**Studied social mobility and social change within the traditional structure of main towns of the Kathmandu Valley, Kathmandu, Nepal. (1956-1957)**

Lecturer on Indian Anthropology, School of Oriental and African Studies, University of London. (1953-1959)

1950-1953

Conducted anthropological study of Indian caste system and village organization, Kulu Valley, Punjab Himalayas, India. (1951-1953)

Senior Research Fellow, H.M. Treasury Committee for Foreign Languages and Cultures. (1950-1953)

EDUCATION:

University of London, Ph.D., Oriental and African Studies, 1956.

Cambridge University, M.A., 1954.

Cambridge University (Pembroke College), B.A., Archaeology and Anthropology, 1950.

AWARDS:

Elected Exhibitioner, Pembroke College, 1949.

Elected Foundation Scholar, 1950.

Awarded William Wyse Fellowship in Anthropology, 1950.

AFFILIATIONS:

Fellow, Royal Anthropological Institute

Member, Association of Social Anthropologists of Great Britain and the Commonwealth

Member, Nepal Studies Association

Foreign Associate, American Institute of Planners

PUBLICATIONS:

"The Organization of a National Urban Development Corporation in Indonesia," February 1975.

"Housing for the Lowest Income Groups," Ekistics, Vol. 31, No. 183, 1971.

"Urbanization in Eastern India: The Planning Response," Regional Studies Association, Oxford, 1970.

"Housing and Planned Urban Change: The Calcutta Experience," chapter in The City As a Centre of Change in Asia, ed. D.J. Dwyer, Hong Kong University Press, 1971.

"Action Planning in Calcutta: The Problem of Community Participation," chapter in People, Planning and Development Studies, ed. Raymond Apthorpe, Frank Cass and Company, London, 1970.

128

"A Proposed Network of Community Service Centres for the Calcutta Metropolitan District," a planning report, 1965.

"Bustee Improvement Programme for Metropolitan Calcutta," a planning report, 1964.

"Urban Community Development in Calcutta," a planning report, 1964.

"Educational Planning in the Calcutta Metropolitan District," a planning report, 1964.

"Urbanization in Tropical Africa: A Demographic Introduction," for the Ford Foundation International Urbanization Survey.

"Urbanization in India," for the Ford Foundation International Urbanization Survey.

"Urbanization in Pakistan," for the Ford Foundation International Urbanization Survey.

"Training and Research in Urban Development — Programme Recommendations," for the Ford Foundation International Urbanization Survey.

LANGUAGES:

English, Hindi, Urdu (fluent)

Nepali, Newari, Kanashi, French and Bahasa Indonesian (partial)

125

NAME: Alfred P. Van Huyck  
PROFESSION: Urban and Regional Planner  
Specialist in Low Income Housing

NATIONALITY: American (USA)

PROFESSIONAL  
EXPERIENCE:

1967 to date

President, PADCO, Inc. (Planning and Development Collaborative International), Washington, D.C.

Responsible for overall management and supervision of the firm.

Professional Assignments:

Principle-in-Charge, National Urban Policy Study, Ministry of Development, Egypt; financed by USAID. Duties include development of housing policy recommendations, analysis of household income and urban physical standards, editorial supervision of the Urban Growth and Urban Data Report, assistance on preparation of national urban policy alternatives. (1980-1981)

Principal-in-Charge, Kabupaten Provincial Planning and Management Training Project, Indonesia, sponsored by the U.S. Agency for International Development. Work entailed preparation of a national strategy for training provincial and sub-provincial development officers in regional and urban planning. (1978-1979)

Team Leader in charge of the preparation of a training workshop titled "Preparing Shelter Sector Policies, Programs and Projects for Urban Settlements," offered by the Office of Housing, Agency for International Development in November 1979 and 1980.

Housing Specialist, Medan Urban Project, Indonesia. Part of a team under sub-contract for the preparation of settlement upgrading and sites and services projects. (1979)

Advisor, Northern Sumatra Regional Planning Project concerned with building the institutional capacity for regional planning in the four provinces of Northern Sumatra, Indonesia. (1978-1981)

Team Leader in residence to the PERUMNAS Project under World Bank sponsorship to the National Urban Development Corporation of Indonesia. PERUMNAS is concerned with building low cost housing and sites and services projects

126

**throughout Indonesia. PADCO provided sustained support for increasing institutional capacity. The major achievement was the introduction of the "fast track" process which assisted PERUMNAS to increase annual housing unit production from 12,000 to nearly 40,000 units per year. (1978-1979)**

Consultant, African Development Bank on the potential of housing sector lending activities and on housing policy. (1977)

Team Coordinator for the Joint Housing Teams sponsored by the Agency for International Development. The teams prepared reports on housing finance, urban land use policy, housing and community upgrading for low income Egyptians. (1977)

Chief Consultant to the Joint Housing Teams sponsored by the Agency for International Development. The teams prepared the report titled "Immediate Action Proposals for Housing in Egypt." (1976)

Consultant, Office of Housing, Agency for International Development. Conducted housing policy missions to Pakistan, Korea, Taiwan, Guatemala, Honduras and Thailand. (1974-1977)

Consultant, World Bank Missions on urbanization and housing to Kenya, Uganda, Turkey and Jamaica.

Housing Specialist for preparation of a prefeasibility study and terms of reference for the Dimas new town outside Damascus, Syria. (1976)

Team Leader for preparation of recommendations on social and economic program components in support of USAID housing guaranty programs. Participated on a case study approach in Tunis, Tunisia, to delineate appropriate supplemental health and education services, community development activities, job generation and income enhancement programs in support of a proposed settlement upgrading program. (1976)

**Team Leader, United Nations study of national kampung improvement policies and schemes in Indonesia. (1975)**

Mission Coordinator, Seoul City housing improvement program study, Korea. (1975)

Specialist for land and housing policy, Port-au-Prince, Haiti urban and regional development plan. (1974-1976)

Principal-in-Charge, pilot study in networking for urban development. (1974)

**Planner, Northern Sumatra regional planning study, Indonesia. (1974)**

Principal-in-Charge, contract for settlement planning in the East Ghor Valley, Jordan. (1973-1976)

Housing Specialist, Karachi Master Plan Project. Responsible for preparing recommended housing strategy for all income groups including administrative and financial proposals. Developed the metroville concept for housing lowest income people. (1971-1973)

Project Director, Arusha Master Plan and Capital Development Program, Tanzania. Work included an investigation of the role of the town as a market and service center to the Arusha agricultural region. (1968-1970)

Project Director for project to prepare recommendations for low income housing strategy in Tanzania, including administration and finance. (1969)

Project Director for study of the Moroccan bidonville situation. Evaluated current policies with recommendations for change. Work included an analysis of the rural development strategy of Morocco in relation to its potential effect on rural-to-urban migration of low income people. (1969)

Participant, preliminary planning studies, Guayaquil, Ecuador. Work included special reference to the problems of lowest income people in the urban areas and the relationship of the city to the Guayas region.

1963-1967

Chief Planner, Urban Renewal, The Ford Foundation Advisory Group, Calcutta, India.

Prepared a two-year work program for the Calcutta Metropolitan Planning Organization. Developed techniques for undertaking urban renewal projects in Calcutta. Chief Advisor and Contributor to the Basic Development Plan for Howrah, an area of 750,000 people within the Calcutta Metropolitan District. Responsible for preparation of an approach to housing for low income people who did not have access to direct subsidies.

1959-1963

Director of Planning and Urban Renewal, Herbert H. Smith Associates, New Jersey.

Directed work of the firm on 25 city planning contracts and 11 urban renewal projects (at separate times). Prepared four city

plans and the basic data and preparation of alternative plan proposals for the Pinelands Region of New Jersey.

**EDUCATION:**

University of North Carolina, M.R.P., 1960.

Dartmouth College, B.A., Sociology, 1955.

**AWARDS:**

National Sears Roebuck Fellowship for the Master of Regional Planning Program, University of North Carolina.

**HONORS:**

American Men of Science

Who's Who in the East (17th Edition)

**AFFILIATIONS:**

American Planning Association

Cosmos Club, Washington, D.C.

Society for International Development, Washington Chapter. Treasurer, 1977-78; President, 1979-82.

International Center for Research on Women; member of the Board of Directors, 1978-80.

**PUBLICATIONS:**

"Public Housing Policy," National Development, June/July 1980.

"Sites and Services Planning: An Option in Low Cost Housing," National Development, June/July 1979, pp. 124-136.

Preparing a National Housing Policy, Office of Housing, Agency for International Development, November 1974; revised edition 1977.

Guidelines for Establishing and Administering Land Development Agencies in the Developing Countries, Ideas and Methods Exchange No. 69, prepared for the Agency for International Development and the Department of Housing and Urban Development's Office of International Affairs, with Dr. Milton Kaplan, Washington, D.C., August 1973.

Planning Sites and Services Programs, Ideas and Methods Exchange No. 68, prepared for the Agency for International Development and the Department of Housing and Urban Development's Office of International Affairs, Washington, D.C., July 1971.

Urban Planning in the Developing Countries, co-editor with John D. Herbert (New York: Frederick A. Praeger, Inc., 1968).

Taming Megalopolis, contributor on the subject of housing in India, Anchor Books, 1966.

"Housing in Urban India for the Lowest Income Groups: The Environmental Approach," Society for International Development Journal, September 1966, with Dr. Colin Rosser, reprinted in The Realist, December 1966.

"Work Programming in the Planning Process," Indian Journal of Public Administration, with Dr. J. Madhab, Vol. XI, No. 1, 1965.

"How to Sell the Plan to the Public," Mayor-Manager Magazine, December 1964.

The Citizen's Guide to Urban Renewal, co-author, West Trenton, New Jersey, Chandler-Davis Publishing Co., 1962.

"Urban Renewal and Public Works Can Be Partners," Public Works Magazine, August 1961.

**SPEECHES:**

"Housing in Developing Countries," National Academy of Science Seminar, April 1979.

"The Contribution of Housing to National Development," Aga Khan Foundation Seminar on Housing, Jakarta, Indonesia, March 1979.

"Urban Strategies and Housing Policies," Asian Housing Conference, Seoul, Korea, 1976.

"Preparing a National Housing Policy," Second African Housing Conference, Kinshasa, Zaire, 1975.

"The Development Planning Process," guest speaker sponsored by the United States Information Agency, Jeddah, Saudi Arabia, 1972; Lagos, Nigeria, 1972; and Jakarta, Indonesia, 1973.

"Planning of Sites and Services Projects," guest speaker, Workshop on Site Planning presented by the Latin American Bureau, Agency for International Development, Washington, D.C., 1971.

"Planning for Developing Countries," guest speaker, International Federation for Housing and Planning Conference, Philadelphia, 1968.

"The Future of the City in Middle East Development," guest speaker, 10th Anniversary World Conference, Society for International Development, Washington, D.C., 1968.

"Low Cost Housing in India," guest speaker, International Federation for Housing and Planning Conference, Tokyo, Japan, 1966.

"Urban Renewal in India," guest speaker, International Union of Local Authorities Conference, Belgrade, Yugoslavia, 1965.

**LANGUAGES:**

English (fluent)  
Spanish (partial)

NAME: John D. Herbert  
PROFESSION: Urban and Regional Planner/Economist

NATIONALITY: American (USA)

PROFESSIONAL  
EXPERIENCE: 1967 to date

Senior Vice President, PADCO, Inc. (Planning and Development Collaborative International), Washington, D.C. Responsible for maintaining a high level of technical achievement on PADCO's projects.

Professional Assignments:

**Senior Regional Planning Consultant and PADCO Principal-in-Charge, Northern Sumatra Regional Planning Study. Work was undertaken in collaboration with the Government of Indonesia's technical staff and with the support of the Agency for International Development. The study is concerned with immediate action and long-term development in the four-province Northern Sumatra Region. The region is largely rural, but several major urban centers are playing an important part in its development, together with a network of secondary centers and smaller service townships. A large part of the consultant effort is being devoted to support for the four provincial planning agencies as they develop their own capacities for five-year and annual planning and project identification and preparation. It thus represents a considerable departure from recent regional studies in Indonesia which were undertaken largely by foreign consultants and less concerned with immediate action and the ongoing operations of government. (1978-1981)**

Senior Consultant and PADCO Principal-in-Charge, investigation of the potential for integrated regional development in the north of Cameroon undertaken by the Agency for International Development. (1979)

Team member, preparation of training materials for a month-long workshop on preparing shelter policies, programs and projects for urban settlements by the Office of Housing, Agency for International Development. (1979)

Consultant for formulation of integrated regional development in Peru for the Agency for International Development. (1979)

Project Director and Technical Coordinator, El Salvador Urban and Regional Project concerned with regional development related to intermediate cities, settlement upgrading,

employment generation, the institutional framework for urban and regional development, urban land legislation and improvements in the housing finance system. (1976-1978)

Responsible for the PADCO seminar on use of data in managing urban growth in the Economic Development Institute of the World Bank. (1975)

Consultant to the World Bank for the evaluation of the planning and coordination of urban development in the Bombay Metropolitan Region, India. (1975)

Head Planner of the PADCO-POLYTECHNA/TERPLAN team for the Karachi Metropolitan Region Plan. Worked with the Master Plan Department of the Karachi Development Authority. Prepared regional proposals for the Lower Sind Province, including use of Karachi's wastewater for agricultural development, growing food surpluses for the Karachi market and regional settlement patterns and stimulation of regional nonfarm employment. (1971-1976)

Project Director, Capital Impact Study for the Agency for International Development. Developed a manual for use by AID and developing country personnel for project impact analysis and evaluation in the urban housing, employment, transport, water and power sectors. The types of impact variables for consideration included economic, social, environmental, financial and administrative variables. (1974-1975)

Co-head Planner, Port-au-Prince, Haiti Metropolitan Development Plan. (1973-1976)

Consultant to the World Bank for evaluation of a proposal for metropolitan planning in Lahore, Pakistan. (1974)

Consultant to the Agency for International Development for the capital projects workshop. (1973)

Project Supervisor, information system for a preinvestment study for the Santiago Metropolitan Area, Ministerio de la Vivienda y Urbanismo, Government of Chile, with Agency for International Development support. (1970)

Special Consultant to the Ford Foundation in Chile for evaluation of information system work in the Ministerio de la Vivienda y Urbanismo. (1969)

Project Director, urban information system design project for Servico Federal de Habitacao e Urbanismo (SERFHAU), Brazil. (1969-1970)

Project Director, Guayaquil, Ecuador Metropolitan Development Study for the Agency for International

Development, in collaboration with the National Planning Commission, Government of Ecuador. (1969)

External Examiner, University of Auckland, New Zealand. (1968)

1963-1967

Senior Metropolitan Planner, Ford Foundation Advisory Group, Calcutta Metropolitan Planning Organization Project, India.

Responsibilities included work on preparation of the basic development plan, 1966-1986 for the Calcutta Metropolitan District, initiation of an information system and preparation of recommendations for work programming and staffing.

1960-1963

Economic Consultant, Penn-Jersey Transportation Study, Philadelphia.

Responsible, with Dr. Benjamin H. Stevens, for development of a mathematical model for the analysis of residential land use.

Faculty member, University of California, Berkeley, Department of City and Regional Planning.

Teaching Assistant, University of Pennsylvania, Department of City Planning.

1957

Planning Assistant, Municipal Planning Office, Corporation of the District of Kitimat, British Columbia, Canada.

Worked on a new town plan for the Aluminum Company of Canada in conjunction with the provincial government.

1953-1956

Architectural practice, New Zealand.

Responsible for the design of a \$2 million space-frame unit involving original structural research, believed to be the first of its kind.

**EDUCATION:**

University of Pennsylvania, Ph.D., City and Regional Planning, 1964.

University of California, Berkeley, M.C.P. Program, 1956-1958.

University of New Zealand, B.Arch., 1953.

**HONORS:**

American Men of Science

Who's Who in North America

Editorial Board, Habitat Journal

**AWARDS:**

University of Pennsylvania: Samuel S. Fels Fellowship, 1960-61; University Fellowship, 1960-61; George Leib Harrison Fellowship, 1958-59 and 1959-60.

University of California, Berkeley: James Sutton Fellowship, 1957-58.

**AFFILIATIONS:**

American Academy of Arts and Sciences

Regional Science Association

Royal Institute of British Architects

New Zealand Institute of Architects

Pakistan Institute of City and Regional Planning

**PUBLICATIONS:**

Urban Action in the Third World, New York: Praeger, Spring 1979.

Una Nota Sobre el Desarrollo de Servicios Publicos e Infraestructura Urbana — Un Argumento para una Perspectiva Mas Amplia, Cuaderno de Ahorro y Prestamo No. 51, Santiago, Chile: Union Interamericana de Ahorro y Prestamo para la Vivienda, Febrero 1978. (Selected for publication from the first EDURES seminar by the Union Interamericana de Ahorro y Prestamo para la Vivienda.)

Guidelines for Formulating Projects to Benefit the Urban Poor in the Developing Countries, Office of Urban Development, Agency for International Development, April 1976.

"An Approach to Metropolitan Planning in the Developing Countries," in Urban Planning in the Developing Countries, eds. John D. Herbert and Alfred P. Van Huyck, New York: Frederick A. Praeger, Inc., 1968.

A Procedure for the Articulation of Complex Development Programming Problems, Ph.D. dissertation, University of Pennsylvania, 1964.

"A Model for the Distribution of Residential Activity in Urban Areas," with Benjamin H. Stevens, Journal of Regional Science, 1960.

PAPERS AND  
SPEECHES:

"Relationships between Urban and Rural Development," speech to the National Academy of Sciences, Discussion Seminar on Urban Problems in Developing Countries: The Role of Science and Technology, Washington, D.C., April 19-20, 1979.

"Accion Inmediata en las Areas Criticas Urbanas en el Contexto del Desarrollo Urban Nacional." Address delivered as the United Nations' contribution to the Jornada Cientifico - Cultural of the Federacion de Asociaciones de Profesionales Academicos de El Salvador, May 17, 1978.

"Una Nota Sobre el Desarrollo de Servicios Publicos e Infraestructura Urbana — Un Argumento para una Perspectiva Mas Amplia," presented at the first EDURES (Estudio de Desarrollo Urbano y Regional) seminar, San Salvador, El Salvador. Published in Cuaderno de Ahorro y Prestamo No. 51, Santiago, Chile: Union Interamericana de Ahorro y Prestamo para la Vivienda, Febrero 1978.

"The Supply and Pricing of Public Utilities," paper prepared at the request of the United Nations for the Pre-Conference Discussions in preparation for HABITAT, The United Nations Conference on Human Settlement, 1975.

"The Urban Avalanche: Problems, Prospects and an Approach to Urban Planning in the Developing Countries," invited speaker at the Annual General Meeting of the American Association for the Advancement of Science, New York, 1975.

"Centralization versus Decentralization," paper presented at the 1974 PADCO Seminar.

"The Roles and Ethics of the Planner and the Consultant," guest speaker at the SPURS Seminar, Massachusetts Institute of Technology, 1974.

"Calcutta's Role in Indian Urbanization," presented in the 1968 Comparative Urban Settlement Seminar, sponsored by Syracuse University.

"Impact Analysis and Urban Priorities," paper presented at the 1968 PADCO Seminar, with Bernardo Ynzenga.

"The Calcutta Basic Development Plan," presented in the PADCO Seminar Series, University of North Carolina, 1968.

"The Planning of Urbanization and the Urbanization of Planning," presented in the 1962-63 Seminar Series, "Revitalizing our Cities," sponsored by the Institute for Urban and Regional Studies, Washington University, St. Louis.

"Recent Development in Urban Planning Techniques,"  
Department of Town Planning, Auckland University, New  
Zealand, 1962.

LANGUAGES:

English, Spanish (fluent)  
French, Portuguese (partial)

12/7

**OTHER STAFF AVAILABLE FOR  
SHORT-TERM ASSIGNMENT**

NAME: Aprodicio A. Laquian  
PROFESSION: Urban Development and Low Cost Housing Specialist

NATIONALITY: Filipino  
Canadian Landed Immigrant

PROFESSIONAL  
EXPERIENCE:

1980 to date

Regional Representative for Asia, PADCO, Inc. (Planning and Development Collaborative International). Responsible for project development and promotion in South East Asia.

1979 - 1981

Visiting Professor and Director for International Research Projects, Integrated Research Center, De la Salle University, Manila, Philippines.

Private Professional Consultancies:

Consultant for formulation of a Maternal and Child Health cum Family Planning Program elements in the Sites and Services and Community Upgrading projects in Metro Manila, Cebu, Cagayan de Oro and Davao for the United Nations Fund for Population Activities. (1981)

Consultant to the United Nations Development Centre, Kuala Lumpur, Malaysia, in the formulation of a multi-country project on "Policies Influencing Internal Migration." (1981)

Consultant for preparing a report on The Delivery of Basic Services to the Urban Poor, covering conditions in four large Philippine cities for the Population Center Foundation, Manila. (1980-81)

Consultant to the United Nations Fund for Population Activities for the preparation of one of three basic documents for the International Conference on Population and the Urban Future, held in Rome, September 1980. Title of document: "Issues and Instruments in Metropolitan Planning." (1980)

Consultant to the UN Fund for Population Activities and member of the Basic Needs Mission to Sri Lanka. Responsible for the formulation of a social development and resettlement plan for the Mahaweli Development Scheme. (1980)

**Training Consultant to the Indonesia Office of the United Nations Childrens Fund (UNICEF) for a staff development**

**program on urban development issues held in Bali, Indonesia.  
(1980)**

Consultant to the International Development Research Centre of Canada for an evaluation of the effects and impact of training grants and scholarships to academics and government officials in the Philippines. (1980)

Consultant to the UN Fund for Population Activities for preparation of a report on "Accommodationist Policies for Population Distribution" and as a resource person to an international conference held in Bangkok, Thailand. (1979)

Consultant to the United Nations Centre for Human Settlements (Habitat) for evaluation and review of three projects (Indonesia and the Philippines) on Integrated Approach to Development of Low Income Settlements. (1979)

Consultant to the United Nations Environment Programme (UNEP) for the preparation of a basic document, "Human Settlements — Ten Years After Stockholm" to be published in a UNEP document in 1982. (1979)

**1977 - 1978**

Project Director, Social Sciences Development Project (East Africa), International Development Research Centre, Nairobi, Kenya.

Identified research projects and recommended support for small social science grants to young East African social scientists.

Concurrently was Visiting Professor at the Department of Urban and Regional Planning, University of Nairobi.

Led research teams on field projects in Kenya, Zambia, Tanzania and Botswana.

**1971 - 1976**

Associate Director for Social Sciences and Human Resources, International Development Research Centre of Canada, Ottawa, Canada.

In charge of the rural-urban dynamics program of the IDRC. Evaluated, monitored and identified research projects related to rural-urban migration, low cost housing, regional development and studies of the informal sector all over the world.

1969 - 1970

Director of Research, International Association for Metropolitan Research and Development (INTERMET), Toronto, Canada.

Responsible for leading multi-disciplinary research teams in eight countries in a study of rural-urban migrants living in slum and squatter areas.

Consultant to the United Nations Secretariat (Public Administration Division) for the preparation of a UN document on "Administrative Aspects of Urbanization."

1968 - 1969

Senior Specialist, East West Center, Honolulu, Hawaii, working on low income urban settlements in developing countries.

Visiting Professor, Department of Political Science, University of Hawaii.

1962 - 1968

Associate Professor, College of Public Administration, University of the Philippines, Manila.

Deputy Director, Local Government Center, University of the Philippines, Manila.

**EDUCATION:**

Massachusetts Institute of Technology, Ph.D, Political Science (major in urban studies), 1965.

University of the Philippines, B.A., Public Administration, cum laude, 1959.

**HONORS:**

Elected to International Honor Society of Phi Kappa Phi and Pi Gamma Mu.

Fulbright-Smith/Mundt scholarship award for studies in the United States, 1960.

Scholarships from the Ford Foundation, Rockefeller Foundation and the Asia Foundation for studies at M.I.T., 1960-65.

**AFFILIATIONS:**

International Architectural Foundation.

International Institute for Environment and Development, London.

Environmental Liaison Centre, Nairobi.

Philippine Political Science Association.

PUBLICATIONS:

Books and Monographs

Housing Asia's Millions — Problems, Policies and Prospects for Low-Cost Housing in Southeast Asia, edited with Stephen H.K. Yeh (Ottawa: International Development Research Centre of Canada), 1979.

Social Change and Internal Migration — A Review of Research Findings from Africa, Asia and Latin America, with Alan Simmons and Sergio Diaz-Briquets (Ottawa: IDRC of Canada), 1977.

Town Drift — Social and Policy Implications of Rural-Urban Migration in Eight Developing Countries (Ottawa: IDRC of Canada), 1974.

Slums and Squatters in Six Philippine Cities (New York: Southeast Asia Development Advisory Group), 1973.

Rural-Urban Migrants and Metropolitan Development (Toronto: Intermet), 1971.

Administrative Aspects of Urbanization (New York: United Nations), ST/TAO/M/51, 1971.

Slums are for People — The Barrio Magsaysay Pilot Project in Philippine Urban Community Development (Honolulu: East-West Center Press), 1971.

The Manila 1967 Elections (Manila: Local Government Center, University of the Philippines), 1968.

The City in Nation-Building — Politics and Administration in Metropolitan Manila (Manila: School of Public Administration, University of the Philippines), 1966.

Book Chapters:

"Public Policy and Migratory Behaviour in Selected Cities," with Alan Simmons, in James W. White, ed., The Urban Impact of Internal Migration (Chapel Hill: Institute for Research in Social Science, University of North Carolina), pp. 97-122, 1979.

"Slums and Squatters," in Stephen H.K. Yeh and A.A. Laquian, eds., Housing Asia's Millions (Ottawa: IDRC of Canada), 1979.

1970

"Whither Sites and Services?" in Irene Tinker and Mayra Buvinic, eds., The Many Facets of Human Settlements, Science and Society (Oxford: Pergamon Press), 1977.

"Appropriate Building Systems," in Gwen Bell, ed., Strategies for Human Settlements, Habitat and Environment (Honolulu: East-West Center Press), 1976.

"Coping with Internal Migration in the Philippines: Problems and Solutions," in John F. Kantner and Lee McCaffrey, eds., Population and Development in Southeast Asia (Lexington, Mass.: Lexington Books), 1975.

"Urban Tensions in Southeast Asia in the 70's," in W. Howard Wriggins and James Guyot, eds., Population Politics and the Future of Southeast Asia (New York: Columbia University Press), 1973.

"Manila," in William Robson and D.F. Regan, eds., Great Cities of the World (London: George Allen and Unwin, Ltd.), 1972.

"The Asian City and the Political Process," in D.J. Dwyer, ed., The City as a Centre of Change in Asia (Hong Kong: University of Hong Kong Press), 1972.

"Slums and Squatters in Southeast Asian Cities," in Leo Jakobson and Ved Prakash, eds., Urbanization and National Development (Beverly Hills: Sage Publications), 1971.

"Manila," in Joseph A. Lauwerys and David C. Scanlon, eds., Education in Cities (New York: Harcourt Brace), 1970.

#### Published Articles:

"Recursos Humanos para las Politicas de Asentamientos Humanos," in Revista Interamericana de Planificacion, Vol. XIII, No. 49, Mexico City, pp. 7-18, March 1979.

"El Rutero de la Ciencia — Ciencias Sociales en Africa Oriental," in El CIID Informa, Vol. 8, No. 4, Bogota, Colombia, December 1979.

"Human Resources for Human Settlement Policies," in Habitat International, Vol. 3, No. 3, London, 1978.

"Somalia — Nomads No More," The IDRC Reports, Vol. 7, No. 3, Ottawa, September 1978.

"Letter from Havana," Solidarity, Vol. XI, No. 23, Manila, 1977.

"Urbanization, Lessons from the Latin American Experience," Habitat Magazine, Ottawa, March 1977.

"Whither Sites and Services," Science, Vol. 92, Washington, D.C., June 1976.

"Habitat — The End of the Beginning?," The IDRC Reports, Vol. 5, No. 3, Ottawa, 1976.

"Government Intervention and Community Self-Help," Architectural Record, New York, May 1976.

"Slums of Hope, Slums of Despair," Cooperation Canada, Ottawa, May 1976.

"A Selected Bibliography on Rural-Urban Migrants, Slums and Squatters in Developing Countries," in Exchange Bibliographies (Monticello: Council of Planning Librarians), 1971.

"A National Policy for Children and Youth," Assignment Children (Paris: UNICEF), 1971.

"The Rurban Slum as Zone of Transition," Studies in Comparative Local Government, The Hague, IULA, 1969.

"The Political Integration of Muslim Filipinos," PJPA, Vol. XIII, No. 4, October 1969.

"Squatting and Slum Dwelling in Metropolitan Manila," Philippine Sociological Review, July 1968.

"Urban Insurgency: New Communist Strategy," Solidarity, Manila, October 1968.

"The Meaning of Tondo," Solidarity, Manila, April 1968.

"Squatter Economics and Public Policy," Philippine Journal of Public Administration, Vol. XI, No. 4, Manila, 1967.

"Manila's Urban Renewal Program," PJPA, Vol. XX, Nos. 2-3, April-July 1966.

"Politics in Metropolitan Manila," PJPA, Vol. IX, No. 4, October 1965.

"Urban Development: Lessons from the Indian Experience," PJPA, Vol. VII, No. 3, July 1963.

Unpublished Papers:

"Human Settlements Development — Ten Years After Stockholm," (Nairobi: UNEP), 1980.

"People on the Move — Urban Implications of Internal and International Migration," paper presented at the UNFPA Media

198

Seminar on Population and Development, Sarpsborg, Norway, May 12-16, 1980.

"Issues and Instruments in Metropolitan Planning," background document for the UNFPA Conference on Population and the Urban Future, Rome, Italy, September 1-4, 1980.

"Improvement and Development of Low Income Settlements in Southeast Asian Cities," paper presented at the Seminar Program on Improving Low Income Residential Areas," Jakarta and Bandung, Indonesia, October 29 - November 17, 1979.

"Accommodationist Policies in Population Redistribution," paper presented at the UN/UNFPA Workshop on Population Distribution Policies in Development Planning, Bangkok, September 4-13, 1979.

"The Management of Human Settlements in the Asia and Pacific Region," paper presented at the Asia and Pacific Meeting on Human Settlements Finance and Management, Manila, June 5-11, 1979.

"The Role of Government and the Private Sector in Providing Low Cost Housing in the Philippines," Third Andres Soriano Lecture, College of Public Administration, University of the Philippines, December 1979.

"Some International Trends in Teaching and Research of the Social Sciences," paper presented before the Philippine Sociological Society, De la Salle University, November 1979.

"Planned Population Redistribution — Lessons from Indonesia and Malaysia," paper presented at the UNFPA Planned Population Redistribution Working Group Meeting, Singapore, January 22-24, 1979.

"The Impact of the TanZam Railway on Human Settlements in Mbeya District, Tanzania," paper presented at the staff seminar, Department of Urban and Regional Planning, University of Nairobi, July 8, 1978.

"Public Policy and Migratory Behaviour in Selected Developing Countries," with Alan Simmons, paper presented at International Conference on Internal Migration, University of North Carolina at Chapel Hill, June 1976.

"Tondo, Manila: Popular Participation for Environment Improvement in a Philippine Shantytown," paper presented at Habitat Forum, The United Nations Conference on Human Settlements, Vancouver, B.C., June 1976.

114

"Research Networks in Urban and Regional Development The IDRC Experience," paper presented at the Xth Annual Workshop on Networking, sponsored by USAID, November 24-26, 1975.

"Martial Law in the Philippines to Date," paper presented at the Annual Meeting of the Association of Asian Studies, Boston, Mass., April 1-3, 1974.

"The Political Integration of Urban Squatters and Slum Dwellers," paper presented at a Seminar on Urbanization and Political Development, Clark University, Worcester, Mass., June 1973.

"A National Capital District for the Philippines," a report submitted to the National Economic and Development Authority, Government of the Philippines, August 31, 1973.

"Changing Executive Leadership in the Philippines," paper presented at the Annual Meeting of the Association of Asian Studies, New York, March 27-29, 1972.

"The Need for a National Urban Strategy in the Philippines," paper presented to the SEADAG Urban Development Panel Seminar on Planning for Urbanization within National Development Planning in Southeast Asia, Manila, January 4-7, 1972.

"Rural-Urban Migration and Low Income Housing in Canada," report submitted to the Central Mortgage and Housing Corporation, Government of Canada, July 15, 1971.

"Housing Squatters and Slum Dwellers in Southeast Asia," paper presented at the 137th Meeting of the American Association for the Advancement of Science, Chicago, December 26-31, 1970.

"Population Migration and Implications for Urban and Regional Development," paper presented at the First International Conference on Urban Problems and Regional Development, Seoul, Korea, June-July 1970.

"Administrative Measures for the Improvement of Slums and Uncontrolled Settlements," paper presented at the United Nations Inter-regional Seminar on Improvement of Slums and Uncontrolled Settlements, Medellin, Colombia, February-March 1970.

LANGUAGES:

English (fluent)  
Spanish (partial)  
Filipino (fluent)

NAME: Anne Elizabeth Booth

PROFESSION: Development Economist

NATIONALITY: New Zealand

PROFESSIONAL  
EXPERIENCE: 1979 to date

Faculty, Department of Economics, Research School of Pacific Studies, Australian National University, Canberra, Australia.

Also responsible for various consulting assignments in Indonesia, Singapore and India.

1976 - 1979

Lecturer, Department of Economics, University of Singapore.

Research activities included the following: joint editor and contributor to the forthcoming book to be published by Oxford University Press, The Indonesian Economy in the new Order Period; joint researcher for a project to study the indirect taxes in the ASEAN countries (Malaysia, Indonesia, Thailand, Philippines and Singapore).

Other activities included an ongoing association with the Australian-Asian University Cooperation Scheme to assist the development of economics and agricultural economics faculties in three east Indonesian universities.

Spent three months at Hasanuddin University, South Sulawesi in 1976 to assist the economics faculty in running a course on regional development planning for local academics and civil servants.

Assisted in teaching a 4-week upgrading course for lecturers from regional universities in Indonesia held at Brawijaya University, Malang and East Java in June 1977.

Also assisted the World Bank in preparation of a report on foodgrain prospects in Indonesia.

1974 - 1975

Consultant, National Planning Program, Jakarta, Indonesia.

1968 - 1971

Economic Assistant, Department of the Environment, United Kingdom.

EDUCATION: Australian National University, Ph.D., Development Economics, 1976.

Victoria University, B.A., Economics, 1968.

PUBLICATIONS: "Agricultural Taxation in Indonesia," Agricultural and Rural Change in Indonesia, ed. G. Hansen. Forthcoming, New York: Cornell University Press.

"An Economic Survey," Southeast Asian Affairs 1977, Singapore: Institute of Southeast Asian Studies, 1977.

"Irrigation in Indonesia: Parts 1 and 2," Bulletin of Indonesian Economic Studies, March and July 1977.

"Interprovincial Comparisons of Taxable Capacity, Tax Effort and Development Needs in Indonesia," Malayan Economic Review, March 1977.

"The 1973 Agricultural Census," with R.M. Sundrum, Bulletin of Indonesian Economic Studies, July 1976.

"Fiscal and Monetary Policies for Development with Equality," Ekonomi Dan Keuangan Indonesia, December 1975.

"Survey of Recent Development," with B. Glassburner, Bulletin of Indonesian Economic Studies, March 1975.

"Land Ownership in Klaten," Bulletin of Indonesian Economic Studies, November 1974.

"Ipeda-Indonesia's Land Tax," Bulletin of Indonesian Economic Studies, March 1974.

LANGUAGES: English (fluent)  
Indonesian (partial)

**NAME:** James Aidan Robb Anderson

**PROFESSION:** Forestry Specialist

**NATIONALITY:** British

**PROFESSIONAL  
EXPERIENCE:** 1975 to date

Partner, Anderson & Marsden, Ltd. (Forestry Consultants)

Undertook more than 40 assignments in Indonesia (Sumatra, Sulawesi, Kalimantan, Irian Java), Malaysia (Sarawak, Sabah), Papua New Guinea and the New Hebrides for various clients including Incheape Bhd., Wellcome Foundation, Tokugawa Pte Ltd., Middle East Timber Agency, World Bank, Dutch Government, Hong Kong Teakwood Pte Ltd., P.T. Porodisa, Baram Sawmill, etc.

Many projects required inventory work of Karangas forests, mixed Dipterocarp forests, mixed species forests and peat swamp forests.

1973 - 1974

Forestry consultant.

Undertook several assignments in Indonesia (Sulawesi, Java, Sumatra, Kalimantan), Brunei, Thailand and Malaysia.

1968 - 1972

Deputy Conservator of Forests.

1957 - 1968

Forest Research Officer.

1955 - 1957

State Forest Officer, Brunei.

1952 - 1954

Section Forest Officer, Sibiu.

1951 - 1973

Forest officer with the Forest Department, Sarawak (British Colonial Service to 1963; thereafter with Sarawak & Malaysian governments).

1950 - 1951

British Council fellowship to Finland.

1940 - 1946

War service. Major, 1st Battalion, The Black Watch (R.H.R.), 51st (Highland) Division.

**EDUCATION:**

Edinburgh University, Doctor of Philosophy, 1961 (Thesis: "Ecology of the Peat Swamp Forests of Sarawak in Relation to Their Silviculture).

Commonwealth Forestry Institute, University of Oxford, Postgraduate course, 1955.

Edinburgh University, Bachelor of Science, Forestry, 1950.

Durham School (Oxford and Cambridge School certificate and matriculation), 1939.

**AFFILIATIONS:**

British Ecological Society  
Commonwealth Forestry Association  
Malayan Nature Society

**HONORS:**

Officer of the Order of the British Empire (O.B.E.), 1969.

Pegawai Bintang Sarawak (Officer of the Illustrious Order of the Star of Sarawak, P.B.S.), 1972.

**LANGUAGES:**

English (fluent)  
Bahasa Indonesian (partial)

NAME: Robert Brown Campbell

PROFESSION: Agricultural Economist

NATIONALITY: American (U.S.A.)

PROFESSIONAL  
EXPERIENCE:

1979 to date

Agricultural Economist, UNDP, Kuala Lumpur, Malaysia.

1978

Socio-Economic Consultant, Fluor Mining & Metals, Inc., California.

Bukit Asam Coal Mining and Transportation Project, Indonesia. Prepared socioeconomic input for project proposal for client (Government of Indonesia) and prospective contractors.

Agricultural Economist, World Bank, Food Supply Prospects for Indonesia. Developed and analyzed models for farming systems with the objective of evaluating the potential for increased food production.

1977

Agricultural Economist, World Bank, Irrigation Program Review, Indonesia. Formulated and analyzed models of water resource projects throughout Indonesia with the objective of evaluating the impact on farm income, food production, transmigration and resource requirements.

Agricultural Economist, Asia Foundation, Iran Jaya, Indonesia. Evaluated the technical feasibility of merging a large but underutilized agricultural research facility with the agricultural faculty of the provincial university.

World Bank, Northeast Thailand Irrigation Projects I and II. Responsible for financial and economic appraisal of several large and medium-sized irrigation projects proposed for World Bank financing.

1974 - 1976

Agricultural Economist, World Bank, Rural Credit Project, Indonesia. Responsible for technical, financial and economic analysis of the portion of the credit program covering on-farm development.

Project Agricultural Economist, Robert R. Nathan & Associates, South Sumatra Regional Planning Study, Indonesia. Responsible for agricultural/rural sector in formulating a comprehensive regional development plan for the five southern provinces of Sumatra. Emphasis was placed on smallholder agriculture, including transmigration programs/projects.

1973

Project Economist, Lyons Associates, Northeast Thailand Irrigation Project. Prepared financial and economic appraisal of a proposed irrigation project. Also undertook a primary socioeconomic farm survey.

1972

Project Economist, U.S. Department of Health, Education and Welfare, Land Settlement Plan, Palau, Micronesia. Prepared a technically, financially and economically feasible development plan for a proposed agricultural settlement for indigenous farmers.

1969 - 1971

Agricultural Economist, Louis Berger, Inc., Feasibility Study for Medan-Padang portion of proposed Trans-Sumatra Highway. Identified and quantified the benefits, if any, that might be generated in the agricultural sector as a result of building any one of a number of alternative roads to varying standards.

Field Research Supervisor, National Economic Development Board of Thailand. With a team of graduate students, conducted long-term comprehensive socioeconomic village studies.

1963 - 1965

Peace Corps Volunteer, Fatun Land Settlement, South Thailand. Initiated and supervised rural development activities ranging from public health to agricultural plant protection.

**EDUCATION:** University of South Carolina, Columbia, B.A., Geology, 1957.  
University of Hawaii, Honolulu, M.S., Agricultural Economics, 1968.  
University of Hawaii, Ph.D candidate, Agricultural Economics.

**LANGUAGES:** English (fluent)  
Indonesian, Thai (good)  
French (partial)

NAME: Robert Lamar Green

PROFESSION: Agricultural Engineer

NATIONALITY: American (U.S.A.)

PROFESSIONAL  
EXPERIENCE: 1976 to date

Consulting activities as an agricultural engineer:

Southeastern Consortium for International Development (SECID) under their USAID contract for a Baseline Study of Agricultural Research, Education and Extension (REE) as it pertains to agricultural programs of Guyana, South American. (1981)

Water Resources Research Center, University of Maryland. Assisted in preparation of a projected 5-year research program. (1980)

Part of 3-man team for in-country study of problems for integrated rural development in the Bossangoa Sub-Pref. of Central African Republic. Vista Research Corporation, Alexandria, Virginia, was contractor with African Development Bank. (1979)

Chaired consultant panel for Community and Economic Development Division, USGAO. Developed approach for GAO use in reviewing research administration of the Agricultural Research Service, USDA. (1976)

1972 - 1976

Acting Director, Maryland Agricultural Experiment Station, University of Maryland.

Administrator for research effort programmed at approximately \$4.5 million per year and involving approximately 125 faculty scientists and engineers (75-80 full-time equivalent) from 15 disciplines. In addition to effort on the main campus, research was conducted at nine field locations through the state.

Responsible for the development of three memorandums of agreement for cooperative research between three of our departments and their scientific colleagues of the U.S. Department of Agriculture at Beltsville, Md., to enhance the mutual support possible and to reduce undesirable duplication of research through joint planning.

1965 - 1979

Coordinator, Water Resources Research Center, University of Maryland (retirement effective 2/28/79).

In addition to expanding understanding of the complex interrelationships between land uses and the total aquatic ecosystem, also acquired considerable firsthand knowledge of the pros and cons of land treatment of waste effluents and also for the effects of steam operated electric generating plants on the environment either through thermal loading of streams or the drift of emissions from cooling towers or furnace stacks.

1958

Professor and Head, Department of Agricultural Engineering, University of Maryland (and State Drainage Engineer, 1958-1969).

1954 - 1958

Superintendent and Agricultural Engineer, S.E. Tidewater Experiment Station, Soil and Water Conservation Research Division, ARS, USDA, Fleming, Georgia.

Conducted research in the poorly drained coaster area but, more importantly, the planning of research with scientists of other disciplines followed by allocation of resources and general supervision which included annual progress reports and preparation of papers for technical meetings and journals.

1951 - 1953

Agricultural Engineer, U.S. Special Technical and Economic Mission, Indonesia (ECA, MSA, TCA, FOA). (On leave from L.S.U.)

Studied the problems confronting the Government of Indonesia in the establishment of a land development equipment pool in each of the ten (1951-53) provinces. The objective of this program was not to mechanize farming but simply to help with the initial land preparation so that more land could be planted and cultivated with Indonesia traditional cultural methods. The first major problem solved was the need for a means of training personnel to assemble, operate and maintain tractors and machinery. The solution was the establishment of a training school with a training program of about 2.5 to 3 months duration. Another problem identified was that in two provinces the roads were too narrow and bridges too weak for heavy equipment so small tractors and equipment were programmed for those areas.

1950 - 1951

Research Fellow, General Education Board, Michigan State University (on leave from L.S.U.).

1947 - 1950; 1953 - 1954

Assistant Professor of Agricultural Engineering, Louisiana State University.

1941- 1946

Active Duty, U.S. Army (Reserve 1935-68; retired as Colonel, Armor, USAR).

1938 - 1939

Research Fellow, Iowa State College.

1934 - 1938; 1939 - 1941; 1946 - 1947

Soil Conservation Service, USDA, Georgia.

RELATED ACTIVITIES:

1960 - 1966

Chairman, Governor's Special Committee on Shore Erosion Report, "A Shore Erosion Policy for Maryland," 1961, 63 pp.

1962 - 1966

Chairman, Governor's Special Advisory Committee on Conservation and Development of Natural Resources.

1964 - 1969

Member, Maryland Water Resources Commission.

1969

Member, Maryland Water Resources Advisory Committee (Chairman, 1975)

1968 - 1973

Chairman, Maryland Water Sciences Advisory Board.

**EDUCATION:**

Michigan State College, Ph.D, Agricultural Engineering, 1953.

Iowa State College, M.S., Agricultural Engineering, 1939.

University of Georgia, B.S., Agricultural Engineering, 1934.

**PUBLICATIONS:**

R.H. Nietubicz and R.L. Green, Co-Chairmen, Symposium on Environmental Effects of Cooling Tower Emissions, May 2-4, University of Maryland, Proceedings with Supplement, 544 pp.

"What is Land Treatment — Art or Science," Proceedings of a Symposium on Land Treatment of Waste Effluents, April 25-26, University of Maryland, 1978.

J.O. Duru, H.N. Holtan, R.L. Green, "Synthesis of Hydrograph Recessions Adjusted for Evapotranspiration Losses," Transactions, American Society of Agricultural Engineers, 922-926, 1974.

"Plume Dispersion and Effects on Vegetation," Introduction (Chalk Point Cooling Tower), First Symposium, Chalk Point Cooling Tower Project, University of Maryland, 1973.

W.F. Schwiesow, C.P. Merrick, R.L. Green, W.J. Moyer, "Planning Irrigation in Maryland," Bulletin 233, Cooperative Extension Service, University of Maryland, 40 pp., 1970.

Chairman, Pocomoke River, "A Preliminary Study and Recommendation for Conservation, Development, Drainage and Other Management Problems," Report of Ad Hoc Committee appointed by Congressman Rogers C.B. Morton, 1968.

"Management of Concentrated Waste on the Farm (Dairy) Proceedings Spring Meeting," Interstate Commission on the Potomac River Basin, pp. 23-25, 33, 1967.

Chairman, "Water Resources Management in Maryland" (A Committee Report to Maryland Department of Water Resources), 87 pp., 1967.

Coordinator, "Annual Progress Reports," Water Resources Research Center, University of Maryland, 1965-78.

"Problems of Mechanization in Developing Nations," Proceedings, Fourteenth Annual Meeting, Agricultural Research Institute, pp. 111-117, October 1965.

"The Use and Management of Water on Peninsula Farms," Abstracts of Papers, Peninsula Horticultural Society, Salisbury, Md., December 1965.

"Design Considerations for Sprinkler Irrigation Systems Used for Waste Disposal," Maryland Processors Reports, pp. 27-33, March 1965.

C.G. McKee, O.E. Street and R.L. Green, "Irrigation of Maryland Tobacco," Maryland Extension Fact Sheet 166, 1964.

R.L. Green and E.G. McKibben, "Engineering in Maryland Agriculture," Part I, Maryland Engineer, Fall 1963, pp. 10-12; Part II, Winter 1964, pp. 8-11.

L.C. Walker and R.L. Green, "Draining Pine Forests," Forest Farmer, 8,9,14,19, March 1961.

L.C. Walker, R.L. Green and J.M. Daniels, "Flooding and Drainage Effects on Slash and Loblolly Pine Seedlings," Forest Science, Vol. 7, No. 1, pp. 2-15, March 1961.

#### PAPERS AT INTERNATIONAL MEETINGS

R.L. Green and J.E. Ayars, "Land Treatment of Waste Effluents," prepared for the Topical Area — Environment of the XV Convention of UPADI, Trabajos Complementarias, TOMO II, pp. 149-162, Instituto de Ingenieros de Chile, Santiago, Chile, October 1978.

W.L. Harris, A.M. Cowan and R.L. Green, "Agricultural Engineering in an Energy constrained Environment," Union Pan Americano de Ingeniero (UPADI), XII Convention, Toronto, Canada, October 1974.

R.L. Green, "Water Resources Research at the University of Maryland, 1965-72," Simposia Internacional Sobre La Planificacion de Recursos Hidraulicos (International Symposium on Water Resources Planning) sponsored by Secretaria de Recursos Hidraulicos, Mexico City, D.F., December 1972.

R.L. Green, "Aquacultural Engineering, A Challenging Aspect of Water Resources Productivity," Union Pan Americano de Ingeniero (UPADI) XII Convention, Lima, Peru, October/November 1972.

#### AFFILIATIONS:

American Association for Advancement of Science

American Society of Agricultural Engineers

Soil Conservation Society of America

**HONORS AND  
AWARDS:**

Professor Emeritus, University of Maryland, 1979.

Elected Life Member, American Society of Agricultural Engineers, 1976.

Faculty Award for Distinguished Contributions in Field of Environmental Science (presented at Symposium — "Politics and the Environment" by Department of Government and Politics, 1974.

Honorary State Farmer, Maryland Association of Future Farmers of America, 1973.

Elected Fellow Member, American Society of Agricultural Engineers (Honorary grade for which members may not apply), 1965.

Fellow, General Education Board (for graduate study at Michigan State), 1950-1951.

Research Fellow, Iowa State College, 1938-1939.

**LANGUAGES:**

English (fluent)  
Bahasa Indonesia (good)  
Spanish (partial)

**NAME:** Budiono Sri Handoko  
**PROFESSION:** Development Economist

**NATIONALITY:**

**PROFESSIONAL  
EXPERIENCE:**

1965 to date

Faculty member, Economics faculty, Gadjah Mada University, Yogyakarta, Indonesia.

In addition to teaching assignments at Gadjah Mada, has participated and published numerous survey reports on economic development of Indonesia in general, concerning regional development in particular. Developed and published the first Regional Income Accounts for Yogyakarta and Central Java Province (1969-1971). Also participated in extensive surveys toward regional industrial development policy in Central Java and East Kalimantan Provinces. Since 1978 has engaged in a Boston University-Gadjah Mada University-Indonesia Central Bureau of Statistics joint research project to transfer a massive annual agricultural survey data (1969-1979) into computer based analyses.

**EDUCATION:**

Currently completing Ph.D in Economics at Boston University (thesis: "Economic Analysis of Rice Production in Java).

Boston University, M.A., Political Economics, 1977.

University of Massachusetts, M.A., Economics, 1965.

Gadjah Mada University, B.A., Economics, 1961.

**LANGUAGES:**

**NAME:** Mr. Kusbiantoro

**PROFESSION:** Urban/Regional Planner; Transportation Specialist



**NATIONALITY:** Indonesian

**PROFESSIONAL  
EXPERIENCE:** 1970 to date

Teaching assistant for summer program in transportation at M.I.T. (Cambridge, 1974-1980).

Responsible for the computer works for assignments given to the participants.

Faculty staff, Institute of Technology Bandung, Department of City and Regional Planning. Guest lecturer for some government training programs — e.g. programs under the General Directorate of Rural Development (1973 in Bandung and Jakarta; 1976 in Bandung); program under the General Directorate of City and Regional Development (1976 in Jakarta).

Taught several planning course (e.g. Introduction to Planning, Urban Geography). As co-coordinator for several field studies (e.g. Regional Planning Studio, East Kalimantan; Industrial Location, Surabaya). As primary thesis advisor for more than 20 students. Responsible for some administrative-academic works (e.g. as member of Committee for Curriculum Development). As guest lecturer taught several topics (e.g. Rural Development, Social Aspects of Settlement Planning).

Research staff, Institute of Technology Bandung, Center for Planning Studies. As research associate or project officer for some research works — e.g. "Studies on Low Cost Transport in Bandung" (IDRC, 1976); "Study of Habitat and Development of Tidal Irrigation Areas — Settlement Planning", for Siak and Rokan areas (Public Work, 1976); for Banyuasin area (Public Work, 1975); "Outline Plan for Five Small Cities in East Kalimantan" (Public Work, 1973); "Services and Development in Five Middle Cities in Indonesia" (AID, 1973).

IDRC's Project: Fully involved in designing and coordinating, preparing preliminary report, coordinated other related special studies.

Public work's project: Responsible for overall work (Siak); also responsible particularly in designing and coordinating social survey for other areas (Banyuasin, Siak, Rokan).

AID work: Coordinated survey for Ujang Pandang, Surabaya, Semarang and Padang.

**EDUCATION:**

Massachusetts Institute of Technology, Department of Civil Engineering, 2nd year doctoral student in Transportation Systems Division.

University of California, Los Angeles, School of Architecture and Urban Planning, M.A., Urban Planning (Thesis: "Bandung: Travel Demand Analysis and Its Policy Implications), 1979.

Institute of Technology Bandung, Department of City and Regional Planning, Ir., City and Regional Planning (Thesis: "Transportation System in Java"), 1970.

Non-degree program:

Urban Mass Transportation Administration and Federal Highway Administration (UMTA/FHWA), one week UTPS training session, Chicago, June 1979.

M.I.T., Center for Transportation Studies, two week program in Urban Transportation Issues and Techniques, Cambridge, August 1978.

World Bank, Economic Development Institute, five week program in Urban Transportation Program and Project, Washington, D.C., October-November 1976.

University of New South Wales, Tertiary Education Research Center, one academic year program of Professional Training in Tertiary Education, Sydney, 1974.

**LANGUAGES:**

English (fluent)  
Bahasa Indonesian (fluent)

**NAME:** Allen LeBel  
**PROFESSION:** Small Business and Employment Specialist



**PROFESSIONAL  
EXPERIENCE:**

November 1980 to date

Economist, PADCO, Inc. (Planning and Development Collaborative International), Washington, D.C.

Performs analysis related to the economics and finance of housing; manpower and educational planning; research design for evaluation and social impact measurement; sample survey design, instrument development and data analysis; economic and statistical modeling.

1981

Economist on the National Urban Policy Study in Egypt. Duties include preparation of a report on the informal sector of the Egyptian economy — both small scale industry and retailing. The work consisted of field interviews and survey and analysis of previous work in the field undertaken by the ILO and other.

1980

Economic consultant, Action Programs International, Santa Monica, California.

Provided assistance to a USAID-funded study entitled Rural Assessment and Manpower Study (RAMS) in Mauritania. Performed analysis related to estimation of manpower supply and demand and the need for formal and non-formal education and training programs. Specific tasks performed included (a) preparation of analysis plans for RAMS household, establishment and public sector surveys; (b) development of methodologies and concepts to provide an integrated analysis of the data from the various surveys; (c) analysis of manpower data from the 1978 census of Mauritania; and (d) preparation of major chapters of the final report.

1979

Economic consultant, Vista Research Corporation, Alexandria, Virginia.

112

Consultant to USAID on mission to the Philippines to provide technical assistance to the Philippine Institute for Development Studies, an agency of the government of the Republic of the Philippines. Assistance involved provision of technical advice to social scientists attempting to measure economic and social impacts of various development projects including integrated rural development, irrigation, feeder roads, electrification, small business loans, agricultural education, integrated health services, and population planning. Topics of measurement included employment, productivity, energy use, income growth/distribution, population and fertility, education and literacy, health and nutrition, participation of women in development and environmental impacts.

1978-1979

Economic consultant, International Science and Technology Institute, Inc., Washington, D.C.

Served as member of an advisory panel for a study, sponsored by the U.S. Department of Housing and Urban Development, of means to reduce structural unemployment through urban development. Performed a review and analysis of (a) methodologies used to measure structural unemployment in urban areas and (b) strategies of urban development considered to be helpful in reducing unemployment. Wrote the technical portion of the final report for the study. Wrote the technical proposal for a study of the impact of differential state and local tax policies on business location decisions and on regional economic development.

Economic consultant, Office of the Assistant Secretary for Policy, Evaluation and Research, U.S. Department of Labor, Washington, D.C.

Performed two studies of the role of product liability litigation in compensating victims of occupational disease. The first study involved (a) a state-by-state analysis of product liability law concerning occupational disease; (b) development of a methodology to identify relevant court cases; and (c) estimation of future cases from Federal court statistics, previous studies and discussion with attorneys. The second study involved (a) a sample survey of court cases in selected Federal courts; (b) analysis of insurance claims; and (c) estimation of future product liability/occupational disease cases.

Economic consultant, Employment and Training Administration, U.S. Department of Labor, Washington, D.C.

Served as economic consultant for a study of factors determining the need for foreign labor to harvest crops on the

East coast. Developed a methodology for the study and survey topic guides, performed site visits and wrote a major portion of the final report.

1978

Economic consultant, Pacific Consultants, Washington, D.C.

Consultant to USAID on mission to Europe and Africa to develop a strategy for the short- and long-term development of the transportation and communications sectors in eight countries of Southern Africa. Countries visited for background information were England, Germany, Switzerland, Kenya, East Africa and the Republic of South Africa. Countries subject to study and visited for discussion with government officials were Malawi, Zambia, Botswana, Lesotho and Swaziland. Countries included in the study but not visited were Zimbabwe, Mozambique and Namibia.

1976-1978

Project director, National Manpower Institute (NMI), Washington, D.C.

Directed data collection, analysis and report writing for A Study of the Use of Education and Training Funds in the Private Sector, sponsored by the National Institute for Education (H.E.W.) Systems analysis was used to identify variables of concern in the study and data were collected through use of structured survey instruments from employers, unions and workers. The survey instruments were cleared through the U.S. Office of Management and Budget. Discriminant analysis, multivariate regression analysis and canonical correlation were used to analyze the relationships between the variables subject to study. Other responsibilities included management of three meetings of the study's National Advisory Panel, composed of 35 company, union and education officials, and development of presentations for the meetings. Maintained informal communications with Panel members on a regular basis during the course of the study. Selected and managed the study's one sub-contractor.

1977

Economic consultant, New Transcentury Foundation, Washington, D.C.

Conducted economic analysis to help develop a conceptual framework for analysis of data on the labor market impact of alien workers in the U.S. Co-authored the study's report, which was published by the National Commission for Manpower Policy.

1975-1976

Economic consultant, National Commission for Manpower Policy, Washington, D.C.

Designed and managed studies conducted by five staff members on skill shortages in the shipbuilding industry and employment declines in the auto industry. Developed and utilized a systems analysis methodology to identify interrelationships between U.S. and foreign economic, political and technical factors that affect employment stability in the auto industry. Developed Scopes of Work for outside contractors to study problems of illegal aliens, demographic and migration trends of the labor force, and manpower issues in the health industry. Also supervised staff efforts to develop issue papers and conduct conferences on the relationship between manpower policy and research and on employment problems of low income groups.

1972-1975

Senior Associate, Planning Research Corporation (PRC), McLean, Virginia.

Developed an operations research framework that integrates use of benefit-cost analysis, input/output analysis and engineering analysis to identify air quality standards which are technically feasible and economically optimal. Was principal investigator of a study for the National Manpower Institute to summarize and critique benefit-cost studies of education and manpower training programs and to estimate costs of absenteeism and turnover in American industry. Managed a project to provide conceptual and analytical services to the Vermont Employment Security Department for a feasibility study of a wage subsidy program in the private sector. Project entailed joint involvement of Department and PRC staff in the design, implementation and analysis of both mail and face-to-face surveys of Vermont employers. Also supervised economic aspects of development of a computerized system to evaluate manpower training programs of the Department of Labor. For a national study of drug abuse participated in (a) directing data collection and computer processing and (b) analyzing collected data.

1970-1972

Social science research analyst, U.S. Department of Labor, Washington, D.C.

Analyzed conceptual and technical aspects of manpower and educational planning and the policy implications of an expansion of such planning in the U.S. Summarized and critiqued theoretical and econometric work on the relationship between manpower policy, inflation and unemployment. Summarized and reviewed econometric studies of the impact of transfer payments on work incentives. Directed a national study of the employment and benefit status of workers eligible for Trade Adjustment Assistance. Also directed a study for the Secretary of DOL on the black/white unemployment ratio, utilizing the assistance of the Bureau of Labor Statistics (BLS) and The Urban Institute. Helped develop a large-scale simulation model designed to estimate the benefit-cost implications of integrating manpower training programs with alternative welfare systems proposed by the Administration. Analyzed the model's usefulness. Analyzed conceptual and technical aspects of BLS measurement of productivity in the U.S.

Wrote research papers on (a) economic aspects of employment creation through governmental action; (b) the implications of displacement effects and externalities in manpower programs; and (c) the use of vouchers for manpower programs. Participated in formulation of ILO policies on labor intensive technologies and income policies in developing countries.

Designed a framework for evaluation of the Emergency Employment Act that involved extensive use of samples and was later implemented. Conducted detailed analysis of deficiencies in the data collection and processing systems of DOL management information systems for manpower training programs; recommended improvements. Participated in efforts to evaluate cost-effectiveness of manpower training and to estimate the employment impact of government expenditures.

1969-1970

Instructor, Syracuse University, Syracuse, New York.

Instructor of Micro and Macro Principles of Economics.

1966-1969

Manpower survey project supervisor, Ford Foundation, Kenya, East Africa.

Designed, directed and analyzed a national manpower survey of Kenya, East Africa for the Ford Foundation and the Government of Kenya. Developed and utilized an economic, manpower and educational planning model together with the survey data to estimate future manpower and educational

requirements of the nation for a 15-year period. Project extended over two years and involved use of 27 interviewers to collect information from approximately 850 establishments throughout Kenya. Participated in formulation of national manpower, educational and localization policies for Kenya's third development plan.

The planning model developed for Kenya included innovative techniques for converting projections of total output, productivity and employment into manpower requirements by occupation, and these, in turn, into educational requirements. Certain appealing but untried methods of estimating educational requirements were successfully employed. A new method was devised to determine the sequence in which outputs are needed from the educational system to meet manpower requirements and a sensitivity analysis was performed.

- EDUCATION:** Syracuse University, Ph.D in Development Economics, 1972.  
LeMoyne College, Syracuse, New York, B.S., Economics, 1972.
- AWARDS:** LeMoyne College Outstanding Student Award, LeMoyne College.  
Outstanding Student Award, Wall Street Journal.  
NDEA Fellowship, Maxwell Fellowship and Education Act, Title IV Fellowship, Syracuse University.
- AFFILIATIONS:** Manpower Analysis and Planning Society  
Washington Independent Writers Association
- PUBLICATIONS:** A Report to Congress on Development Needs and Opportunities for Cooperation in Southern Africa: Transportation/Communication, co-authored with Philip Moeller, U.S. Agency for International Development, Washington, D.C., 1979.  
An Untapped Resource: Negotiated Tuition-Aid in the Private Sector, National Manpower Institute, Washington, D.C., 1978.  
Manpower and Immigration Policies in the United States, co-authored with David North, National Commission for Manpower Policy, Washington, D.C., 1978.  
"Conceptual and Technical Aspects of Manpower Considerations in Educational Planning", Ph.D dissertation (not published).  
Republic of Kenya Manpower Study, 1969.

**LANGUAGES:** English (fluent)  
French, Spanish (partial)

NAME: Lee H. Rogers  
PROFESSION: Transport Economist

NATIONALITY: American (USA)

PROFESSIONAL  
EXPERIENCE: 1978 to date

Transportation Economist, PADCO, Inc., Northern Sumatra Regional Planning Project in Indonesia.

Responsibilities involved analysis of regional transportation systems (road, rail and water) related to hierarchy of cities, goods and passenger movement throughout the region of 16 million persons.

Transportation Economist, Jakarta Metropolitan Region Study, Indonesia.

Responsible for analysis of urban transport systems (roads, rail, buses and informal modes).

1977

Transport Economist, ENEX - WD Scott.

Rail Transport Planner, Gordian Associates.

Transport Economist, Interamerican Development Bank, Washington, D.C.

Transport Specialist, Planner and Economist, Institute of Public Administration.

1974-1976

Senior Transport Economist, Lyon Associates International, McLean, Virginia.

Conducted economic evaluation and justification for 21 sections of national and provincial highways under IDA funding for the National Highway Department of Indonesia (Binga Marga). Evaluated regional development and analyzed highway cost benefits. Projected population, GRDP, agriculture, industry, commerce and mining activities. Data was converted to vehicle growth rates to determine the likely volumes of each vehicle type to use the road segment. Inputs to this study involved rural and on-site evaluation because of the limitations of national, provincial and local data and statistical sources.

1976

Consultant on transport economics in Indonesia.

Conducted economic analysis on the West Sumatra road corridor between Padang and Dewah Tambang. Worked on various road segments of the Medan-Pandang Highway and visited Bukittingi, Sigolga, Gunungtua and Rantauprapat. Inspected and analyzed the newly upgraded road between Bukittingi and Pakenbaru in Riau Province. Determined national priority needs for highway rehabilitation for South Sumatra and Jambi Provinces which involved reviewing existing road traffic and types of vehicles in operation, selecting roadside survey points for traffic counts, discussing all sectors of development with government (particularly transport issues relating to forestry, rice cultivation, agriculture, livestock and fisheries).

Evaluated road development for North Luwu Kabupaten in South Sulawesi Province where USAID undertook a major resettlement program and site improvement with plans to link this area with the remainder of the island and the nation under IBRD financing.

Reviewed existing agricultural cultivation, methods used, systems of distribution, needs of local merchants, difficulties of local passenger and goods transport operators and proposed and funded programs of local and regional government. These were surveyed for their impact on new road rehabilitation programs.

Obtained data from the agriculture center at Bukittingi and other offices in Padang and Medan. Completed work in transport planning and transport economics for Sumatra, Java, Sulawesi and Bali similar to work required for Aceh and the other three provinces in the northern half of Sumatra island.

1974

Senior Transport Planner, Institute of Public Administration, Washington, D.C.

Monitored, evaluated and recommended methods and finance to be used for public transport improvements for the elderly and the handicapped.

Light Rail Transport Specialist, System Design Concepts, Washington, D.C.

Reviewed and developed a program for light rail transport usage within the metropolitan area of Portland, Oregon.

Conducted in-field analysis of corridors and institutional problems to be incurred for implementation of the technology.

1972-1974

Urban Transport Planner and Economist, PADCO, Inc., Washington, D.C.

Prepared a long-range urban transport planning policy for Karachi, Pakistan from 1985 to the year 2000. Produced a short-term five-year program for the immediate low cost, capital improvement of the highways and railway network and for the improvement of urban bus operation. Evaluated new systems including elevated and underground rapid transport modes, light rail systems, bus priority systems, rationalization of animal transport, expansion of mini-bus and motorized rickshaw services and private vehicle restraints. Analyzed conflicts in non-transport use of streets and pedestrianways.

Identified short-, intermediate- and long-range urban transport projects within San Jose, Costa Rica metropolitan area through 1990. Reviewed existing road and rail networks, vehicle types, operation of urban transport modes, organization and operating costs of vehicles supplying urban passenger movement. Formulated a private vehicle restraint policy relating to ownership and use.

1972

Transport Economist, Robert R. Nathan and Associates, Washington, D.C.

Assisted the Nigerian Ministry of Transportation in determining the size and economic scope of the inter-city road transport industry. Approximated the relationships found between users and transporters for goods and passengers. Noted differences between rural and urban operations. Performed detailed work on levels of cost experienced by operation of various lorry types.

1971-1972

Transport Economist, Applied Economics, Inc., Washington, D.C.

Investigated, documented and analyzed factors influencing the use of toll-financed road development in developing countries. Conducted in-field investigations in Mexico and Venezuela. Study was completed for IBRD to use in relating full national costs (perceived and unperceived) by toll financing of road and bridge projects.

Special Analyst, Maryland Department of Transportation.

Analyzed the overall economic and social costs of a proposed duo-rail urban transport project in Baltimore City. Reviewed and evaluated the total system's operating costs for both rail and bus services. Future cost parameters were emphasized for dual-mode urban transport operation and the level of costs for efficient coordination after several years of uni-mode operation. Work was linked to formulation of the state's position regarding the financing of the project.

1970-1971

Senior Transport Planner, Institute of Public Administration, Washington, D.C.

Member of a technical assistance program for improving public transport capacity and effectiveness within the model cities program of the U.S. Department of Housing and Urban Development. Studied several cities to aid residents and officials in defining public transport deficiencies and activating practical solutions.

1970

Transport Economist, Institute of Public Administration, Washington, D.C.

Conducted an in-house evaluation of urban transport programs for the Urban Mass Transportation Administration of the U.S. Department of Transportation. Reviewed capital grant financing and operating subsidy funding for city transport. Evaluated a proposed federal draft of a model city taxi ordinance to improve the urban regulatory climate for existing non-bus operators and to encourage new ideas in short distance urban conveyance.

1969-1970

Transport Economist, Robert R. Nathan and Associates, Washington, D.C.

Analyzed the economic and operational aspects of all modes of transport and their integration for Ghana and the Ministry of Transport and Communications. Conducted an extensive review of railway costs and revenues to determine its future role in national transport. Prepared draft management and investment guidelines for all modes. (This was the first comprehensive national transport study for Ghana.)

### 1967-1968

Evaluated and recommended on the future feasibility of the Autopista La Plata-Buenos Aires, Argentina relative to its financial and economic aspects. Reviewed the system of toll collection and made the recommendation that the open system be established.

Provided in-house assistance to the U.S. Federal Highway Administration on evaluating large city urban public transit problems and their intermediate solutions.

Reviewed and recommended improvements for public transport service within the Marin County Rapid Transit District, California. Analyzed route distribution within the city of San Francisco and traffic congestion experienced on the Golden Gate Bridge.

Studied and made recommendations on the future utilization of the El Salvador-owned railway between the capital and the major port. Conducted extensive field investigation in order to evaluate the need for immediate capital investment and to determine the magnitude of the capital program. Evaluated competitive road transport, population, trade movements, and the future development of deep-draft ports.

Evaluated the performance of Mass Transit Demonstration projects. Analyzed the results of several urban transport projects including attempts to increase commuter travel on suburban railroads.

### 1961-1967

Completed a pre-feasibility study of mineral potentials and transport needs of southwest Potosi Department, Bolivia.

Conducted a transport study on transport needs between southeastern Bolivia and the Republic of Argentina. Evaluated future growth of the Santa Cruz region and the investment required for rail and highway improvements.

Prepared studies and exhibits for presentation of testimony and arguments before U.S. government regulatory agencies which entailed intensive research, field trips, preparation of statistical surveys and collection and analysis of economic data pertinent to the case under study.

#### EDUCATION:

American University, Transportation Management.

#### HONORS:

Appointed to the Transportation Research Board as one of 12 persons from Canada and the United States to review and evaluate the use of light rail transit within North American

urban areas. Selected as the first technical speaker at the Light Rail Transit Conference in Philadelphia, June 1975.

**AFFILIATIONS:**

International Union of Public Transport

Light Rail Transit Ad Hoc Committee, Transportation Research Board

Transportation Research Forum

Society for International Development

Transportation Association of America

International Cargo Handling Coordination Association

**PUBLICATIONS:**

Commissioned by the International Union of Public Transport to write and compile a reference manual of urban passenger transport statistics.

It was published in three languages and describes all metro/rapid transport operations of the world plus 330 selected surface transport operations in 57 nations. It is the largest and most comprehensive handbook produced for urban transport. It includes data on transport in Cairo and Alexandria, Egypt.

**LANGUAGES:**

English (fluent)

Spanish, Bahasa Indonesian (partial)

**NAME:** Budhy Tjahjati Soegijoko

**PROFESSION:** Urban/Regional Planner; Transportation Specialist

**NATIONALITY:** Indonesian

**PROFESSIONAL  
EXPERIENCE:**

1980

Consultant, Harvard Institute of International Development

Preparing a preliminary study of the public transportation systems in some major Indonesian cities.

1973-1977

Consultant, Subang Municipal Government; Master Plan for the City of Subang, 1977-1997.

Principal planner and team leader.

Department of Public Works/UNICEF/Bandung Institute of Technology; Social Development Planning Training Course (Bali).

Assisting in conducting the workshop which is an integral part of the course.

Bandung Municipal Government/Department of Public Works/Bandung Institute of Technology/Bandung Transportation Study.

Leader of the Bandung Institute of Technology team.

Principal Researcher. "Low Cost Transportation in Developing Countries — Case Study: Bandung, Indonesia," sponsored by the International Development Research Centre (IDRC), Ottawa, Canada.

Responsible as team leader for conducting the study in Bandung.

Research Associate. "Industrialisation Strategies and the Growth Pole Approach to Regional Planning and Development: The Asian Experience," sponsored by the United Nations Center for Regional Development (UNCRD), Nagoya, Japan.

Responsible for the study of systems of cities structure and assisting in preparing the country report (for Indonesia) and assisting in pre-preparation of the Conference proceedings in Nagoya.

Research Associate. "Regional Development Cooperative Project, Case Study of South Sumatra, Indonesia," sponsored by International Development Research Centre (IDRC), Ottawa, Canada.

Responsible for studying the regional transportation and the system of the urban structure in the region.

Research Assistant. "Urban Areas in Indonesia: A Survey Towards the Urban Development Strategy in Indonesia," sponsored by United Nations Center for Regional Development (UNCRD), Nagoya, Japan.

Responsible for data gathering and analysis; assisting with the report writing.

Instructor (1970-1975); Lecturer (1973-1976) and Senior Lecturer (1976 to date) at the Bandung Institute of Technology, Department of Regional and City Planning, Bandung, Indonesia.

Research Assistant (1970-1973); Research Associate (1973) at the Center for Planning Studies, Bandung Institute of Technology, Bandung, Indonesia.

1970

Department of Public Works, Indonesia; Surabaya-Malang Highway Feasibility Study.

#### EDUCATION:

Massachusetts Institute of Technology, Ph.D. candidate. Dissertation topic: "Intermediate Public Transportation for Cities in Developing Countries: Case Study, Bandung, Indonesia." Expected completion: Fall 1981.

Massachusetts Institute of Technology, Certificate from Special (1 year) program in Urban and Regional Studies, 1977.

Harvard University, M.C.P., City Planning, 1973.

Bandung Institute of Technology, Indonesia, Insinyur Perancang, Regional and City Planning, March 1970.

**PUBLICATIONS:** "Impacts of Tall Buildings on Communities in Indonesia," in Conference on Tall Buildings, Regional Housing Center, Indonesia, 1979.

"Urban Areas in Indonesia," (co-author), Prisma, Vol. 3, 1970 (in Indonesian).

"Low Cost Transportation in Indonesia — The Becak Study: Bandung, Indonesia," ITB Press (forthcoming Fall 1980).

**LANGUAGES:** English (fluent)  
Bahasa Indonesia (fluent)  
Dutch (fluent)

NAME: Bryan L. Duncan  
PROFESSION: Aquaculture Specialist

NATIONALITY: American (U.S.A.)

PROFESSIONAL  
EXPERIENCE: 1975 to date

Assistant Professor and Aquaculture Specialist, International Center for Aquaculture, Department of Fisheries and Allied Aquacultures, Auburn University, Auburn, Alabama.

**Team Leader of technical assistance team for Auburn University/USAID assisted Brackishwater Pond Production Project in Indonesia. Under this project, assistance is being given to intensification of production in existing ponds, site evaluation, design, engineering and construction of ponds for pond area expansion, establishment of credit program for smallholder fish farmers, in-country training for extension personnel and technicians, marketing of fish pond products, social and economic analyses. (1976 to date)**

On university campus, primary responsibilities were in areas of advising foreign students and trainees in Aquaculture, design and implementation of aquaculture training programs for participants from developing countries and liaison between training programs and agencies sponsoring foreign participants.

Also participated as a short-term consultant to:

- USAID/Auburn University contract to Peace Corps aquaculture program in the Central African Republic (1975) and the Government of Honduras (1976).
- **PADCO, Inc., Northern Sumatra Regional Planning Project. (1980)**

1972 - 1974

U.S. Peace Corps Volunteer assigned to the Philippine Bureau of Fisheries and detailed to the Inland Fisheries Project (USAID/Auburn University contract). One year at Brackishwater Aquaculture Center and seven months at Freshwater Aquaculture Center.

Responsibilities included investigation of parasites and diseases of milkfish and other cultured species, testing milkfish pond pesticides and participation in training programs for Peace Corps Volunteers and host country nationals working in Milkfish culture extension programs.

1970 - 1972

Assistant Professor of Biology, Houghton College, Houghton, New York.

Duties included teaching parasitology, microbiology, histology, biology, direction of undergraduate independent and honors research, advising of biology majors.

**EDUCATION:**

Kansas State University, B.a., Biology/Chemistry, 1964.

Wayne State University, Ph.D., Biology (Fish Parasitology), 1970.

Auburn University, Post-doctoral, Aquaculture, 1975.

**PUBLICATIONS:**

"Urceolriid ciliates of cultured Philippine Fishes," Trans. Amer. Micros. Soc. 96(1): 76-81, 1977.

"Three New Cercariae from Laevapex Fuscus and Ferrissia Rivularis," Proc. Helm. Soc., Wash. 43(1): 1-9, 1976.

"Cichlidogyrus Sclerosus Paperna and Thurston from Cultured Tilapia Mossambica," Philippine Jour. Biol. 2:154-158, 1973.

**SPEECHES:**

"Brackishwater Fishery Production in Aceh and N. Sumatra," paper presented at Mangrove Forest Ecosystem Seminar, Jakarta, Indonesia, February/March 1978.

**HONORS AND AWARDS:**

U.S. Public Health Service Trainee (pre-doctoral).

National Science Foundation Pre-doctoral Fellow.

Sigma Xi.

Beta Beta Beta.

Assistant Professor of Fisheries, Central Luzon State University, Philippines (honorary).

American Men and Women of Science.

**AFFILIATIONS:**

American Fisheries Society: Fish Culture Section; Fish Health Section.

**P A D C O**

World Mariculture Society.

International Academy of Fishery Scientists.

American Society of Parasitologists.

American Microscopical Society.

Helminthological Society of Washington.

**LANGUAGES:**

English (fluent)

Bahasa Indonesia (good)

**NAME:** Hidayat Nataatmadja  
**PROFESSION:** Agricultural Economist

**NATIONALITY:** Indonesian

**PROFESSIONAL  
EXPERIENCE:**

1977 to date

Center for Agro Economic Research, Agency for Agricultural Research and Development.

1975 to date

Bogor Research Institute, Forhfood crops.

1968 to date

Agro Economy Survey, Bogor.

1968 - 1975

Agricultural extension, Jakarta.

1966 - 1968

College of Agriculture, CIAWI.

Consulting Activities:

- Strategic Food Crop Development Workshops, Riau. (1980-81)
- IRRI Symposium, Indonesia, Philippines, Nepal and Sri Lanka.
- Symposium on Science and Islam, Islamabad. (1979)
- Feasibility Study on Tidal Swamp Area for Transmigration in South Sumatra and Jambi sponsored by IBRD. (1977)
- International Fertilizer Efficiency Seminar, East West Center. (1975)
- IRRI-CRIA Cropping System Study. (1975 to present)

- Search-Harvard Corn Commodity Study. (1974-76)
- IBRD Study on Rice Intensification Program Evaluation. (1969-70)

**EDUCATION:** Bogor, B.S., Agriculture, 1962.  
University of Hawaii, Ph.D., Agricultural Economics, 1974.

**LANGUAGES:** English, Bahasa Indonesia (fluent)

NAME: Soesiladi  
PROFESSION: Development Administration Specialist

NATIONALITY Indonesian

PROFESSIONAL EXPERIENCE: 1979 to date

Projects coordinator and training advisor to the Development Alternatives, Inc. (DAI), regional office, Jakarta.

Specific assignments included the following:

- Assessment of constraints in the delivery of government development services to appropriate rural poor beneficiaries.
- Design of an experimental decentralized delivery system to village and sub-village levels.
- Bottom-up design of a new training program for district and sub-district government officials. In this capacity, contributed to the development of criteria for the identification and selection of appropriate rural poor beneficiaries.
- Supervision of 15 trainees during three-month implementation of on-the-job training program.

Consultant to the Governor of Central Java in the design of alternative programs for motivating local participation in development programs. (1978-80)

Consulted on PDP in the design of a local government planning system for an experimental decentralized integrated rural development program. The system cross-cut the agricultural, animal husbandry, fisheries, small scale industries, labor and manpower, forestry and rural credit sectors. (1978-80)

1974 - 1978

First Chairman of the Provincial Development Planning Board (BAPPEDA) in Central Java. (1974-78)

Responsible for:

- Assessing all development projects initiated at the provincial or lower levels by government agencies across all sectors.

101

Preparing the annual provincial development budget and integrating the various overall components of that budget into a rational comprehensive economic planning document.

From 1974 to 1978, the BAPPEDA grew from nothing to a professional staff of 15 persons assigned to four functional divisions including physical infrastructure/economic, financial/monetary, social/cultural, and monitoring evaluation. By 1978, the budget involved funds of just under \$30 million and Central Java was awarded the President's citation for the best provincial development program among 27 competitors.

1945 - 1974

Deputy to the Governor for Local and Village Government in implementing the programs for motivating local participation in development programs. (1966-67, 1971-73)

Financial and Audit Officer in the Governor's office. (1957-60)

Executive in local government agencies responsible for the coordination, information and structure of authority related to rural development projects. (1945-1974)

Instructor at the Civil Service College of the Ministry of Home Affairs in Office and Personnel Management and Administrative Law.

Chief Executive Officer at the sub-district and residency level for comprehensive resource management. (1945-47; 1950; 1963-64; 1968-70)

Chief Executive Officer at sub-district, district and residency levels, Financial and Audit Officer, Administrative Officer and Deputy to the Governor for local and village government at the provincial level in administration of programs across all sectors of government activities. (1948-1973)

**EDUCATION:**

Gajah Mada University, Doctorandus degree, Sociology and Political Science, 1957.

Indiana University, M.P.A., 1962.

Study programs in the Philippines (1975, 1976); Malaysia, Singapore and Japan (1976).

**LANGUAGES:**

English (excellent)

Bahasa Indonesia (fluent)