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EXECUTIVE SUMMARY

RESEARCH MANAGEMENT AND STAFF DEVELOPMENT

A WORKING PAPER FOR DAN, BKKBN

BACKGROUND

This is a follow-up to a Mid-term Evaluation of USAID assistance to the Program Development Division (DAN), conducted in February of this year by Harbison et al. The purpose of this consultancy was to examine the organization and objectives of DAN, suggest a strategy for achieving a more focused research agenda, and then conduct a training needs assessment and prepare a two-year training plan for DAN staff to help them acquire the skills needed to carry out the strategy.

METHODOLOGY

The assignment was conducted over a four-week period. Virtually all of the team's time was spent in Jakarta: 1) reviewing relevant material; 2) interviewing BKKBN staff, donor representatives, research advisors, research contractors; and 3) developing and reviewing various strategic scenarios with BKKBN and USAID. The training specialist interviewed 27 DAN staff as part of the training needs assessment. One field trip was made to Bandung to visit a BKKBN Provincial Office and three research contractors.

The BKKBN is expected to review this report, hold internal meetings to decide on a course of action, and then begin implementation of selected changes. After 2 1/2 months (sometime in February, 1989), the research management consultant is to return to Jakarta "to review actual and planned changes made by BKKBN on the basis of the report, and to develop an Action plan for instituting improvements." (from Statement of Work).

OBJECTIVES

The objectives of DAN have grown over time in response to formal and informal demands. This section examines their evolution and the current objectives. The Program Development Division has been given an extraordinarily broad mandate, one which it has only been able to address partially. Key staff within BKKBN agree with the recommendations of the Mid-term Evaluation team that it is appropriate at this juncture to focus the research agenda on a more limited number of research topics and supporting activities. In doing this, the consensus appears to favor:

- o Limiting the research agenda to a small number of high priority, program-relevant research topics;
- o Developing the in-house capability to carry out small, quick-response studies to respond to important program and policy issues; and
- o Developing and institutionalizing an efficient research management system that will permit DAN to solicit, review, contract, and monitor a limited number of larger-scale research projects carried out by qualified external research organizations.

CONSTRAINTS

Constraints are obstacles to the achievement of objectives. In designing a strategy, these constraints must either be overcome or accepted and the strategy built around them. In general, it appears that nothing can be done in the short run (3-5 years) about the following:

1. Changing the organizational structure of DAN;
2. Adding senior, experienced research staff;
3. Increasing the skills of DAN staff to the point that they can conduct mid and large-scale, independent (in-house) research;
4. Providing long-term training for DAN staff;
5. Changing the government compensation system; and
6. Reducing the reliance on consultants (both national and international).

In the long run it may be possible to do something about these constraints. But in the short run, the strategy should concentrate on the following:

1. Improving the management systems
 - o Personnel management
 - o Research management
2. Increasing the skills of DAN staff
 - o Research management skills
 - o Research skills
3. Focusing on priority research areas
4. Clarifying the division of responsibility among the Centers

If these improvements can be achieved, DAN will be able to make a significant contribution to BKKBN's overall objectives.

SOME VIABLE OPTIONS

Options for Improving Management Systems

The personnel management system can be improved by clarifying staff roles, developing individual position descriptions, implementing a work planning system for staff, improving staff supervision and guidance, and developing a career development system. The option that appears to be the most reasonable is to centralize the development and administration of personnel management procedures that are common to all BKKBN staff in the Personnel Development Division, centralize those that are unique to research in the office of the Deputy, but have the Centers implement the procedures. For example, DENA and DAN would develop standard job position formats and descriptions for each functional level, but the Centers would prepare the position descriptions for each individual researcher. This approach will not only ensure standardization, but also relieve the Centers of unnecessary, duplicative administrative work.

The most viable option for improving the research management procedures would be to centralize (and therefore standardize) them in the office of the Deputy. The Centers would then implement the procedures. Again, this would relieve the Centers of a sizeable administrative burden. However, this would require a change in the structure, which would have to be included in the

next presidential decree. If that is not possible, the next best option would be to form a task force to develop the procedures and then train staff in the Administrative Units of each Center to implement them.

Options for Increasing Staff Skills

Some long-term skill training may occur over the next several years, but this will depend on donor support, which appears to be declining in this category. Short-term training is the more viable approach, and there are many ways this can be carried out. A number of these are proposed in Section 5.

Another strategic question is whether to train everybody in everything (to create generalists) or to train most people in something (to create specialists). The former strategy seems out of the question, given the breadth and depth of skill training needed by the staff. A selective, specialized strategy would seem to be more practical, one that is designed to provide everyone with basic research skills and selected individuals with specialized skills (e.g., sampling, SPSS, MIS). These specialists would eventually become in-house resources for all three Centers and other Bureaus that conduct research.

A final question is what should the priority topics be for training. Obviously, the first is research management; the second is research skills. Exactly what subjects should be emphasized will depend on which of the next options are selected.

Options for the Roles of the Centers

It may not be practical to plan to conduct much in-house research. The Centers simply do not have enough qualified staff and even after those who are in long-term training return, staff research skills will be modest at best. DAN cannot hire new staff, even if there were candidates, and support for consultants will soon end.

The general consensus is that in the short-run, none of the Centers should conduct independent research, with the possible exception of small, rapid, program evaluations and some secondary analysis of service statistics, CPS data and the like. The Centers should concentrate on developing a credible research management capability. As skills develop, staff may be able to design and carry out more sophisticated, larger studies, particularly if this is done in a "teamwork" mode, i.e., in collaboration with outside research organizations and experts.

If that stance is acceptable, there are still two major questions to be dealt with: 1) what should the research priorities be; and 2) which Centers should be assigned which priorities?

The general consensus on the first question is that the research should focus on programmatic topics (program impact and needs, evaluation, operations research, contraceptive efficacy and side effects, etc.).

There is also general consensus on the second question with respect to PUBIO. That Center should concentrate on contraceptive studies. A proposed functional definition is:

PUBIO (Biomedical) - Undertakes research on contraceptive efficacy and side effects as well as relationships between contraceptive use and infant, child and maternal morbidity and mortality.

There is no consensus regarding the best roles for PUSIK and PUJAK. The principal options are discussed in Section 4, and their advantages and disadvantages described. Option 3 is recommended because it would allow the Centers to specialize in program-relevant research, would enable both groups to conduct small-scale research, would require less training, and would meet

DAN's objectives. Option 4 would provide even sharper focus and be even easier to implement, if it were politically acceptable. The options are summarized below:

Option 1

PUJAK - Conducts small-scale program evaluation, demographic and policy studies

PUSIK - Conducts large-scale program evaluation, demographic and policy studies

Option 2

PUJAK (Program Evaluation) - Conducts small-scale follow-up evaluations of new policy initiatives; provides secondary analysis of DAN research; pools findings from DAN research and develops policy recommendations;

PUSIK (Demographic Studies and Operations Research) - Conducts large-scale population-based surveys and operations research projects assessing the need for and impact of the family planning program;

Option 3

PUJAK (Program Evaluation and Operations Research) - Undertakes small and large scale program assessments of ongoing program services and operations research to test new program interventions; generates policy recommendations from PUJAK research;

PUSIK (Demographic Studies Assessing Program Performance and Need) - Conducts large and small-scale population-based surveys and studies assessing family planning program outcome and needs (e.g., fertility and mortality levels and trends, contraceptive prevalence, use effectiveness, etc.); generates policy recommendations from PUSIK research.

Option 4

PUJAK (Program Evaluation) - Undertakes small and large scale program assessments of ongoing program services; generates policy recommendations from PUJAK research;

PUSIK (Operations Research) - Undertakes small and large scale operations research to test new program interventions; generates policy recommendations from PUSIK research.

Options for Management of Other Activities

DAN is responsible for a number of other activities beside research: institutional development (including consultants and staff training); seminars and workshops; theses and dissertation awards; and dissemination. Of three options considered, the most practical seems to be have administrative responsibilities handled by the Deputy's office and technical/substantive input provided by the Centers. This would relieve the Centers of a heavy administrative burden, which would permit them to devote more time to technical matters. It would also eliminate unnecessary duplication and enable many of the procedures to be standardized; and it would facilitate coordination.

As noted previously, this option would require a structural change at BKKBN. If this is not feasible, the next best option would be to standardize the procedures and train staff in the Administrative Units of each Center to implement them.

PROPOSED SHORT-TERM STRATEGY

This section describes a strategy based on the options recommended above. It proposes that: 1) the substantive focus of each Center be sharpened and limited to program-relevant research; 2) DAN increasingly contract out large research studies to universities and private sector research organizations; 3) an administrative support unit be created in the Deputy's office to coordinate research management and other standard administrative and personnel management functions within DAN; and 4) staff be trained to conduct small, quick-turnaround research projects and to manage externally-conducted research.

The Appendices and Reference Materials provide more detailed suggestions and examples for the following:

1. Work planning and staff performance assessment
2. Research management procedures, including a sample computerized monitoring system
3. Staff training: needs assessment and a two-year training plan.

LONG-RUN STRATEGY

Over the next 5-10-15 years, it is likely that some of the constraints that cannot be dealt with now will be amenable to change. It will be important for BKKBN leadership to lobby for these changes and prepare for their effects on DAN's role.

It is also possible that Indonesia's family planning program will achieve some of its long-term objectives over the next 10-15 years, that other systemic changes may occur, and this could have an effect on BKKBN. Although it is difficult to predict what changes will occur, lessons can be learned from the experience of other countries in the region, and by projecting effects on DAN of such new initiatives as KB Mandiri, social marketing, clinical contraception, private sector involvement, and so forth.

Some possible changes to prepare for are described briefly. They include:

1. Change in BKKBN Role.
2. Reorganization of BKKBN.
3. Phase out of Donor Support.
4. Decentralization.

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RESEARCH MANAGEMENT AND STAFF
DEVELOPMENT

A WORKING PAPER FOR THE
PROGRAM DEVELOPMENT DIVISION
NATIONAL FAMILY PLANNING COORDINATING BOARD

by

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Jakarta, Indonesia

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1. INTRODUCTION

1.1. Background

The Program Development Division (DAN) of the BKKBN was established in 1983 by Presidential Decree No. 64. Its role is to carry out program-relevant research on biomedical, social and policy topics. USAID support to the DAN began in December, 1984 with the submission of an annual work plan and the signing of Project Implementation Letter (PIL) No. 17. Since then, USAID has provided further support through successive PILs (Nos. 36, 59/73, 88 and the latest, 130, signed June 24, 1988). These PILs describe the specific research and other activities that USAID agreed to fund. Currently, these activities include

A. Institutional Development

1. Technical assistance to DAN
2. Research supplies (software, books, etc.)
3. Staff training
 - Short-term international training (7)
 - In-service training
 - In-house training courses (5)
4. Support for management of external research projects

B. Seminars and Workshops

1. Research proposal development workshops (5)
2. Workshop on ethics in biomedical research (1)
3. Seminar to present CPS results (1)
4. Workshop to develop CPS secondary analysis plans (1)
5. Seminar to present CPS secondary anal. results (1)
6. Seminar on KB Mandiri research and eval. results (1)
7. Continuation rate workshop (1)

C. Thesis and Dissertation Awards

D. Dissemination Support

1. Reproduction of Indonesia research materials
2. Seminars to present findings to BKKBN Provincial heads (2)
3. Research findings newsletter
4. Seminars to present research findings (3)

E. Research Projects

1. Operations Research: Urban and VFP (through URC)
2. Biomedical Research (through FHI and CDC)
3. In-house studies
 - Provincial profiles (5)
 - Small studies (6)
4. Non-competitive Awards
 - Liver cancer & the Oral Pill (1)
 - Secondary analysis of NICPS (3)
5. Competitive Awards
 - KB Mandiri studies (3)
 - Age at Marriage (1)
6. Unsolicited Studies (?3)

F. Support for Monitoring Research Projects

G. Support for Outside Proposal Review (5-12)

Not all of these activities are carried out by DAN. The operations research projects (see E.1, above), for example, are carried out by the Integrated Services Bureau (RINSI) and the Community Institution Development Bureau

(BIPIM), although DAN is involved in the steering committees, and in providing methodological guidance.

These are not all of the activities that DAN conducts. DAN receives GOI funding DAN is part of the total budget allocation to BKKBN and support from other donors (principally UNFPA and the World Bank). DAN is collaborating with the Bureau for Contraceptive Services, which receives evaluation funds for its Norplant program from ADB.

The UNFPA-funded research activities are shown below:

A. Research

1. Continuation rate survey (funded jointly with USAID)
2. Management Information System Study (delayed until 1989)
3. Family Planning Fieldworker Workloads in East Java
4. Small scale Operations Research projects dealing with increasing acceptance of effective contraceptive methods in four provinces.

B. Fellowship Training

C. Research Review Conferences

In February of this year, Harbison et al⁽¹⁾ completed an evaluation of the first four years of DAN activities, focusing on the extent to which the project has met its quantitative objectives, the quality of its research activities, the utilization of its research findings, and the institutional capacity of DAN to manage research. The evaluation concluded:

While improvements have been made over the project period in training, management and research output, considerable opportunities exist for more progress in the future. The PDD has been through a period of very rapid expansion and increasing demands for output. The evaluation team feels that the time is appropriate for tightening up the system and clarifying objectives and goals for the future. Concerns which should be addressed include development of consensus (sic), consolidation of effort, improvements in quality, and longer range planning. In developing consensus, a review of the overall objectives of PDD, the specific areas of responsibility of the three Centers, their relationship to other units within BKKBN conducting research, and realistic targets for outputs should be considered. One issue for discussion is the differentiation in function and area of responsibility between the Center for National Family Planning Studies and the Center for National Family Planning Policy. On the basis of consensus on these issues, efforts should be made to consolidate the efforts of the PDD.

At present, the number of ongoing research projects is very large, and the topics are diverse. Projects have been implemented through a large number of institutes and universities, and technical assistance has been provided to many of these organizations. There is a need to reduce the number of activities and to focus the remaining ones on a limited number of topics. Such a consolidation will allow an increased emphasis on quality of output and on institutional development, within the context of comprehensive planning which takes into account staff time and

⁽¹⁾ Sarah Harbison, Sri Djuarini and Dewa Nyaoman Wirawan. Mid-Term Evaluation of USAID Project 497-0327: Family Planning Development and Services (FPSD) II Research Component. Jakarta, February, 1988.

capability, overall objectives and priorities and funding availability.⁽²⁾

USAID/Jakarta and BKKBN agreed to invite a team to help DAN address these issues.

1.2. Scope of Work

The Statement of Work (see Appendix A) consisted of two major tasks: refining the objectives of the three DAN research Centers and developing a training plan to upgrade the skills of DAN staff so that those objectives can be met. Six activities were described.

1. Review expectations for the role of the DAN in BKKBN from the BKKBN and donor perspective.
2. Clarify the objectives of the three research Centers and their specific areas of responsibility.
3. Review and clarify the structure of the three Centers, including linkages and coordination mechanisms within central BKKBN, provincial BKKBN offices and outside research institutions.
4. Assess the staffing levels and competencies required to meet objectives described in (2) and (3) above and design a more efficient task allocation and management system.
5. Based on (1)-(4) above, conduct a training assessment to review staff capabilities and assess competencies needed to carry out job tasks.
6. Based on (5), design a two-year training plan to build specific competencies related to specific tasks and specific research areas.

1.3. Methodology

Two international consultants were invited to conduct this assignment, one a specialist in research management (Dr. Reynolds), the other in training (Mr. Villalobos). The long-term Resident Advisor to DAN (Dr. Kantner) joined the team, and Sri Djuarini, S.E., acted as coordinator on behalf of USAID.

The team spent virtually all of its time in Jakarta: 1) reviewing relevant material; 2) interviewing BKKBN staff, donor representatives, research advisors, research contractors; and 3) developing and reviewing various strategic scenarios with BKKBN and USAID. The training specialist interviewed 27 DAN staff as part of the training needs assessment. One field trip was made to Bandung to visit a BKKBN Provincial Office and three research contractors.

Unfortunately, the timing of the consultancy coincided with one of the busiest times of the year for BKKBN, and many staff were busy with other activities that took them out of the central office, and often out of Jakarta, during the team's four-week consultancy. As a result, some staff could not be interviewed and discussions of the pros and cons of different options had to be limited.⁽³⁾

⁽²⁾ Ibid., p. 11.

⁽³⁾ It is important to point out that BKKBN staff, especially Echelons 1-3 (Deputy, Bureau and Division Chiefs) are often required to stand in for the

Because of the limited time available for the assignment, the training needs assessment had to be conducted concurrently with the development of the operational strategy for DAN. A strategy was presented to DAN at the end of the second week of the consultancy. A draft report was presented to DAN at the end of the third week. A formal presentation was made to the Chairman and senior staff of BKKBN midway through the fourth week and the final draft was completed and submitted at the end of that week.

The BKKBN is expected to review this report, hold internal meetings to decide on a course of action, and then begin implementation of selected changes. After 2 1/2 months (sometime in February), the research management consultant is to return to Jakarta "to review actual and planned changes made by BKKBN on the basis of the report, and to develop an Action plan for instituting improvements."⁽⁴⁾

2. OBJECTIVES

The objectives of DAN have grown over time in response to increasing formal and informal demands. This section examines their evolution and the current objectives.

2.1. The Original Mandate

When DAN was established by presidential decree in 1983, the intent was to create a unit that could respond quickly to operational and policy issues that were expected to arise as the program expanded. DAN was given a mandate to conduct research on a wide variety of biomedical, social science and program/policy topics, with the end products to be recommended options that would strengthen the program and help it achieve its objectives.

Research priorities were to be described in the Five Year Plan; the annual BKKBN meeting would identify current issues that needed to be addressed; an annual plan would define the specific projects to be conducted, and funding mechanisms, such as AID's PIL would authorize the needed support for selected activities.

Research priorities changed over time to reflect changes in policies. For example, the demographic target for the current Five-Year Plan (16 million current users) was already attained in the fourth year (11 million), which naturally demanded policy changes during that period. These changes, in turn, dictated shifts in research priorities.

Another example: a year or so ago the Cabinet decided that youth leaders needed to be trained in family planning. BKKBN had to mount a crash program to train 85,000 in a few months time.

The three Centers were to have complementary roles. Biomedical (PUBIO) and Family Planning (PUSIK) study results were to be used by the Policy Center (PUJAK) to formulate specific policy recommendations.

The general areas of responsibility of the Centers were described as follows (see Appendix D for verbatim language):

1. PUJAK (Policy): Assess policy implications of completed research; present policy options to relevant BKKBN program personnel; and undertake studies to assess the impact of new policy interventions;

Chairman on official functions. These assignments are in addition to their normal administrative and technical functions.

⁽⁴⁾ Statement of Work, p. 6.

2. PUSIK (Family Planning Studies): Undertake national population-based studies and operational research to assess the need for and impact of the family planning program;
3. PUBIO (Biomedical): Support investigations of contraceptive efficacy and side effects.

From the beginning, DAN was assigned an ambitious research agenda, partly in response to the broad "priorities" laid out in the five-year plan, partly to prove its credibility and build a constituency, and partly to respond to ad hoc requests.

In the draft of the upcoming Fifth Five-year Plan, 47 research areas are identified as "priorities", they are grouped in six categories⁽⁵⁾:

1. Population Dynamics and Family Planning
2. Development of Family Planning Program Management
3. Contraceptive Technology
4. Development of Family Planning Services
5. Family Welfare
6. Development of Integrated Programs

The research areas ("functions") assigned to the Centers are also very broad, and in some respects, broader than the topics summarized above.

<u>PUBIO</u>	<u>PUSIK</u>	<u>PUJAK</u>
Endocrinology	Fertility	Population Economics
Andrology	Mortality	Demography & Social-Econ.
Pharmacology(Cont.)	Mobility -	Health Environment/Ecology
Steroid Contrac.	Socio-Economic	Population Education
Non-steroid Cont.	Socio-Cultural	Manpower & Pop. Planning
Infertility	Management	
Reproductive Health		

Research projects can be solicited, unsolicited, and/or done internally; the studies can be national in scope, provincial, even micro-level; they can be surveys, experiments, evaluations, secondary analyses, descriptive studies, operations research, case studies, and so on.

In addition to research, the Centers are also expected to carry out the following:

- o Institutional Development
Staff development
External agency staff development
Computerization
- o Seminars and Workshops
Research proposal development workshops
Workshops on research results
- o Thesis and Dissertation Awards
- o Dissemination
Seminars
Publications

The actual activities carried out in any given year are only a microcosm of the above. The most recent USAID PIL (see section 1.1, above), for example,

⁽⁵⁾ See Appendix C for the full list of topics.

provides support for only a handful of studies. Thus, while the scope of work for DAN (and inter alia, the objectives) is extremely broad, the reality is that only a portion can be and is addressed in any given year.

2.2. Current interests

Discussions with DAN and other BKKBN staff, advisors and donor representatives indicate that there is a realization that the current set of objectives is very broad. But there are different views as to what should be emphasized, or de-emphasized. Some believe DAN should retain a broad agenda to allow it the flexibility to respond to a wide variety of research issues. Some do not want to make any changes, others believe the presidential decree prohibits any changes. But many find the current situation confusing and unrealistically ambitious. They would welcome a more focused set of objectives. Interestingly enough, there is less concern about the specific research topics that should be undertaken than in the type of research (demographic, programmatic) that should be done and who should do it. (DAN Centers or outside agencies).

2.2.1. Program-Relevant Research

There is broad support for focusing DAN activities on research that will benefit the program, particularly among those in BKKBN who have to implement and support family planning services. This was the original intent, and much of what DAN supports is clearly "program relevant". But there are exceptions. Many of the dissertation and thesis awards support studies that are of limited policy and/or programmatic use.⁽⁶⁾ A number of studies that have been contracted to universities have been criticized as being too academic, taking too long to complete, and having little or no practical value. One BKKBN official said that the problem is in the "mechanism", the research agenda is very broad, while the operational objectives in any one year are much narrower. Thus, some studies are undertaken that do not meet current and future program needs.

Many of the staff we talked to said that there is an urgent need for small, short, unsophisticated studies that can provide information quickly to the Chairman and the operating divisions. Just as important is the need for information that examines future program initiatives as well as current implementation problems. There is high interest within BKKBN in operations research, but at the same time, certain demographic studies, particularly the CPS and studies of continuation rates, are seen as very important, since they are used to measure the impact of the program and to identify areas of unmet need, causes of resistance to family planning, and variations in prevalence among provinces.

Studies that DAN is or plans to undertake that are seen as falling in the category of valuable, program-relevant research include studies that examine the appropriateness of different contraceptives, their side effects and such important programmatic issues as rumors, the cost of delivering services, method switching, the utility of combining family planning with MCH, nutrition or income generating activities.

2.2.2. In-House Research

A number of DAN and other BKKBN staff believe that it is important that DAN develop the capability to conduct research itself. One important reason is that outside research organizations (universities and private firms) are not familiar enough with the family planning program to be able to respond

⁽⁶⁾ It should be mentioned that the purpose of the awards program is to stimulate interest in family planning research. Also, DAN now classifies award applications according to their potential utility for the program.

quickly and appropriately to requests for program-relevant research. Another, more subjective reason, is to build the credibility and prestige of BKKBN. Also, there is a belief that it should be easier to recruit and retain qualified research staff if the organization actually conducts research.

However, a large number of persons we interviewed, both within and outside of BKKBN, believe that it is not realistic for BKKBN to attempt to develop this capability. They believe it would be too costly, require many more qualified staff than BKKBN will be able to recruit and retain, and is an inefficient way to address the research agenda, since the staff could only conduct a small number of studies each year. The mid-term evaluation noted that

A large volume of research has been conducted in-house with project 497-0327 (USAID) funds. The quality of this work has been uneven and the volume of such work has stretched to the limit the capacity of the Centers.⁽⁷⁾

Many of our respondents pointed out that BKKBN is a coordinating agency, not an implementing agency, and DAN's role should be to coordinate research, not conduct it. Others believe that the presidential decree requires DAN to conduct research. Some believe it gives DAN the option. This divergence of opinion is somewhat surprising, given the importance of the distinction and the fact that the decree was issued five years ago. Our reading is that DAN has the authority to conduct research if it wishes to do so.

Several compromises have been suggested, however. The Chairman believes in flexibility and in looking at constraints as opportunities. For example, in the immediate future DAN could take advantage of the energy of its relatively junior staff to conduct short, quick turnaround studies. At the same time it could be building for the future when some of these staff will have the experience and training to conduct mid and large-scale studies. Both the former Research Advisor to DAN and the Mid-Term Evaluation team suggested a strategy that could support that objective: that a limited number of small-scale studies be conducted in-house as training opportunities for junior staff. The current PIL (No. 130) provides funds for approximately six small studies to be conducted in-house.

BKKBN officials have noted that "in-house" research can take several forms: "pure" (done entirely by BKKBN staff); "partial" (BKKBN staff design the study, do the analysis, but contract out the data collection); and "team" (BKKBN staff work jointly with the contractor on all phases of the research). The Chairman noted in a meeting with us that the important issue is control of the research. Internal or in-house research is controlled by BKKBN. External research is controlled by the grantee, who determines what to do, how and when. To maintain control, BKKBN does not have to conduct the research itself. The entire effort can be contracted out, as long as BKKBN specifies in the contract what is to be done, how, and by what deadline.

An ongoing Norplant study may represent a viable compromise. DAN staff, consultants and advisors worked jointly to design the study. Experts were asked to review the design. Data collection is being contracted out, and the design team will conduct the analysis. One Center chief estimates that DAN will shortly have the capability to conduct about 3 mid-size studies a year (one per Center) following this "teamwork" model.

2.2.3. Management of Research

There is almost universal support for the idea of improving and streamlining the research management process and then institutionalizing it. This coincides with the majority view that DAN's main function should be to coordinate

(7) Harbison, et. al., op. cit., p. 40.

research. But it also means that DAN would provide leadership and direction in identifying priority research topics, identifying and developing outside agencies to conduct the research, and designing studies that will produce program-relevant results. And it also means that DAN would establish administrative procedures to standardize and simplify the research solicitation, review, award and monitoring processes.

The Mid-term Evaluation report stated that progress has been made by DAN in designing a research management system and installing it. The organizational structure has been established and procedures have been drafted.⁽⁸⁾ Although a good deal remains to be done, DAN is well on its way to developing a viable research management system.

2.3. Summary

The Program Development Division has an extraordinarily broad mandate, one which it has only been able to address partially. Key staff within BKKBN agree with the recommendations of the Mid-term Evaluation team that it is appropriate at this juncture to focus the research agenda on a more limited number of research topics and supporting activities. In doing this, the consensus appears to favor:

- o Limiting the research agenda to a small number of high priority, program-relevant research topics;
- o Developing the in-house capability to carry out small, quick-response studies to respond to important program and policy issues; and
- o Developing and institutionalizing an efficient research management system that will permit DAN to solicit, review, contract, and monitor a limited number of larger-scale research projects carried out by qualified external research organizations.

3. CONSTRAINTS

Constraints are obstacles to the achievement of objectives. In designing a strategy, these constraints must either be overcome or accepted and the strategy built around them. Before laying out a strategy for DAN, it may be useful to identify the constraints that BKKBN staff and others have identified. The most significant of these fall into four broad categories: organizational, procedural, staffing, and donor support.

3.1. Organizational Constraints

One of the principal constraints is that the current structure of DAN (and BKKBN) cannot be changed at this time. This structure was mandated by presidential decree and any change will require another presidential decree. It is theoretically possible that a change could be approved in time to be included in Repelita V, but the consensus is that this will not occur until Repelita VI (1995). Thus, the Division will continue to operate with its three Centers.

This does not mean that functions (or activities, areas of emphasis, priorities) cannot change. This occurs all the time in BKKBN, as a natural and pragmatic way to deal with changing conditions. For example, PUJAK, which was to limit itself to policy analysis, conducts research. Several other bureaus also

⁽⁸⁾ Nine manuals have been developed and apparently used for staff training and distributed to committee members and implementing agencies (ibid, p. 33-34). Unfortunately, our team did not receive these manuals in time to review them.

conduct research (e.g., BISEP, BIPEN, BINSI, and BIPIM). Thus, the system is not rigid, it is flexible.

Another manifestation of this flexibility is that currently the roles of the three Centers overlap. PUJAK was supposed to concentrate on analyzing data from the other two Centers and develop policy recommendations. But practically, this had three limitations. First, there is no clear distinction between the analysis of research findings (with the subsequent drawing of conclusions and development of recommendations) and the development of policy recommendations. All DAN research is policy-oriented, and the people who conduct the research are obviously more familiar with the data (and its limitations, richness, and nuances) than anyone else. So they are the most appropriate people to interpret the data and make policy recommendations. It is not really practical to turn the data over to someone else to interpret.

Second, because of staffing limitations (see below and 3.3), research assignments have been made pragmatically, on the basis of available staff. And third, the demand for research has outstripped the capacity of PUSIK and PUBIO to fulfill it. PUJAK was originally authorized to carry out small studies, and it was a natural extension of its formal function to add larger studies to its portfolio. Thus, PUJAK has taken on some research projects. Although this has been a reasonable approach, it has led to confusion. Neither outsiders nor the staff are able to articulate what the distinction is between PUSIK's and PUJAK's roles.(9)

Another constraint on DAN is the staffing pattern of the Division and the Centers themselves. In general, the staff is divided into structural and functional positions. The Deputy and Center chiefs have a dual role. They are structural staff, but they are also senior researchers. The remainder of the structural staff carries out administrative and clerical tasks. Researchers make up the functional staff. Initially, all of the staff were "structural", but in an effort to upgrade the research capability of DAN, the "functional" category was created in 1983. This new cadre was to consist of qualified researchers who would have a different career track, similar to researchers in universities and other institutions. Thus, the structural staff was supposed to handle administrative support functions (correspondence, travel arrangements, subcontracts, etc.), while the functional staff was supposed to provide the technical direction and monitoring of the research activities.

This seemed to be a reasonable division of labor at the time, but it has not worked as well as hoped, largely because DAN has not been able to recruit senior researchers. The senior managers of DAN provide as much technical directions and guidance as they can but they are heavily engaged in outside meetings, seminars, ceremonies, public relations, meeting visitors and other non-research activities that are part of their responsibilities. They do not have enough time to provide the day-to-day leadership and direction the research staff need. In the absence of senior research staff to provide that leadership, the centers have adopted a "teamwork" strategy, which relies on part-time and "long-term" (1-2 years) consultants to partially fill that role. But there are not enough consultants (the staffing pattern calls for 18 senior and 18 mid-level researchers). Also they do not have line authority to lead the research teams.

Also, over time, the distinction between the structural and functional staffs has become blurred as some functional staff have taken on administrative tasks and some structural staff have been sent abroad for long-term training.

(9) The following summarize the various views held by BKKBN central and provincial staff regarding the difference between PUSIK and PUJAK: 1) one does long studies, the other short studies; 2) one studies what's ongoing, the other what's being planned; 3) one does studies, the other recommends policies; 4) don't know; 5) it doesn't matter.

Furthermore, the functional staff are appointed to specific technical positions (e.g., specialist in fertility, population economics, endocrinology) for which they may not be adequately trained. Given the shortage of qualified staff, assignments tend to be made on the basis of the "teamwork" strategy, taking advantage of using consultants with junior staff, depending on who is available, their aptitude, and their workload, rather than their organizational position.

And finally, there is duplication across Centers in the administrative area. Each Center has its own Administrative Unit, which is responsible for generic administrative tasks. The office of the Deputy would logically seem to be the unit responsible for coordinating technical activities and handling the administrative tasks for all Centers. But it has neither its own staff nor budget, and under the current structure, it does not have the authorized positions to handle these activities (PIL 130 provides funding for a consultant to act as an Administrative Assistant, however). So these tasks have been relegated to the individual centers, but this has several unanticipated effects. It duplicates effort, detracts from the Centers' concentration on technical matters, and inadvertently fosters independent and only loosely-coordinated research.

The networks of research agencies, upon which the Centers are expected to rely to conduct studies, have not been formally established, except in the case of PUBIO, which has established a network of 11 universities⁽¹⁰⁾. This network probably includes the most sophisticated biomedical research units in Indonesia. It is a good example of how DAN can provide leadership in setting a research agenda and utilize outside expertise to carry out the studies specified in that agenda. However, it is important to note that even this resource has its technical limitations. A recent assessment of the "Biomedical capability for contraceptive research and development in Indonesia" took a close look at these institutions and concluded that:

1. All facilities visited have the capabilities for Phase III/IV studies (field tests of contraceptives, studies of acceptability and effectiveness);
2. Some institutions have the potential capability for Phase I/II studies (basic research and contraceptive development), notably the University of Padjadjaran (central hormonal analysis) and Airlangga University (andrology), but they will need to be developed further before they can undertake clinical work;
3. Lacking everywhere was research-specific expertise, including experimental design and the ability to prepare sound research proposals.

The principal recommendation of the assessment team was "to develop two or three centers of excellence for biomedical research, rather than building up the strengths of all of the universities at once."⁽¹¹⁾

The social science networks are not as well developed, partly because BKKBN has found that many universities are not able or willing to conduct program-related research. "The universities are in it for the professional

⁽¹⁰⁾ According to a BKS PENFIN official, this network is made up of the original BKS PENFIN network of Ob/Gyn departments in university-based schools of medicine. The BKS PENFIN network recently expanded to 13 members, who are generally considered to represent the cream of the biomedical research capability in Indonesia.

⁽¹¹⁾ Henry L. Gabelnick. et. al. "Report on Biomedical Research Capability for Contraceptive R&D in Indonesia." 31 May, 1988.

reward", said one BKKBN official. "They are slow, unresponsive, expensive, take a long time to complete a study, and have no OR (operations research) capability." This is not true of all universities, however, and a number of them have "Population Studies Centers" or demography departments that have the capability to conduct demographic types of studies.

BKKBN has contracted-out studies out to private firms, notably Survey Research Indonesia (SRI), an affiliate of the respected Survey Research Group, which has offices in a number of countries in Asia. Other groups that BKKBN has collaborated with include PT. Surindo Utama, INMAR, YKB and others. These groups are particularly interested in small and mid-size projects. The BKKBN has also worked with the Central Bureau of Statistics on large-scale surveys.

BKKBN has held workshops recently that have helped interested groups learn about BKKBN's research priorities, how to prepare research proposals, and how to conduct operations research. These workshops are expected to be offered regularly.

Linkages with the provincial BKKBN offices with respect to research activities are beginning to be developed.⁽¹²⁾ Apparently, many would like to conduct research that deals with problems they face in their provinces, but are less interested in carrying out general studies designed by the central bureaus. On the other hand, they have little or no capability to carry out studies themselves and have to rely either on central BKKBN or local universities to design and implement the studies. In the only provincial office our team visited, the sole "research" staff consists of an individual who operates the newly developed management information system (MIS). The principal responsibility of this person is to process family planning service statistics that are forwarded each month from the regencies. Apparently, this office is further along than many, and it is probably unrealistic to expect the provincial BKKBN offices to acquire significant research skills in the near future.⁽¹³⁾

Linkages with other offices within BKKBN are not as strong as they could be. Communication across bureaus and among staff appears to be limited to formal channels, which are vertical.⁽¹⁴⁾ This has had several significant effects, which also constrain DAN's ability to achieve its objectives. First, DAN staff are not always well-informed of the research needs and plans of the operating and analysis bureaus. Second, staff from those bureaus are not well-informed about DAN's activities and research agenda; in fact, quite a few have concluded that DAN does not do program research. This has led to the third, and most significant effect, a number of these bureaus are conducting their

(12) One provincial official recently submitted copies of three research proposals to PUJAK, BINSI and BIPIM, hoping that one or the other would have the money to fund them. It did not occur to him that the proposals should be submitted to DAN.

(13) There are exceptions, however. The Bali provincial office is said to have a staff member with excellent research skills and experience. This office has been mentioned as a "model" that BKKBN officials would like to replicate. Research capability is reportedly developing faster than DAN expected in several other offices, notably East, West and Central Java, North Sumatra, and West Nusa Tenggara.

(14) The Mid-term Evaluation report states: "...staff of the PDD (DAN) relate to their respective center chiefs who relate to the Deputy who relates to the Chairman of BKKBN. Horizontal communication does occur but it is more difficult because there are no institutionalized channels." Harbison, op. cit., pp. 37-38.

own research, which they rationalize as outside of DAN's area of interest because it is "operational".

For example, the BINSI and BIPEN are conducting the K.B. Mandiri studies ("operations research" projects); BIPEN hired SRI to do IE&C research for its Blue Circle Product program; BISEP has undertaken research on social marketing and sterilization services. It does not appear that there is enough interaction between DAN and the Program Implementation Analysis Bureau (BAP), which is responsible for the analysis of service statistics (trends, program impact, method mix, etc.). It is not necessarily inappropriate for these bureaus to conduct research. In fact, the Chairman has purposely assigned research to the operating bureaus to ensure that new interventions are tested in a real program so that when the test phase is completed, the new intervention is "ready to go".⁽¹⁵⁾ However, it is important that research be coordinated to avoid duplication, ensure that BKKBN's research agenda is followed, and to promote cross-fertilization. Since 1984, DAN officials report a series of workshops and seminars have been held to remedy this situation.

3.2. Procedural Constraints

These constraints deal with the way work and research projects are managed.

3.2.1. Work planning

A number of DAN staff that we interviewed said they were overloaded with work, did not know what their roles were, or were not clear what they were supposed to do. Some said their tasks often changed and that they would prefer to see an entire project through. Ironically, while some staff have too much to do, others actually seem underemployed and underutilized. For them work seems to come in spurts.

In part, this is due to the lack of time that management has to work with and lead the staff, in part it reflects a lack of formal procedures for planning each staff person's work load. Both of these constraints can be addressed.

There is a good deal of "macro planning", as one official put it, but it does not reach down to the individual's work plan. Each Center appears to approach the assignment of tasks to staff in its own way. One Center relies on a consultant, who parcels out parts of an assignment to various staff. Another Center holds a periodic meeting of senior staff to decide on staff assignments. The third holds occasional meetings of all available staff and makes assignments. This approach to staff assignments and supervision seriously limits DAN's productivity. If work were scheduled in a systematic manner and monitored, the Centers could take on more assignments than is possible at this time. If assignments were made to staff on the basis of their interests and capabilities, the Centers would be able to accomplish more and develop staff capabilities at the same time. Both of these steps could be instituted within the current structure.

⁽¹⁵⁾ In the view of the senior author, this is a laudable strategy that truly reflects the practical side of operations research. Too many FP OR projects are designed as tests of quasi-experimental interventions, where the emphasis is on controlling the intervention (e.g., making sure that it is exactly the same in all test sites, that it does not vary and that the control groups are not "contaminated" by it). This is an appropriate technique for laboratory experiments, but it is artificial in the real world. Interventions should be tested in their natural settings so that they can be refined through a continuous cycle of test-evaluate-refine-test. In this way the end product should be a replicable model rather than a journal article.

3.2.2. Research Management

Some significant improvements have been made in the past two years in developing and implementing the structure and procedures for managing research projects. Apparently, the former Research Advisor worked with the Deputy and Center Chiefs to develop guidelines and manuals to standardize the procedures. The Mid-Term Evaluation states that the following manuals have been prepared:

1. The Role of DAN and its Organizational Structure
2. Research Committees
3. Management of Research
4. Research Project Monitoring
5. Proposal Review Guidelines
6. AID Research Project Approval Procedures for DAN
7. Proposal Development Guidelines
8. Research Report and Presentation
9. Contracting Research Projects

Our team did not have time to review these manuals, and we also could not determine whether they were being utilized. Nevertheless, the institutionalization of a research management system, based on these or other procedures, could go a long way toward eliminating this constraint.

However, some procedures remain to be developed or revised, particularly the monitoring of ongoing projects (both administrative and technical monitoring), reporting, dissemination, auditing and close-out of projects. The computerized monitoring system funded under the previous USAID PIL has still not been developed. Also, the philosophy of management could be revised to loosen control while tightening contract requirements and improving technical assistance to make sure that research products are delivered on time and are of high quality. A suggestion from several subcontractor is that DAN relax its control over external projects. Control, both technical and administrative, is seen as too tight and this tends to slow down the implementation of the studies.

A number of respondents suggested that DAN should see its primary role as a patron and promoter of research. It should help outside research institutions develop fundable proposals, help them obtain funds to carry out the research, and help them find appropriate technical or administrative assistance when they need it.

One other procedure that has been a serious constraint on the process has been the committee system. One proposal review committee meeting has been postponed four times for various legitimate reasons. This may be an extreme example, but any postponement delays the proposal review process, which leads to delays in the conduct of the research and the ultimate production of results. This is an important constraint, because such delays makes it impossible for anyone to conduct rapid, quick turnaround research to respond to urgent priorities.

Furthermore, although the committee members are prominent and qualified, many lack familiarity with the program and also lack the time to prepare adequately for review meetings. The Mid-Term Evaluation report suggested that this problem could be dealt with by relying more on BKKBN reviewers, especially from other divisions. DAN has proposal this idea to the Chairman and has already taken steps to remedy this situation by setting strict deadlines for Advisory Committee reports (otherwise, the process will continue without the reports).

An important problem that DAN faces is processing its financial reports so that payments can be made on time. Apparently, several projects have run out of

funds because this part of the system is not operating as smoothly as it could.

3.3. Staffing

It is an established fact that the degree of strength of an institution is determined by the composition of its human, financial and material resources. Although the financial and materiel resources constitute an integral and very important elements in the overall functioning of an organization, the bottom line is that these resources depend upon the numbers and skills of human resources available to manage and administer them. Therefore, the staffing pattern of an institution must respond to its mission needs/objectives/goals, both in numbers and quality of skills.

Number of Staff

The Presidential Decree established 18 research groups in the Program Development Division. The BKKBN and outside consultants concluded that each group would need five researchers (functional staff) for planning, managing, implementing and evaluating research projects. Each group would be made up of a Senior Researcher, a Mid-level Researcher, a Researcher and two Candidates. Considering this ratio, and the large number of topics which have been identified for each group, the Division does not have sufficient staff to carry out its assigned mission.

For example, PUBIO has been assigned seven research groups: 1) Endocrinology, 2) Andrology, 3) Pharmacology, 4) Steroid Contraception, 5) Non-Steroid Contraception, 6) Infertility, and 7) Reproduction. The staffing pattern described above would require PUBIO to have 35 qualified researchers. It presently has 8, plus 2 Consultants. However, 3 are pursuing long-term training outside of Indonesia. This reduces the present on-board technical staff to 5. Under these circumstances, PUBIO only has the staff to cover one-seventh of its assigned functions.

The three Centers collectively have an approved functional personnel complement of 90, but only 27 have been appointed, and only 16 are in place. Another 11 are undergoing long-term training. The distribution is as follows:

Functional Staff by Center *

<u>STAFF</u>	<u>PUSIK</u>	<u>PUJAK</u>	<u>PUBIO</u>	<u>TOTAL</u>
APPROVED	30	25	35	90
APPOINTED	9	10	8	27
IN-PLACE	2	8	6	16
IN-TRAINING	7	2	2	11
SHORTFALL	21	15	27	63

Source: Data provided by DAN Centers

This chart also shows that PUSIK, which has one of the heaviest workloads, has the fewest number of staff in place. But all three centers have far fewer staff than they need to carry out the many research functions they have been assigned.

The Structural Staff is in much better shape. All approved positions have been appointed. The only ones not in place are the five in training.

Structural Staff by Center*

<u>STAFF</u>	<u>PUSIK</u>	<u>PUJAK</u>	<u>PUBIO</u>	<u>TOTAL</u>
APPROVED	15	14	9	38
APPOINTED	15	14	9	38
IN-PLACE	13	12	8	33
IN-TRAINING	2	2	1	5
SHORTFALL	0	0	0	0

Source: Data provided by DAN Centers

Of the 16 personnel who are presently undergoing long-term training outside Indonesia, the majority are scheduled to return at different intervals between December, 1988 and June, 1989, with four expected to return sometime during May and August, 1990. This will alleviate some of the shortages, but compared to the overall functional staffing plan, it will not make a significant difference.

In addition to the above, a review of the organizational/personnel structure, based on interviews with personnel in the respective Centers, revealed that some 24 of the 38 structural staff are involved in clerical and administrative tasks in support of professional and technical research activities. The breakdown of these figures is as follows:

PUSIK.....8

PUJAK.....9

PUBIO.....7

TOTAL....24

What surfaces from a comparison of the above figures is a rather disproportionate distribution of technical-administrative functions. Undue weight appears to be given to the clerical-administrative area. This situation, coupled with the absence of some 16 personnel who are pursuing training outside of Indonesia, reduces the non-clerical structural and functional staff who are in-place to a mere 25, i.e., the Division is handicapped because of insufficient technical personnel to satisfy its objective.⁽¹⁶⁾

Staff Qualifications

A review of the education and experience of 27 in-place technical staff revealed that many do not possess the relevant research background to properly plan, manage, implement and/or oversee family planning research activities.

⁽¹⁶⁾ The team recently learned that a reduction in structured staff positions is to be implemented throughout the government system to "streamline" the system. This reduction is to be achieved largely through attrition and could take several years to effect.

Functional Staff by Center *

<u>STAFF</u>	<u>PUSIK</u>	<u>PUJAK</u>	<u>PUBIO</u>	<u>TOTAL</u>
Sr. Researcher	0	0	0	0
Mid-level Res.	0	2	8	10
Researcher	0	6	0	6
Candidate	9	2	0	11
Total	9	10	8	27

Source: Data provided by DAN Centers

None of the Centers has a Sr. Researcher among the functional staff (this does not include the Deputy and Center Chiefs, who are also Sr. Researchers) and 17 or the 27 functional staff are in the lower two levels. Interestingly enough, PUBIO shows all of its functional staff as Mid-level Researchers, which gives it the best qualified staff overall. PUSIK, on the other hand only has Candidates. PUJAK shows the only distribution, with staff in three of the four levels.⁽¹⁷⁾

Of the 11 functional staff currently in training, only two are mid-level staff, the remainder are Candidates. This means that even if these staff move up a level, the staffing situation will not be significantly improved. Only two staff would move up to Sr. Researcher and the largest increase would be in the second level, where eight Candidates would move up to Researcher. The overall pattern would remain dominated by junior staff.

Almost half of the staff who are in long-term training do not appear to be receiving training in relevant fields: nutrition (3), public administration (2), and one each in urban planning, and agriculture. All of the others appear to be receiving relevant training: demography (4), sociology (3), and one each in biostatistics and MIS. However, we cannot determine what kind of research training, if any, these staff are receiving. It is very unlikely that any of them are receiving training in research management, since this is not a subject that is normally taught in school.

The training needs assessment contains more detailed data on the formal training and short-term courses taken by DAN staff. In general, the picture is one of formal training at the master's level in demography for a significant number of people, and short courses in research methods. This is a good base to build on, but in-depth training and experience in field research is clearly needed.

Reliance on Consultants

To try to meet the research demands, which have increased considerably during the past five years, with such a limited staff, has required DAN to seek temporary assistance from both national and international consultants to

⁽¹⁷⁾ This distribution appears somewhat suspect. In a review meeting with one of the center staff just prior to the completion of this report, the chief suggested that perhaps the Centers used different criteria in classifying their staff. PUSIK staff may have been accurately classified by their formal echelon; PUJAK and PUBIO staff may have been classified by skills and experience.

carry out its work. Also, each Center has had to limit its research activities to a fraction of that assigned.

Currently, there are nine consultants at DAN.

Although these consultants play an important role in DAN's teamwork strategy, there are too few of them to make up for the shortages in senior research staff. Perhaps more important, DAN cannot continue to rely on external consultants indefinitely, since funding for them depends entirely on donor support.

Further Constraints on Hiring Research Staff

To attempt to hire additional research staff or consultants DAN faces three rather difficult barriers. First, The number of qualified research personnel in-country is very limited; if any are available most would probably prefer to pursue a research career with a university or an institution in the private sector, not in a bureaucracy like BKKBN. Compensation, benefits and career opportunities are much more attractive in these outside institutions. Second, there is a general freeze on hiring of new staff at BKKBN and that applies to DAN, so that even if senior researchers could be found, they could not be hired. Third, the number of consultants who can be hired is limited because their compensation must come from donor sources. BKKBN cannot pay the higher salaries consultants require because of government ceilings on staff salaries. The way around this has been to pay them from outside sources, rather than the government budget. In this way, BKKBN can contract individuals for a short or long-term assignment and pay them enough to make the job financially attractive. As may be expected, this practice is quietly resented by many staff because the pay differential is substantial (BKKBN may only be able to pay a staff member 200-600,000 Rp per month, while a consultant may earn 2 million).

Personnel Management

Interviews with staff within the Program Development and the Program Personnel Development Divisions revealed that neither the BKKBN personnel management system nor the personnel administration program are designed to promote job performance and career development. Functional job descriptions are lacking for individual staff, as are individual work plans.

Staff supervision and performance reviews are proforma and based on such criteria as loyalty, piety and honesty rather than completion of assigned tasks. And career development is not addressed. Some of the staff interviewed were not completely aware or did not know what their assigned tasks and responsibilities were.

Some of this is due to a lack of formal procedures, and this can be remedied by adding job descriptions, work plans, etc. to the current system. But some is due to the fact that supervisors are frequently away at meetings, conferences, inaugurations, etc.⁽¹⁸⁾ Loose supervision of this nature is obviously a serious constraint to the achievement of DAN and BKKBN objectives. The objectives cannot be met unless people do their work. But people cannot do their work if they don't have adequate job descriptions, work plans and supervision.

As almost everyone has pointed out, the compensation system is also inadequate. This is a serious constraint that affects morale and performance, and it need to be addressed at the highest levels of government.

(18) We observed that during these absences, many of the staff either arrived very late or did not report for work at all. A significant number of those who were at their desks were not working.

Unfortunately, given the fall in oil prices, the government does not believe it can afford to provide civil servants with even a nominal raise, much less significantly increase compensation to bring it in line with the cost of living.

Career development is an important component of personnel management, and is essential if DAN and EKKBN are to attract and retain qualified staff, both technical and administrative. Some qualified staff and domestic consultants who have been recruited didn't stay because of limited career opportunities. BKKBN and DAN are aware that a special system is needed to attract research staff, which is why the functional staff category was set up. Theoretically, functional staff can accrue points for various research-related activities (publications, attendance at conferences, etc.) from LIPI (the National Institute for Scientific Research), which can be used for career advancement. So far, few points have been awarded to DAN staff, partly because they were unaware of the correct procedures for documenting their achievements. This is being rectified, however. Recently, LIPI staff held a seminar at BKKBN to explain the procedures. Another is planned to be held soon.

Another constraint to advancement is the Rotation Policy. Periodically, staff at BKKBN are moved from one division or bureau to another, or from the provinces to the central office, or vice versa. This policy has several advantages to the organization and to individuals. For one thing, it helps staff learn about the various divisions, and it ensures a cadre of staff who can function in a variety of positions. However, it can have a negative effect on the career aspirations of researchers, who tend to develop a specialization, and therefore, an expertise, in a fairly narrow field. If they are rotated out of that field, they could lose their expertise.

3.4. Donor support

DAN is heavily dependent on donor support, particularly from USAID and UNFPA, for funding of research, workshops, training and technical assistance. This support is likely to decrease over the next 5-10 years. USAID is planning to phase out its institutional support to BKKBN by December, 1991 and all of its bilateral support by 1995. The current UNFPA program ends in December, 1990. Another five-year program is expected, but UNFPA may phase out after that.

This means that BKKBN will either need to develop alternative sources of funding or reduce its need for assistance in key areas, particularly technical assistance (both local consultants and international advisors) and training.

3.5. Summary: Short-run and long-run/constraints

Any strategy that tries to improve DAN's ability to meet the objectives cited in the previous section must deal with these organizational constraints. Two of these, the organizational structure and the government compensation system, cannot be changed in the short run. But the other constraints can be addressed. The overlapping functions of the Centers can be eliminated; the staffing pattern can be modified to both reduce the administrative burden on the research staff and streamline administrative tasks; the networks can be formalized and its members educated to be more responsive to program needs; linkages with other divisions and bureaus within BKKBN and the provincial offices can be strengthened to support their needs; the management systems can be strengthened, especially personnel management (position descriptions, work plans, career development). Management of research can be streamlined, simplified and made more productive. Staff skills in research and research management can be improved through short-term and in-house training.

4. SOME VIABLE OPTIONS

4.1. General Considerations

In general, it appears that nothing can be done in the short run (3-5 years) about the following:

1. Changing the organizational structure of DAN;
2. Adding senior, experienced research staff;
3. Increasing the skills of DAN staff to the point that they can conduct mid and large-scale, independent (in-house) research;
4. Providing long-term training for DAN staff;
5. Changing the government compensation system; and
6. Reducing the reliance on consultants (both national and international).

In the long run it may be possible to do something about these constraints. But in the short run, the strategy must concentrate on addressing the following:

1. Improving the management systems
 - o Personnel management
 - o Research management
2. Increasing the skills of DAN staff
 - o Research management skills
 - o Research skills
3. Focusing on priority research areas
4. Clarifying the division of responsibility among the Centers

If these improvements can be achieved, DAN will be able to make a significant contribution to BKKBN's overall objectives.

4.2. Options for Improving Management Systems

Basically, the personnel management system can be improved by clarifying staff roles, developing individual position descriptions, implementing a work planning system for staff, improving staff supervision and guidance, and developing a career development system. The procedures for implementing these improvements are well-documented in the management literature and can be applied to DAN and BKKBN without altering the current structure or violating civil service regulations.

However, there are different ways to go about instituting these modifications. Each Center could develop its own personnel management system, or the system could be centralized. The former approach is inefficient and could result in confusion if one Center's system is significantly different from the others. On the other extreme, if all personnel management functions (including supervision, performance appraisal, etc.) are centralized in BKKBN's Program Personnel Division (DENA), the unique character of a system designed for research staff may be lost.

The option that appears to be the most reasonable is to centralize the development and administration of personnel management procedures that are common to all BKKBN staff in the Personnel Development Division, centralize

those that are unique to research in the office of the Deputy, but have the Centers implement the procedures. For example, DENA and DAN would develop standard job position formats and descriptions for each functional level, but the Centers would prepare the position descriptions for each individual researcher. This approach will not only ensure standardization, but also relieve the Centers of unnecessary, duplicative administrative work.

The research management procedures could also be developed by each Center, but this would also result in unnecessary duplication. The most viable option would be to centralize (and therefore standardize) them in the office of the Deputy. Again, this would relieve the Centers of a sizeable administrative burden. This option would require a change in the structure, which would have to be included in the next presidential decree. A Center official said that is still theoretically possible, since the next five-year plan (and the presidential decree that will follow it) is still in draft. But it may not be politically possible to develop consensus on such a change in time, since it would affect the entire organization of BKKBN. If administrative activities were centralized in one Deputy's office, the same practice would be required in all of the Deputy's offices. If that is not possible, the next best option would be to form a task force to develop the procedures and then train Center staff to implement them.

4.3. Options for Increasing Staff Skills

Some long-term skill training may occur over the next several years, but this will depend on donor support, which appears to be declining in this category. Short-term training is the more viable approach, and there are many ways this can be carried out. A number of these are proposed in Section 5.

Another strategic question is whether to train everybody in everything (to create generalists) or to train most people in something (to create specialists). The former strategy seems out of the question, given the breadth and depth of skill training needed by the staff. The staff would have to spend most of their time in training over the next year or two to gain proficiency in basic research and research management skills. A selective, specialized strategy would seem to be more practical, one that is designed to provide everyone with basic research skills and selected individual with specialized skills (e.g., sampling, SPSS, MIS).

A final question is what should the priority topics be for training. Obviously, the first is research management; the second is research skills. Exactly what subjects should be emphasized will depend on which of the next options are selected.

4.4. Options for the Roles of the Centers

It may not be practical to plan to conduct much in-house research in the short run. The Centers simply do not have enough qualified staff and even after those who are in long-term training return, staff research skills will be modest at best. DAN cannot hire new staff, even if there were candidates, and support for consultants will soon end.

The general consensus is that in the short run none of the Centers should conduct independent research, with the possible exception of small rapid program evaluations and some secondary analysis of service statistics, CPS data and the like. The Centers should concentrate on developing a credible research management capability. As staff develop more skills, they may be able to design and carry out more sophisticated, larger studies particularly if this is done in a "teamwork" mode, i.e., in collaboration with outside research agencies and experts.

If that stance is acceptable, there are still two major questions to be dealt with: 1) what should the research priorities be; and 2) which Centers should be assigned which priorities?

The general consensus on the first question is that the research should focus on programmatic topics (program impact and needs, evaluation, operations research, contraceptive efficacy and side effects, etc.).

There is also general consensus on the second question with respect to PUBIO. That Center should concentrate on contraceptive studies. A proposed functional definition is:

PUBIO (Biomedical) - Undertakes research on contraceptive efficacy and side effects as well as relationships between contraceptive use and infant, child and maternal morbidity and mortality.

There is no consensus regarding the best roles for PUSIK and PUJAK. The principal options are:

Option 1.

PUJAK - Conducts small-scale program evaluation, demographic and policy studies

PUSIK - Conducts large-scale program evaluation, demographic and policy studies

Although this was recommended by several respondents, it does not seem realistic for two reasons: 1) most of PUJAK's research would be done in-house and practically all of PUSIK's would be external, and this would result in a heavy research load for PUJAK and a heavy research management load for PUSIK, which would be neither equitable nor efficient; and 2) both PUJAK and PUSIK staff would have to acquire a broad range of research skills, since they would both be involved in a wide variety of research (surveys, operations research, secondary analyses, etc.). This option would require a great deal of training and would require a great deal of time and resources to accomplish in the short run.

Option 2.

PUJAK (Program Evaluation) - Conducts small-scale follow-up evaluations of new policy initiatives; provides secondary analysis of DAN research; and pools findings from DAN research and develops policy recommendations;

PUSIK (Demographic Studies and Operations Research) - Conducts large-scale population-based surveys and operations research projects assessing the need for and impact of the family planning program;

This option is similar to the first in that one center would do small-scale studies and the other large-scale studies. But the focus would be more limited. PUJAK would concentrate on short evaluation studies and secondary analyses. PUSIK would concentrate on large surveys (CPS) and operations research (e.g., K.B. Mandiri). This option has the advantage of being similar to that specified in the presidential decree. However, it has the same disadvantages as the first option as far as the size of studies is concerned. PUJAK would have all the small-scale studies, PUSIK all the large ones. Also, each would have to master several distinct methodologies, although not as many as in the previous option.

Option 3.

PUJAK (Program Evaluation and Operations Research) - Undertakes small and large scale program assessments of ongoing program services and operations research to test new program interventions; generates policy recommendations from PUJAK research;

PUSIK (Demographic Studies Assessing Program Performance and Need) - Conducts large and small-scale population-based surveys and studies assessing family planning program outcome and needs (e.g., fertility and mortality levels and trends, contraceptive prevalence, use effectiveness, etc.); generates policy recommendations from PUSIK research.

This option has the advantages of sharper focus (one concentrates on program research, the other on demographic studies). Since each requires different methodologies, staff would be able to specialize. Each group would also be able to do both short and long studies.

Option 4.

PUJAK (Program Evaluation) - Undertakes small and large scale program assessments of ongoing program services; generates policy recommendations from PUJAK research;

PUSIK (Operations Research) - Undertakes small and large scale operations research to test new program interventions; generates policy recommendations from PUSIK research.

Under this option, neither Center would do population-based research (CPS, etc.). Instead, that would be conducted directly by outside research organizations, such as BPS and university Population Study Centers. This has the advantage of relieving DAN of these large-scale, time-consuming studies so it can concentrate on more immediate program research. It also takes advantage of the one area where the universities and outside organizations have the most research capability. This option would also reduce the training requirements, since staff would not have to master demographic research techniques. One disadvantage would be that DAN already has a number of staff trained in demography who would have to switch to program-related research. Another possible disadvantage would be that DAN and BKKBN would lose control of these studies.

4.5. Options for Management of Other Activities

DAN is responsible for a number of other activities beside research: institutional development (including consultants and staff training); seminars and workshops; theses and dissertation awards; and dissemination.

These could be assigned in one of three ways: 1) as they are now, assigned to different Centers; 2) centralized in the Deputy's office; or 3) shared, with administrative responsibilities handled by the Deputy's office and technical/substantive input provided by the Centers. An example of the last option would be the preparation of a research findings newsletter by an Administrative Support Unit within the Deputy's office, with content provided by the Centers.

The third option appears to be the most preferable. It would relieve the Centers of a heavy administrative burden, which would permit them to devote more time to technical matters. It would also eliminate unnecessary duplication and enable many of the procedures to be standardized. Another advantage is that it would facilitate coordination. As it is now, events are scheduled by the three Centers individually, and they often overlap. A possible

disadvantage would be that the Centers would have to reassign some of their structural staff to the Administrative Unit to handle these tasks, and they might not be willing to do so.

There is a serious constraint to adopting this option, of course, which has already been mentioned. It would require a structural change, which would have to be applied to all of the Deputy offices in BKKBN. The team believes that this is such an important action to take that urges BKKBN to consider it seriously for inclusion in the next presidential decree. If BKKBN would like to institute this change it, the team realizes that BKKBN will have to act quickly to get it included in the next presidential decree. Otherwise the change could not be made for another five years. If this option is not feasible in the short run, then the next best option would be to standardize the procedures and then train staff in the Administrative Units of each Center to implement them.

5. PROPOSED SHORT-TERM STRATEGY

The following strategy is compiled from the suggestions listed above, including, particularly, the third option for definition of the roles of PUJAK and PUSIK.

In order to enhance the operational effectiveness of PUJAK, PUSIK and PUBIO, it is proposed that: 1) the substantive focus of each Center be sharpened and limited to program-relevant research; 2) DAN increasingly contract out large research studies to universities and private sector research organizations; 3) an administrative support unit be created in the Deputy's office to coordinate research management and other standard administrative and personnel management functions within DAN; and 4) staff be trained to conduct small, quick-turnaround research projects and to manage externally-conducted research.

5.1. Roles of the Research Centers

Although research priorities will be established at the annual meeting and documented in the annual plan, DAN must be careful not to take on too many topics. The research agenda of DAN should concentrate on family planning program research, including the assessment and improvement of the current program and testing of new program approaches, while maintaining considerable programmatic flexibility to prepare for the future and anticipate such likely new program priorities as:

- o Social Marketing
- o Clinical Contraception
- o NGO Services
- o Cost Recovery
- o Youth Programs
- o Contraceptive Surveillance

PUJAK, PUSIK and PUBIO should sharpen the focus of their research priorities so as to ensure a more logical, practical and equitable distribution of work. A substantive realignment consistent with Option Three is recommended; namely, PUJAK would focus on program evaluations of ongoing activities and operational research that test new interventions; PUSIK would concentrate on national, regional, and provincial population-based surveys and studies (including secondary analysis of service statistics) that assess family planning outcome measures (e.g. fertility, mortality, contraceptive prevalence, and use effectiveness); while PUBIO would be responsible for large and small biomedical studies on contraceptive efficacy and side effects as well as relationships between contraceptive use and infant, child and maternal morbidity and mortality.

This division of labor represents a natural separation of research orientations and methodologies. PUJAK staff would develop specializations in operations research and rapid survey assessment methodologies while PUSIK staff would

develop greater expertise in population-based survey research methods and demographic and statistical analysis procedures. PUBIO would aim to develop greater expertise in bio-medical research dealing with contraception as well as maternal and child health. Through such enhanced specialization, the capabilities of DAN to manage and conduct different types of family planning research would be greatly strengthened.

An additional recommendation is that the present distinction between "policy research" (PUJAK) and "studies" (PUSIK and PUBIO) be abandoned. All research conducted in DAN is essentially policy research and those involved in the design and analysis of research projects are inevitably best suited to assess the policy implications of their research.

Therefore, in the future, PUJAK, PUSIK and PUBIO should be responsible for deriving policy options from the research conducted in their respective Centers.

5.1.1. Internal Versus External Research Activity

The workload of the three DAN research Centers is extremely heavy. This is due in part to the high proportion of research projects currently conducted in-house. Given current staffing levels and resources in DAN, it is recommended that large and mid-scale operations research, population-based survey research, and biomedical studies be contracted out to universities and private-sector research organizations.

In addition, DAN should not become extensively involved in the implementation of research studies (e.g. questionnaire construction, sampling strategies, training of field interviewers, monitoring of data collection procedures). The in-house capability to competently manage such tasks does not currently exist. It is doubtful whether BKKBN can ever hope to assemble a professional research staff that can effectively implement and manage all aspects of operations research, population-based survey research and biomedical research. DAN should instead increasingly serve as a coordinating Center for family planning research in Indonesia, while building up the skills of current staff so that in the future DAN will be able to undertake a limited number of mid-size research projects itself in collaboration with external research organizations and experts. A feasible target for the near future would be one mid-size project per Center per year.

Although a thorough assessment of the resources of universities and private sector research organizations that have, and/or could potentially, undertake professional family planning program research is beyond the scope of this consultancy, the BKKBN could likely take constructive steps to strengthen the capabilities of such institutions. Training programs could be organized at university centers (with representatives from selected private sector research organizations in attendance) that would strengthen skills in such areas as research design, sampling and data collection, operations research methods, demographic and statistical analysis, and report writing and dissemination. In addition, appropriate technical staff from DAN could collaborate with external research organizations in the design and implementation of specific research studies. Such collaboration would be an effective mechanism for identifying future skill development requirements.

It would also be useful for BKKBN to issue a policy statement that encourages other operating units within BKKBN to undertake program-relevant research, and to involve DAN in key steps in the development and execution of the research. This might include such steps as the following: conceptualization of the research topic and objectives; drafting of the work scope of the RFP; identification of qualified research organizations; review of proposals; negotiation/clarification of the work scope with the contractor; review of selected technical instruments, sampling plans, analysis plans, etc.; review of the draft report; development of dissemination plans.

It is clear that DAN cannot manage by itself all the large and small research projects that need to be undertaken, and it makes sense for the operating units to sponsor research on their own activities, especially if they have sufficient funds to support it. But it is also important that DAN be kept informed of all research and evaluation activities within BKKBN so that it can coordinate the overall research program and incorporate all research findings in its policy analysis.

5.1.2. Creation of DAN Administrative Support Unit

In order to lessen the research management responsibilities of the Deputy and the three research Centers, it would be useful to consider establishing an Administrative Support Unit in the Office of the Deputy to handle administrative management functions within DAN (e.g. issuance of RFPs, contracting, and financial monitoring). The unit, in collaboration with the three research Centers, would also be responsible for the administration of such Division-wide activities as staff training, progress reports to donors, preparation of DAN annual reports and plans, scheduling of workshops and seminars, management of thesis awards, production of dissemination materials, etc.

This Administrative Support Unit would standardize and simplify research management functions within DAN. It would relieve the Deputy and PUJAK, PUSIK, and PUBIO of their present heavy administrative work-loads and allow the Centers to concentrate on technical research issues. The Center Chiefs would continue to report directly to the Deputy and there would be no change in the current structure of DAN.

The personnel of this unit could be drawn from the administrative staff of the three DAN Research Centers. A research management training program will be developed that introduces staff to administrative procedures for implementing and monitoring research within DAN. Study tours to population and family planning research centers (e.g. the National Institutes of Health, Family Health International, Management Sciences for Health and the Population Council) could also be arranged in order to observe research management systems in other settings. This training program, as well as other technical inputs required for the establishment of the Administrative Support Unit, could be organized in part by short-term technical consultants, the resident long-term research management advisor, and in-country organizations with expertise in this field (e.g. the University Research Corporation).

5.2. Research Management

The proposed Administrative Support Unit would be responsible for streamlining research management procedures in DAN and training staff in their use. These procedures would document the entire research cycle, from identification of research topics and solicitation of proposals, through review and approval of project proposals, contracting, monitoring and auditing.

The largest task will be the development and installation of research management procedures. The efficiency of specific operational measures to be employed in the DAN Administrative Support Unit will need to be evaluated and fine-tuned over time. The research management manuals prepared for BKKBN by the former Research Management Adviser, Mr. Gary Lewis and PRICOR materials on research management procedures may serve as useful guides in institutionalizing an effective new administrative system in DAN.

To streamline research management, the various review committees would be consolidated and a larger proportion of the reviewers would be drawn from within BKKBN. This would not only speed up the review process, but improve communications between DAN and other BKKBN offices. There are a number of staff in these offices with adequate research backgrounds not only to

represent the views of their divisions and bureaus, but to contribute to the technical review of proposals.

Research management procedures would be divided into administrative and technical functions. Technical staff from the three research Centers would be responsible for the development and monitoring of research projects that are conducted in-house or contracted out (i.e., development of research topics, preparation of the scopes of work for RFPs, the technical review of proposals, and the review of research reports).

Each Center would be able to draw on expertise in other Centers for specific tasks (e.g. review of a sampling plan) as necessary. This would both stimulate cross-fertilization of professional skills and permit the development of individual expertise. (For further discussion and examples of research management procedures, see Appendices E, F and G; and for detailed sample procedures and forms, see Reference Materials A, B and C).

5.3 Staff Development

Personnel administration is the maintenance of personnel records in an up-to-date status. An employee's complete record of employment with an institution must be kept current from the initial date of recruitment/employment through promotions, transfers, training, and other actions affecting the employer-employee relationship, i.e., performance evaluations, suggestions submitted, etc. to separation or retirement. This function properly belongs within the Program Personnel Division (DENA).

Responsibility for personnel management not personnel administration rests with the immediate supervisors. They must orient, assign tasks, establish job performance evaluation criteria, train or make arrangements for training to strengthen and/or upgrade job skills, recommend promotions, transfers, and continually evaluate the employee's job performance.

Staff from DAN's Administrative Service Unit (ASU) would work with DENA to set up the personnel administration procedures that would be applied throughout DAN. Individual supervisors within DAN would then be trained by DENA and the ASU in applying these procedures.

5.3.1 Personnel System

Leaving the compensation system aside for the time being, the ASU and DENA would need to concentrate on developing:

- o A format for position descriptions;
- o A format and procedures for developing work plans;
- o Supervisory and performance assessment procedures and formats;
and
- o A staff development format.

Sample instruments for a work planning and performance assessment system are in Appendix E.

Once these standard procedures have been developed, the first step for the supervisors will be to prepare position descriptions for each staff person and vacant position. The supervisors, would draft simple, yet accurate position descriptions which, in addition to describing the duties and responsibilities, would list require qualification/s (education, training and skills).. These

descriptions would be the basis for the development of individual work and training plans.

The next steps would be to apply the work planning formats to develop DAN's and the Centers' annual work plans and then the monthly and individual work plans for staff. The samples included in Appendix E also include provision for staff development plans and form the basis for both supervision and formal performance appraisals.

5.3.2. Staff Training

Appendix H and I document the results of the training needs assessment conducted during this consultancy, and the resultant training plan for DAN staff. The information can serve the supervisors as a guide and a management tool to be used in conjunction with the development of work plans, staff assignments and career planning. Appendix H provides the following information:

1. It describes the proposed functions of each of the Centers (based on Option 3);
2. It outlines the skills required to perform those approved functions.
3. It lists each staff member by name, academic background, short and long-term training, plus other training received.

As this Appendix shows, a considerable amount of short and long-term training in research-related tasks has already taken place, and this can serve as a base for the development of additional research skills in such important areas as research management, program evaluation and operations research.

Appendix I summarizes a two-year training plan to upgrade the skills of DAN staff in research and research management. It contains the following:

1. It outlines additional training required to strengthen and upgrade job performance.
2. It provides a consolidated list of training needed in each Center.
3. It presents a consolidated list of training required by the Division.

This plan includes training which has already been approved under agreements with international donors. It also assumes that the training strategy will rely on short, intensive, in-country training, stressing in-service, on-the-job and cross-training. Definitions of the various training strategies are given below:

1. In-service Training: This training constitutes a combination of on-the-job training with off-the-job training at a local institute of learning;
2. Cross-Training: This training involves the exchange of training skills between two individuals so that the institution maintains continuity of operations at all times, even when one of the incumbents is absent;
3. On-the-Job-Training: This training follows a pre-established supervisor training plan to upgrade the skills of an incumbent while performing his assigned duties and responsibilities.

4. Short-Term Training: Training which does not, normally exceed 6 months at an institute of learning.
5. Long-Term Training: Training of one, two or more years duration, the objective of which has been pre-established to upgrade an employee's skills/career as a potential key staff member to assist in strengthening the institution in the long run.
6. Other: This includes attendance at seminars, workshops, conferences, technical debates, etc., which are of benefit to the institution as a vehicle for getting its message across, exchanging technical information, and establishing professional and technical contacts for future reference.

The priority areas for training fall into six broad areas:

1. General Management

- A. Executive Management
- B. Personnel Management

2. Research Management

- A. Strategic Management
- B. Design of Requests for Proposals
- C. Management of Subcontracts and Amendments
- D. Technical Project Monitoring
- E. Budgeting and Financial Control
- F. Management Information Systems for Research Management

3. Family Planning Program Research/Evaluation

- A. Operations Research
- B. Program Evaluation

4. Demographic Research

- A. Proximate Determinants of Fertility and Mortality
- B. Target Setting Methods

5. Bio-medical Research

- A. Reproductive Physiology
- B. Contraceptive Efficacy and Side Effects
- C. Maternal and Child Health Program Evaluation

6. Research Skills

- A. Defining Research Objectives and Hypotheses
- B. Quasi and Non-experimental Designs
- C. Family Planning Indicators and Measurement
- D. Data Collection Techniques: Quantitative and Qualitative
- E. Rapid Survey Techniques
- F. Qualitative Analysis
- G. Report Preparation and Dissemination

Obviously, not all staff will need training in all of these topics. Particular emphasis should be given in the beginning to strengthening research design, operations research, rapid surveys and research management.

It is imperative that an in-house training and technical assistance plan be developed and implemented which will assure the systematic transfer of

technical and research management skills to central and province staff members. Assigned consultants and advisors should assist DAN managers and supervisors in the development of these in-house training and technical assistance plans. It appears feasible that in-house training of this nature can be supplemented by a limited number of formal training courses held in Indonesia and abroad. Examples of transfer methods that can be employed are:

1. Half-day seminars by guest subject-matter experts, i.e., short term international consultants, members of missions, local Chiefs of Party from Agencies involved in International Assistance, etc.
2. Computer-Aided Instruction which can include both "canned" and individualized tutorials for Central Office and Provincial Staff.
3. Mentor/Apprenticeship relations are a good vehicle for building research specialties among staff. For example, one staff member may choose to become a specialist in focus groups, another in questionnaire design, another in SPSS, etc. Any of these staff members can be assigned to a Consultant or Advisor who would outline the methodology, approach, etc., and follow through in the instructional method.
4. A limited number of 1 to 3 week in-country workshops on specific research and research management topics, i.e., contracting and budgeting, quasi and non-experimental designs, operations research, dissemination techniques, etc.
5. A limited number of international study tours or workshops on research or research management, i.e., visits to NIH, Population Council, URC/PRICOR, FHI to learn how they manage external research projects; EWPI Summer Seminar on demographic analysis, etc.
6. Study Allowances to assist staff to defray expenses for taking formal courses in approved areas, i.e., at universities, private computer training firms, tutors, etc.
7. Attendance at local computer training firms offering short-intensive courses in Management Information Systems which carefully instruct in a) Collection, b) Documentation, c) Processing, d) Analysis, e) Presentation, and, f) Dissemination.
8. Take those Center Staff members who possess certain skills and interests and give them more in-depth training in a certain area, e.g., operation of the monitoring system, communication via modem with the provinces and their universities and contractors; questionnaire design, etc. Again, assign this staff member to a "mentor" who would guide the staff member through the process.
9. Create a rotation policy among the three Divisions for the purpose of cross-training respective staff members in needed or scarce skills.

5.3.3. Consultants and Advisors

As stated previously, the role of consultants and advisors is to provide technical assistance and guidance in the planning, implementation, management and evaluation of the research efforts of the staff in the Centers to which they are assigned. They should concentrate on the development of BKKBN Central Office and provincial staff expertise and procedures through in-

service training, on-the-job training, apprenticeship, etc. so that the Program Development Division can gradually reduce its reliance on them to conduct research and to manage research projects.

In this respect, the role of the Consultants becomes more demanding. First of all, they must work closer with the Center Chiefs in the overall planning and management of research. In essence, they are temporarily taking the place of staff undergoing research training outside of Indonesia. They should make sure that local staff whose research skills are to be upgraded are identified and a training plan developed for each one. They must assess and/or evaluate the capabilities of in-house staff to assume gradual upgrading of research functions. In other words, these Consultants must assure themselves that they are, in fact, transferring the necessary skills to in-house staff to plan, implement and evaluate research projects. They must guide in-house staff through all the research steps with the built-in objective that at some point in time their services will no longer be required.

6. LONG-RUN STRATEGY

6.1. Preparing to Address Current Institutional Constraints

Over the next 5-10-15 years, it is likely that some of the constraints that cannot be dealt with now will be amenable to change. It will be important for BKKBN leadership to lobby for these changes and prepare for their effects on DAN's role.

1. Changing the organizational structure of DAN; It is quite possible that this could be revised by Repelita VI. By that time BKKBN may be in a better position to conduct research itself, or it might decide to consolidate its research, act as a broker for other institutions or limit itself to one major research area (program assessment) that is not adequately covered by other organizations. The point is, senior staff should be thinking about the future so that appropriate structural changes can be made.
2. Adding senior, experienced research staff; It is also possible that DAN will be able to attract senior, experienced research staff in the future, and build on the base that should be in place by 1990 when those students who are currently abroad return.
3. Increasing the skills of DAN staff to the point that they can conduct mid and large-scale, independent (in-house) research; If the current in-service training program is successful and skilled and experienced staff can be retained, then DAN may be in a position in 5-10 years to conduct independent research.
4. Long-term training for DAN staff; Although donor support for this activity seems likely to phase out soon, it is still possible that BKKBN itself will be able to obtain sufficient funding in the future to adequately finance long-term training of key staff.
5. Changing the government compensation system. BKKBN will need to keep lobbying the government to revise the government compensation system to make it more attractive to researchers to join BKKBN and devote their full efforts to research activities.

6.2. Preparing for Possible Systemic Changes

It is also possible that Indonesia's family planning program will achieve some of its long-term objectives over the next 10-15 years, and this could have an

effect on BKKBN. At one extreme, if the program is very successful (as in Korea, Taiwan, Hong Kong, Malaysia, Singapore, and soon, Thailand), the need for a large-scale government program will diminish. Services may be taken over by the private sector and the communities if the current KB Mandiri efforts are successful.

On the other hand, BKKBN's focus may shift to the outer islands, as Java becomes self-sufficient; the introduction of chemical sterilization may revolutionize the delivery system; the government may decide to incorporate family planning in its basic health services once it is firmly established.

Although it is difficult to predict what changes will occur, lessons can be learned from the experience of other countries in the region, and by projecting effects on DAN of such new initiatives as KB Mandiri, social marketing, clinical contraception, private sector involvement, and so forth.

Some possible changes to prepare for:

1. Change in BKKBN Role. The agency may move from implementer and coordinator to standard-setter and stimulator, particularly as service delivery is decentralized and taken over by the private sector. Among the options BKKBN may want to consider as new operational mandates are:
 - o Setting standards for the provisions of family planning services; promotion of guidelines for carrying out program and contraceptive research; encouragement of the adoption of public policies; and promotion of studies in priority service and policy areas;
 - o Phasing out involvement in service provision programs altogether and instead transforming the BKKBN into a "research and training center" for the population and health sciences, with the BKKBN serving as a major source of funding and principal coordinating institution for family planning and MCH research in Indonesia.
2. Reorganization of BKKBN. It may eventually be possible to reorganize BKKBN so that the administrative management of research projects and the technical implementation and monitoring of research are more clearly demarcated. In addition, it may prove effective to consolidate all BKKBN program evaluation research (including the management and analysis of service statistics) into one functional Division.
3. Phase Out of Donor Support. This is a certainty in the long run, and will have significant effects on BKKBN's ability to sponsor research, let alone conduct it in-house. It may prove necessary to establish more stringent research priorities in the future.
4. Decentralization. This process is already underway in many aspects of BKKBN's operations, and will likely have a significant effect on research management procedures and priorities, particularly as local program evaluation issues gain prominence relative to national concerns.

APPENDICES

A. STATEMENT OF WORK

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APPENDIX A
STATEMENT OF WORK

CONTINUATION SHEET	UNITED STATES INTERNATIONAL DEVELOPMENT COOPERATION AGENCY AGENCY FOR INTERNATIONAL DEVELOPMENT	<input type="checkbox"/> Memorandum <input checked="" type="checkbox"/> Invoice	PAGE <u>4</u> OF <u>7</u> PAGES
	<input type="checkbox"/> PDC <input type="checkbox"/> PDR <input checked="" type="checkbox"/> PDI <input type="checkbox"/> PAF	1. Computing Country Indonesia	
			2a. PDI Number 497-0327-3-70069
3. Project Name and Title Family Planning Development & Services II Project 497-0327 Research Component			
Indicate Block Numbers	Use this form to complete the information required in any block of a PDC, PDR, PDI or PAF. For PDC, furnish the item number, quantity, description, price/cost, including any stock number and price when available.		

Attachment No. 1

Statement of Work

Background

The Program Development Division (PDD) of the BKKBN was established and given its mandate to conduct research on all biomedical, social, and policy topics related to family planning by presidential decree in 1983. USAID support to the PDD under Project 497-0327, Family Planning Development and Services II, also began in that year. Funds have been provided to support in-house and extramural research projects, technical assistance, development of research management systems, staff training, and other institution building activities. In February 1988, USAID conducted a mid-term evaluation of its support to the PDD to examine the extent to which the project has met its quantitative objectives as well as to assess the quality of research activities and utilization of research findings. In addition, the institutional capacity of the PDD to manage research was examined. The evaluators concluded that while improvements have been made over the project period in training, management, and research output, considerable opportunities exist for more progress in the future. The PDD has been through a period of very rapid expansion and increasing demands for output. The team recommended that the time is appropriate for tightening up the system and clarifying objectives and goals for the future. Concerns which should be addressed include development of consensus, consolidation of effort, improvements in quality, and longer range planning. In developing consensus, a review of the overall objectives of the PDD, the specific areas of responsibility of the three centers, their relationship to other units within BKKBN conducting research, and realistic targets for outputs should be considered.

Objective of the Management and Training Needs Assessment

Based on the recommendations of the mid-term evaluation, the objective of this consultancy is to work with the Program Development Division to:

1. Review expectations of outputs from the PDD on the part of the BKKBN and the donors;
2. Clarify the objectives of the three research centers, Biomedical, National Family Planning Studies, and Policy Studies;

Grand Total: \$49,130

37

CONTINUATION SHEET

UNITED STATES INTERNATIONAL DEVELOPMENT COOPERATION AGENCY AGENCY FOR INTERNATIONAL DEVELOPMENT

Worksheet Summary

PAGE 5 OF 7 PAGES

- PJO/C
- PJO/P
- PJO/T
- PA/PR

1. Compacting Country
Indonesia

2. PJO Number
497-0327-3-70069

3. Original Copy No. _____

4. Project Number and Title
Family Planning Development & Services II
Project 497-0327
Research Component

Indicate block number

Use this form to complete the information required in any block of a PJO/P, PJO/T or PA/PR. For PJO/C, furnish the form number, quantity, description, specifications, including catalog stock number and price when available.

3. Review the structure of the PDD including inter-linkages and co-ordinating mechanisms;
- ? 4. Design a more efficient task allocation and staff management system;
5. Assess staffing units and competencies required to meet objectives;
6. Conduct a training needs assessment.

Specific Objectives

- ? 1. Review expectations for the role of the PDD in BKKBN from the BKKBN and donor perspective. Currently, the PDD is requested to provide a broad, and sometimes conflicting set of services. To maximize the resources of the unit, perhaps it should limit its focus to one (or more) of the following areas: evaluative research of the activities of the operational units; program development and operations research; management of extramural research; in-house research.
2. Clarify the objectives of the three research centers and their specific areas of responsibilities. Specific attention should be given to the differentiation in function and area of responsibility between the Center for National Family Planning Studies and the Center for National Family Planning Policy.
3. Review and clarify the structure of the three centers within the PDD, the PDD within central BKKBN, and the PDD in relation to provincial BKKBN offices as well as with outside research institutions. Included in the examination of structure are: organization structure; staffing; and interlinkages and coordinating mechanisms.
4. Assess the staffing levels and competencies required to meet the objectives described in (2) and (3) above.
5. Based on (1) - (4), above, conduct a training assessment to review staff capabilities and assess competencies needed to carry out job tasks.
6. Based on (5), design a two year training plan to build specific competencies related to specific tasks and specific research areas.

feasible?
PIL
5-7-68

How are -
not important

Scope
PIL 130
242 01
574 110
242 01
11
11/1/68

CONTINUATION SHEET	UNITED STATES INTERNATIONAL DEVELOPMENT COOPERATION AGENCY ACCOUNT FOR INTERNATIONAL DEVELOPMENT	<input type="checkbox"/> Worksheet <input checked="" type="checkbox"/> Invoice	PAGE <u>6</u> OF <u>7</u> PAGES
	<input type="checkbox"/> FID/C	1. Competing Country Indonesia	
	<input type="checkbox"/> FID/P <input checked="" type="checkbox"/> FID/T <input type="checkbox"/> PA/PE	2. FID Number 497-0327-3-70069	3a. Attachment <input checked="" type="checkbox"/> Original OR No.
		3. Project Number and Title Family Planning Development & Services II Project 497-0327 Research Component	

Indicate block numbers

Use this form to complete the information required in any block of a FID/P, FID/T or PA/PE. For FID/C, furnish the item number, quantity, descriptive specifications, including catalog stock number and price when available.

Implementation: Consultants Needed and Time Period

Two consultants will be needed to conduct this management and training assessment. The first will be a specialist in organizational development who has extensive experience in conducting management assessments. The second consultant must be a training specialist who is very knowledgeable about research and management training opportunities. Commencing on/about October 31, 1988, the consultants should work with the BKKBN for 30 days and prepare a draft report to present to the BKKBN by the end of the third week. They should incorporate BKKBN and USAID feedback in a final report which should be submitted the end of the fourth week (twenty five copies for BKKBN and ten copies for USAID). The BKKBN will review further the report and hold internal meetings to discuss it. After 2 1/2 months time (i.e., on/about February 6, 1989), the organizational development consultant should return for ten days to review actual and planned changes made by BKKBN on the basis of the report, and to develop an Action plan for instituting improvements.

Grand Total: \$49,130

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B. REFERENCES CONSULTED, PERSONS
CONTACTED

APPENDIX B

REFERENCES CONSULTED and PERSONS CONTACTED

References

Fifth Five-Year Development Plan 1989/90-1993/94. "Chapter 25: Population and Family Planning." National Family Planning Coordinating Board, 1988 (Draft).

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Persons Contacted

BKKBN

Dr. Haryono Suyono, Chairman

Program Development Division

Dr. E. Srihartati P. Pandi, Deputy

PUJAK: Center for the Development of National Family Planning Policy

Dr. Pudjo Rahardjo, Chief

PUSIK: Center for National Family Planning Studies

Dr. Soegeng Waloejo, Chief

PUBIO: Center for Biomedical and Human Reproduction Studies

Dr. Sunarti Sudomo, Chief

Dr. Corrie Wawolumaya, Consultant

Dr. Soetedjo Uriljodihardjo, Deputy, Operational Development Division, Acting Deputy, Program Planning and Analysis

Dr. Harry Victor Darmo Kusumo, Chief, Integrated Program Services Bureau

Dr. I. B. Astawa, Chief, Community Institution Development Bureau

Mr. Russell Vogel, Consultant (DOP/BISEP)

Ms. Rita Lavelle, Consultant (DOP/BIPEN)

Dr. Sardin Pabbadja, Chief, Planning Bureau

Drs. Eddyono, Chief, Recording and Reporting Bureau

Drs. Hadiyono, Program Implementation Analysis Bureau

Dr. R. Soedarto, Deputy Program Personnel Development

Dr. Sans S. Hutabarat, Chief, Education and Training Center for Program Personnel

Dr. Slamet Tjiptorahardjo, Chief, Personnel Bureau

Bandung

Drs. H.A. Muchji, Chairman, BKKBN Provincial Office

Dr. Professor Soeleiman, Chairman BKS Penfin

Dr. Firman, Treasurer, Penfin

Dr. Eko Budiarto, Chairman, Yayasan Bina Karya (Urban KB Mandiri)

Drs. Yahya S. Asdri, Deputy Chief, Population Studies Center

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Ms. U.N. Uyen Luong, Deputy Representative and Senior Advisor on Population

East West Population Institute

Dr. John Laing, Research Associate

Dr. Jay Palmore, Research Associate

C. RESEARCH PRIORITIES, FIFTH FIVE-
YEAR PLAN

APPENDIX C.

RESEARCH PRIORITIES, FIFTH FIVE-YEAR PLAN

1. POPULATION DYNAMICS AND FAMILY PLANNING

- * Development of demographic aspects of F.P.
- * Development and Building-up youth generation
- * Development of women's role in F.P.
- * Development of men's role in F.P.
- * Development of Population Dynamics
- * Development of Postponement of Age at first marriage
- * Development of outlook of Institutional Build Up

2. RESEARCH AND PRODUCTION FAMILY PLANNING PROGRAM

- * Development of Program Achievement Dynamics Indicator.
- * Development of Program Management System.
- * Development of innovative approach to IEC Program.
- * Development of Operational Network.
- * Development of Mat. Information system of FP Program.
- * Development of Information system of FP Program

3. CONTRACEPTIVE TECHNOLOGY PROGRAM

- * Development of Health Technology and Human Reproduction.
- * Development of Male Contraceptive Methods
- * Development of Contraceptive Technology
- * Development of Contraceptive Safety system.
- * Development of Recanalization method for Sterilization.
- * Development of Andrology approach in F.P. Program.

4. DEVELOPMENT OF FAMILY PLANNING SERVICES

- * Development of Innovative approach in Family Planning Services.
- * Development of Facility and Quality of Services.
- * Development of Basic Health Needs approach in Family Planning.
- * Development of Family Health in F.P.
- * Development of F.P. Services for the under privileged group.

5. FAMILY WELFARE

- * Development of Family Welfare
- * Development of of Mothers Welfare

- * Development of Children Welfare
- * Development of Family Income Generating in F.P.
- * Development of Responsible Parenting Approach
- * Development of Value of children and "Gender Preference"

8. DEVELOPMENT OF INTEGRATED PROGRAM - F.P. AND OTHER DEVELOPMENT

- * Integrated Family Planning and other development Sectors.
- * Development of Integrated Family Planning and Health
- * Development of Education on Health Reproduction
- * Development of Family Planning Education
- * Development of Integrated Family Planning Agriculture
- * Development of Family Planning and Cooperation.

D. DAN FUNCTIONS AND TASKS

APPENDIX D

FUNCTIONS AND TASKS OF
PROGRAM DEVELOPMENT DIVISION

CENTER FOR THE DEVELOPMENT OF FAMILY PLANNING POLICY (PUJAK)

FUNCTIONS AND RELATED TASKS:

FUNCTION: To conduct assessment of National Family Planning and develop alternative policy recommendations for national family planning policy; to coordinate and implement policy studies and to formulate program policy for the National Planning Program.

TASKS:

- a. To collect data and information, materials for policy formulation of national family planning.
- b. To carry out formal and informal contacts with other organizations and institutions for the purpose of developing policy alternatives and to monitor implementation.
- c. To test and analyze alternative policies and to monitor implementation.
- d. To study/develop/formulate policy alternatives in family planning, in conjunction with other institutions.

I. Administrative Service Unit

Function: To provide administrative services to all units within the Center for Policy Study.

Tasks:

- a. To maintain office correspondence and files.
 - b. To draft career development and promotion proposals for the purpose of strengthening and upgrading manpower in the Center for Policy Study.
 - c. To prepare material and documents for DPs (evaluation) and DUK.
 - d. To draft and submit requests for office equipment and stationery for the Center.
 - e. To take care of logistics and distribution of office equipment and supplies.
 - f. To assist in and prepare travel documents and travel arrangements for the staff of the Center.
 - g. To organize and develop logistics for Center meetings.
- 41

h. To prepare letters of agreement, contracts and other related documents.

2. Data Collection and Observation Unit

Function: To collect, prepare and maintain formal and informal contacts with national and international institutions for the purpose of monitoring and observing policy implementation.

Tasks:

- a. To collect, classify and document data and information.
- b. To carry out formal and informal contacts with national and international organizations for the purpose of developing family planning policies.
- c. To monitor and observe the implementation of family planning policy and policy improvement.
- d. To draft policy documents and detailed plans for policy implementation and/or action.

3. Policy Formulation Division

Function: To test, analyze and formulate policy alternatives on family planning toward the development and integration of the family planning program at the regional and national levels.

Tasks:

- a. To test and analyze alternative approaches to family planning.
- b. Based on alternatives identified, to formulate and develop family planning policy for the purpose of integrating family planning sectors at regional and national levels.

CENTER FOR NATIONAL FAMILY PLANNING STUDIES

FUNCTIONS AND RELATED TASKS:

FUNCTION: To implement research and development in the field of family planning.

TASKS:

- a. To develop research and development plans in National Family Planning.
- b. To implement efforts to increase the utilization of research findings.

- c. To study national population dynamics, regional, as well as international, in relation to family planning programs.
- d. To conduct studies in the field of social service, economy and cultural aspects to expand the National Family Planning Program.
- e. To implement research and development in the management and administration of the National Family Planning Program.

1. Administrative Service Unit

Function: To provide administrative services to all units within the Center for Family Planning Studies.

Tasks:

- a. To maintain office correspondence and files.
- b. To carry out the personnel administration responsibilities of the Center.
- c. To draft and submit requests for office equipment and stationery for the Center.
- d. To take care of logistics and distribution of office equipment and supplies.
- f. To assist in and prepare travel documents and travel arrangements for the staff of the Center.
- g. To organize and develop logistics for Center meetings.
- h. To prepare letters of agreement, contracts and other related documents.

2. Program Planning and Research Utilization

Function: To develop research and development plans and to intensify the use of research findings.

Tasks:

- a. To collect, classify and document data and information.
- b. To carry out formal and informal contacts with national and international organizations for the purpose of developing family planning program plans.
- c. To develop research and development plans in the national family planning program.
- d. To exert efforts to increase the utilization of research findings in family planning activities.

3. Functional Researcher Group

Function: To implement studies in the field of fertility, mortality, morbidity, social-economic, social cultural and program management to improve and develop the National Family Planning Program.

Tasks:

- a. To conduct research in population dynamics, fertility and its determinants.
- b. To implement research in mortality and its determinants.
- c. To implement studies in population, mortality and their respective determinants.
- d. To conduct research in the field of social-economic relationship with the small family norm.
- e. To conduct studies on social-cultural factors affecting the small family norm acceptance.
- f. To implement studies in the field of resource utilization, i.e., manpower, money and materials.

CENTER FOR BIOMEDICAL AND HUMAN REPRODUCTION STUDIES

FUNCTIONS AND RELATED TASKS:

FUNCTION: To coordinate and implement research and development in the field of biomedical and human reproduction.

TASKS:

- a. To conduct research in endocrinology of human reproduction.
- b. To conduct research in andrology of human reproduction.
- c. To implement research in pharmacology of raw materials of contraception.
- d. To study the steroid and non-steroid contraceptives.
- e. To conduct infertility studies and healthy reproduction.

4. Administrative Service Unit

Function: To compile plan and research program and provide administrative services to all units within the center

Tasks:

- a. to process and maintain office correspondence and files.

- b. To draft career development and promotion proposals for the purpose of strengthening and upgrading manpower in the Center.
- c. To prepare material and documents for BPs (evaluation) and DUK.
- d. To draft and submit requests for office equipment and stationery for the Center.
- e. To take care of logistics and distribution of office equipment and supplies.
- f. To assist in and prepare travel documents and travel arrangements for the staff of the Center.
- g. To organize and develop logistics for Center meetings.
- h. To prepare letters of agreement, contracts and other related documents.

E. EXAMPLES OF WORK PLANS

E.1 ANNUAL WORK PLAN

E.2 MONTHLY WORK PLAN

E.3 INDIVIDUAL WORK PLAN &
PERFORMANCE ASSESSMENT

APPENDIX E

APPENDIX E: Examples of Workplans

This appendix consists of examples of an annual, monthly and individual work plan. The planning process begins with a five-year plan, with an annual plan developed from that. The assignments to each individual are compiled to make up each person's annual work plan. The monthly plans are based on the annual plan as well as changes that occur.

This system is also used to keep track of performance. Each staff member in a unit has a copy of the unit's monthly work plan, and notes what is accomplished, what isn't (and why), and uses that information to plan the next month's activities. This information is also used to assess each individual's performance, and to summarize it in the individual's "Workplan and Performance Assessment" form.

This system replaces functional job descriptions and general performance assessments for individual staff members. It is a simple procedure for linking each staff member's monthly (even daily) activities to the unit's monthly, annual and five-year work plans. An individual's role is, therefore, defined by the activities in his or her work plan. Another advantage of this system is that it is very flexible. As new tasks are added and old ones dropped, they are added or dropped to an individual's work plan. This results in what is called a "Living Job Description", one that reflects the actual role each person and each unit has at any given time.

One caveat, however. This system requires time and commitment from management. It will work only if it is followed. The easiest way to do this is to hold monthly staff meetings where the monthly work plan is updated, changes in assignments are noted in individual work plans, and each staff member not only understands what is expected, but agrees to undertake the assignments and complete them by the deadline. This is not a one-sided, top-down assignment procedure, as is typical in Asia. It requires negotiation so that the assignments are realistic and the needed support is guaranteed.

Individual performance assessments also need to be held periodically, at least every six months, to ensure that workplans are updated and realistic, that the staff person has the support needed to complete assigned tasks, and that needed staff development activities are built into the work plan.

Finally, to emphasize the last point, the annual, monthly and individual work plans are expected to include staff development activities. These need to be scheduled as any other activity is scheduled.

JA

E.1 Annual Workplan

(FILE: 88WKPLN.DOC)

This is an example of an annual workplan for an organization (URC, in this case) which funds approximately 15 research projects annually. In addition, the organization conducts research itself, holds workshops, disseminates research results, and carries out a variety of administrative tasks to support its research activities. In many respects, these activities are similar to those carried out by BKKBN's Program Development Division.

The project is divided into six major tasks:

1. PLAN, ORGANIZE AND DIRECT PROJECT
2. DEVELOP OPERATIONS RESEARCH (OR) OPPORTUNITIES
3. DEVELOP OR PROPOSALS
4. MONITOR/IMPLEMENT PROJECTS
5. OR SKILL DEVELOPMENT
6. DISSEMINATION

Each task is broken into subtasks; and each subtask is assigned to one or more staff (the responsible person is listed first). The "deadline" indicates when the task is expected to be completed. In some cases (monthly reports, for example) the frequency of the deadline is listed. In other cases (recruit consultants), the deadline cannot be anticipated, and an "as needed" frequency is used.

The annual work plan can (and should) be updated as new tasks and subtasks are added (a study requested by the Chairman, for example), and if some initial ones are dropped or staff change.

This annual workplan also has a 2-3 page narrative preceding it that describes the objectives for the year, the strategy for achieving those objectives, and the general areas of responsibility for senior staff. That narrative has not been included in this example.

The most important value of this workplan is that it forces managers and subordinates to list everything that needs to be done, make assignments, set deadlines, and then negotiate priorities. If the Chairman requests a quick study and there is no slack time, then this plan can be used to force the Chairman to set priorities. For every new task added, one has to be dropped, or additional staff need to be added.

ANNUAL WORKPLAN: BANGLADESH, 1988

TASKS/SUBTASKS	RESPONSIBLE	DEADLINE
1. PLAN, ORGANIZE AND DIRECT PROJECT		
1.1 Reports		
1.1.1 Develop annual workplan	JR	Jan
1.1.2 Develop monthly workplans	All	1st of month
1.1.3 Prepare progress reports	All	Monthly
1.1.4 Prepare project status rep.	All	Quarterly
1.1.5 Prepare trip reports	All	As required
1.1.6 Prepare financial reports	CC	Monthly
1.1.7 Prepare Semi-annual report	JR	Mar, Sep
1.2 Office Management		
1.2.1 Reorganize office	GMK	Jan-Feb
1.2.2 Manage equipment, furniture	GMK	Ongoing
1.2.3 Manage vehicles	GMK	Ongoing
1.2.4 Reorganize computer(s)	JR	Jan-Feb
1.2.5 Control Household effects	GMK	Ongoing
1.2.6 Manage staff housing	GMK	Ongoing
1.2.7 Inventory property	GMK	Quarterly
1.3 Staffing		
1.3.1 Hire Local staff:		
Research Assistant	JC	Feb-Mar
Clerk/typist	JC	Feb-Mar
URC staff: VS/OR social sci.	JR/MS	ASAP
URC Social Scientist	JR/MS	ASAP
Sr. Scientist: Tanfer	JR/MS	Apr-Jun
1.3.2 Conduct WPPR		
1.3.2 Recruit consultants	JR/JC/MB	As needed
1.3.3 Recruit temporary Help	JR/JC/MB	As needed
1.4 Financial Management		
1.4.1 Submit office expenses	AMS/JC	Monthly
1.4.2 Cashflow projection	AMS/JC	Monthly
1.4.3 Travel expenditures	AMS	As required
1.4.4 Subcontracts/Amendments:		
BFRP	JR	Feb
IDS	JR	Feb
Others	JR	As required
1.4.5 Consultant vouchers	AMS/JC	As required
1.5 Administrative systems		
1.5.1 Reorganize filing system	JR/AMS	Feb
1.5.2 Set up consultant roster	JR/AMS	Apr
1.5.3 Revise project monit. system	JR/AMS	Mar
1.5.4 Revise computer system	JR/AMS	Mar
1.6 Liaison/coordination		
1.6.1 Update mailing list	AMS	Mar
1.6.2 Hold briefings/meetings	JR/JC/MB	As required
2. DEVELOP OPERATIONS RESEARCH (OR) OPPORTUNITIES		
2.1 Bangladesh		
2.1.1 Social Marketing (Community Sales Agents)		
Concept paper	JR	Mar
Feasibility study	JR	Apr
Workshop to develop model	JR	May

ANNUAL WORKPLAN: BANGLADESH, 1988

TASKS/SUBTASKS	RESPONSIBLE	DEADLINE
Phase II Proposal	KT/JR	May
Approval	KT	July
Baseline	KT/BK	Aug
Monitoring	KT/BK	Dec
2.1.2 FPSTC Study Design to USAID	BK/JR	Feb
2.1.3 TAF Replication (IEM)		
Concept paper	MB	Feb
Proposal	MB	Mar
Approval	MB	May
Baseline	MB	Jun
Monitoring	MB	Dec
2.1.4 Pathfinder F-U(QBL)		
Concept paper	BK/JC	Mar
Proposal	BK	Apr
Approval	BK	May
Baseline	BK	Jun
Monitoring	BK	Dec
3. DEVELOP OR PROPOSALS		
3.1 Bangladesh		
3.1.1 MIS		
Concept paper	JR	Jan
Proposal	JR	Feb
Approval	JR	Apr
Baseline	KMK	May
Analysis procedures	JR/KMK	May
Implementation	KMK	Dec
3.1.2 Mass Communications		
Complete proposal	MB	Feb
Planning	MB/GMK	Mar
Field research	MB/GMK	Apr
Campaign design	MB/GMK	May
Baseline	MB/KMK	May
Implementation	MB/GMK	Jun
Audience panels	MB/GMK	monthly
3.1.3 Teambuilding		
Complete proposal	BK	Mar
Approval	BK	Apr
Baseline	BK/KMK	May
Implementation	BK	Jun
Monitoring	BK	monthly
3.1.4 Swarnivar		
Complete proposal	BK/JR	Feb
Approval	BK	Mar
Baseline	BK	May
Implementation	BK	May
Monitoring	BK	ongoing
4. MONITOR/IMPLEMENT PROJECTS		
4.1 Bangladesh		
4.1.1 RAPPORT, complete Dhaka report		
RAPPORT, Chittagong report	MB	Feb
	JR/BK	Jan

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ANNUAL WORKPLAN: BANGLADESH, 1989

TASKS/SUBTASKS	RESPONSIBLE	DEADLINE
4.1.2 QBL, complete report	JC/JR/BK	Feb
4.1.3 TAF I complete report	MB	Feb
4.1.4 TAF 2		
Base line urban survey	MB	Jan
Base line rural survey	MB	Jan
Monitoring urban	MB	Mar
Monitoring rural	MB	Apr
Survey of achievements, urban	MB	Jun
Survey of Achievement, rural	MB	Jul
Follow up survey, urban	MB	Dec
Follow up survey rural	MB	Dec
Report preparation and dissemination	MB	Jan '89
4.1.5 BFRP (IUD study)		
Data collection	JR/JC/BK	Feb
Data processing	JR/JC/BK	March
Data analysis	JR/JC/BK	March
Draft report	Jr/JC/BK	May
Solution developmet seminar	JR/JC/BK	May
Dissemination seminar	JR/BK	June
Follow on project proposal	JR/BK	June
4.1.6 SOPIRET		
Solution development workshop	MB/BK/GMK	Feb
Establish monitoring systems	MB	March
Implementation of monitoring	MB/BK	March
Monitoring of changes	MB/BK	Apr-Dec
Follow-up survey data collection	KT/BK	Jan 89
Data analysis	KT/BK	Jan 89
Report (final)	KT/BK	Feb 89
Dissemination	KT/BK	Feb 89
4.1.7 VS STUDY		
Stage I		
Establishing steering comm.	JC/JR	Feb
Select study sites	JC/JR/BK	Feb
Refine alternatives	JC/JR/BK	March
Develop/test monitoring system	JC/JR/BK	March
Design/conduct baseline survey	JR/BK	March
Review World Bank Study	BK	March
Orient/train MOHFP staff	JC	March
Stage II		
Implement alternatives	JC	May-Apr89
Analyze baseline data	JR/BK	April
Monitor interventions	JC/BK/JR	May-Apr89
5. OR SKILL DEVELOPMENT		
5.1 Fellow/Intern program:		
Mich intern	MS	Jan
5.2 Training		
Qualitative Workshop	MB	TBD
Rapid Survey Workshop	JR/KMK	May

ANNUAL WORKPLAN: BANGLADESH, 1988

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TASKS/SUBTASKS	RESPONSIBLE	DEADLINE
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6. DISSEMINATION

6.1 Interim reports

Chittagong	MB/JR/BK	Feb
TAF I	MB	Feb
QBL	JC/JR/BK	Mar
Sopiret	MB	Mar
IUD (BFRP)	JR/BK	Mar
TAF II	MB	Mar
Social Marketing	JR	May
MIS	JR/KMK	June
Mass Communications	MB	June
Swarnivar	BK	June
VS	JR/BK	July

6.2 Final reports/summaries

Chittagong/Dhaka	MB	Mar
QBL	JC/BK/JR	Mar
TAF I	MB	Mar
IUD (BFRP)	JR/BK	June
SOPIRET	MB/BK	Feb 89

6.3 Newsletter

TBD TBD

6.4 Journal articles

TBD TBD

Summary for practitioners

MB Mar

Book outline + Chapter

MB Feb

OR Process & Mgmt

MB Feb

6.5 Seminars: URC

JR Monthly

NCIH

TBD June

APHA

TBD Oct

TRAVEL SCHEDULE

JR: Bangladesh, Thailand, India, Indonesia, Nepal

JC: Bangladesh

MB: Bangladesh, Nepal, Sri Lanka

BK: Bangladesh

KMK: Bangladesh

KT: Bangladesh, Nepal

=====

KEY: STAFF CODES

JR	Jack Reynolds
JC	Jatinder Cheema
MB	Michael Bernhart
BK	Barkat-E-Khuda
KMK	Khin Maung Kwe
KT	Koray Tanfer
MS	Myrna Seidman

COUNTRY PROJECT CODES

BANGLADESH

1. RAPPORT	Pathfinder Chittagong and Dhaka Area Reallocation Project
2. QBL	Pathfinder Interventions Study
3. TAF I	The Asia Foundation, High-Low Performance Projects
4. TAF II	The Asia Foundation, Test of high performance model

L 54'

- 5. IUD/BFRP Copper-T IUD Follow-up study
- 6. SOPIRET
- 7. VS Voluntary Sterilization Reimbursement Study
- 8. MIS Management Information System/Worker Performance Study
- 9. Mass Comm Mass Communications (Radio) Study
- 10. Teambldng Improving field worker performance via teambuilding
- 11. Swarnivar FP and development project
- 12. SMP Social Marketing, Community Sales Agents Study
- 13. FPSTC FP and MCH
- 14. IEM Replicating TAF findings in MOHFP
- 15. Path FU Follow-on to QBL study

E.2 EXAMPLE OF MONTHLY WORK PLAN

March 1, 1988

MONTHLY WORK PLAN/PROGRESS REPORT

TASKS/SUBTASKS	RESPONS.	PLANNED	ACTUAL
1. ADMINISTRATIVE			
1.1 Reports			
Workplans	All	3/1	
Progress reports			
Project status reports	All	3/10	
Trip reports	MB	3/10	
Financial reports	ASM	3/10	
Semi-annual report	JC	3/12	
1.2 Office Management			
Office organization			
KMK Office	GMK	3/2	
computer	JR	3/2	
Equipment, furniture			
UPS	GMK	3/15	
Vehicles			
Computer(s)			
Household effects			
Insurance	GMK	3/10	
Staff housing			
Property inventory			
1.3 Staffing			
Local staff: Research Assistant		Defer	
Clerk/typist		4/1 starts	
URC staff: VS/OR social sci.		On hold	
WPPR			
Consultants			
Temporary Help			
1.4 Financial Management			
Office expenses			
Cashflow projection	ASM	3/6	
Travel expenditures	GMK	As needed	
Subcontracts/Amendments:			
Consultant vouchers			
1.5 Administrative systems			
Filing system			
Consultant roster			
Project monitoring system	KMK	3/20	
Computer system			
1.6 Liaison/coordination			
Mailing list			
Briefings/meetings			
2. DEVELOP OR OPPORTUNITIES			
2.1 Bangladesh			
Social Marketing CP	JR	3/9	
FPSTC CP	BK	TBD	Waiting USAID input
TAF Replication	MB		
Pathfinder F-U	JC		

TASKS/SUBTASKS	RESPONS.	PLANNED	ACTUAL
3. DEVELOP OR PROPOSALS			
3.1 Bangladesh			
MIS	JR	3/9	
Mass Communications	MB		
Teambuilding	BK	3/28	
Swarnivar	BK	3/15	
4. MONITOR/IMPLEMENT PROJECTS			
4.1 Bangladesh			
RAPPOR, Dhaka report	MB		
QEL report	JR	3/9	
TAF I	MB		
TAF II	MB		
IUD			
Data collection	BK	3/15	
Data processing	BK	3/20	
Sopinet monitoring	MB/BK	ongoing	
VS: refine alternatives	BK/JC	3/15	
Instruments	BK	3/2	
Subcontract SOW	BK/JR	3/15	
Financial procedur.	JC	3/1	
Site visits	JC/BK		
Committee meet	JC		
Lit review	BK/JR	3/30	
5. OR SKILL DEVELOPMENT			
5.1 Fellow/Intern program: Mich intern			
5.2 Training			
Qualitative Workshop			
Rapid Survey Workshop			
Survey Mate Workshop			
5.3 Institutionalization			
Sr. Fellow	JR	ongoing	
6. DISSEMINATION			
6.1 Interim reports			
Chittagong	MB/JR		
TAF I	MB		
QEL	BK/JC	3/15	
Sopinet	MB		
IUD (BFRF)	BK/JR	3/30	
6.2 Final reports/summaries			
Chittagong			
Dhaka	MB		
QEL	JC/BK	3/20	
TAF I	MB		
6.3 Newsletter			
6.4 Journal articles			
6.5 Seminars: URC			
Women-in-Development	TMT	3/1	
Lessons learned	JC	3/28	
Sampling	MB		
6.6 Conferences: APHA abst.'ct All			
		3/10	

March 1, 1988

MONTHLY WORK PLAN/PROGRESS REPORT

-----TASKS/SUBTASKS-----RESPONS.-----PLANNED-----ACTUAL

JR: Somalia 3/10-16; BKK 3/17-20
JC: Leave
MB: Nepal 3/1-2
BK: BKK 3/1-6

Linda Martin 3/6-10 (?)

MISCELLANEOUS

Hartals: 2
Holidays: 3, 26

F. EXAMPLES OF MANAGEMENT
PROCEDURES FOR RESEARCH PROJECTS

(SEE REFERENCE MATERIALS FOR COMPLETE TEXT)

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REVISED APRIL '84
APPENDIX F
EXAMPLES OF MANAGEMENT
PROCEDURES FOR RESEARCH PROJECT

PRICOR PROPOSAL REVIEW PROCEDURES

TABLE OF CONTENTS

I. INTRODUCTION

II. STEPS IN THE PROPOSAL DEVELOPMENT/REVIEW PROCESS

III. EXAMPLES

CONCEPT PAPERS

1. Log of concept papers and proposals received
2. Acknowledgement card
3. Computer file for concept papers and proposals
4. Rejection letter
5. Concept paper rating sheet
6. Concept paper summaries
7. Letter to Screening Committee
8. Screening Committee recommendations to Project Manager (PM)
9. Letter/agenda to Review Committee
10. Review Committee recommendations to PM
11. Invitation letter/feedback to invitees
12. Memo to Regional Bureau
13. Memo to Mission
14. Rejection letter/feedback to other applicants

PROPOSAL REVIEW

15. Full proposal rating form
16. Letter to Review Committee
17. Review meeting agenda
18. Review assignment sheet
19. Review Committee recommendations to PM
20. Notification to invitees
21. Feedback letter to invitees
22. Memo to Bureau
23. Memo to Mission
24. Consultant letter of appointment/scope of work
25. Consultant appointment checklist/approval request
26. Travel arrangements checklist

SUBORDINATE AGREEMENT

27. Pre-award audit instructions
28. Request for study approval to AID Contracts/letter to applicant/
distribution checklist
29. AID approval letter
30. Project status file
31. Project monitoring checklist

APPENDIX F
EXAMPLES OF MANAGEMENT

PROCEDURES FOR
RESEARCH PROJECT.

PRICOR PROPOSAL REVIEW PROCEDURES

I. INTRODUCTION

This document describes the procedures developed by PRICOR staff for processing concept papers and proposals from initial receipt through the signing of a subordinate agreement. The purpose of this guide is to document the process for staff reference and to provide examples and suggested formats for selected procedures.

Part II lists the steps in this process, first for the "open-solicitation" track and then for the "Mission-initiated track". The procedures are similar but not identical for the two tracks.

Some of the listed steps include bracketed numbers. These refer to examples and suggested formats, which are found in Part III. For example, step 2 reads: "Administrative Officer (AO) logs in concept paper [1], mails acknowledgement card [2], sets up computer file [3], assigns to staff." The bracketed numbers refer to the first three items in Part III:

1. Log of concept papers and proposals received
2. Acknowledgement card
3. Computer file for concept and proposals.

The complete list and location of these examples is in the Table of Contents.

APPENDIX F

II. STEPS IN THE PROPOSAL DEVELOPMENT/REVIEW PROCESS

OPEN SOLICITATION TRACK

Concept Papers

1. PRICOR receives concept paper.
2. Administrative Officer (AO) logs in concept paper [1], mails acknowledgement card [2], sets up computer file [3], assigns to staff.
3. Staff screens concept paper and classifies as:
 - UNACCEPTABLE (not research proposal/not responsive to PRICOR mandate/incomplete). Prepares rejection letter [4].
 - UNCERTAIN. Completes concept paper rating sheet [5] and prepares summary. (Paper will be further reviewed by outside screening committee.)
 - REVIEWABLE. Completes rating sheet [5], assigns a category rating (A,B,C), prepares summary, and outlines points for feedback letter.
4. AO enters summaries/other information in computer file and prepares printout of summaries of all concept papers classified as uncertain or reviewable [6].
5. Recruit outside Screening Committee, send out materials [7], and recruit Review Committee.
6. Screening Committee meets to screen and (with staff) rank concept papers and assign papers to reviewers.
7. Send screening results for information to PM [8].
8. Translate top-ranked papers where necessary.
9. Send top-ranked concept papers with rating sheets [5] and summaries of remaining papers [6] to Committee members to review and to PM for information.
10. Send agenda to Review Committee [9].
11. Committee meets to discuss and rank concept papers.
12. Send Committee recommendations and recommended concept papers to PM for approval [10].
13. Send invitations/feedback [11] and application kits [see Guide to Funding] to invitees; copies of feedback to PM; send copies of feedback and approved concept papers to Bureaus [12] and Missions [13] (via PM).
14. Prepare feedback letters and send to other applicants [14].
15. Staff respond to inquiries.

Proposal Review

16. Confirm dates for proposal review (tentatively set at concept paper review meeting) and notify Review Committee; recruit new members if necessary.
17. Receive proposal.
18. AO logs in proposal [1], sends acknowledgement card [2], assigns to staff, and updates computer file [3].
19. Staff reviews proposal and completes full proposal rating form and cover sheet [15].

APPENDIX F

(Proposal Review Procedures, cont'd)

20. Send copies to primary and secondary reviewers with rating forms and, for reference, concept paper and feedback letter [11]. Include review instructions [16], agenda [17], and assignment sheet [18]. Copies of proposals to PM for information.
21. Hold Proposal Review Committee Meeting.
22. Send Committee recommendations to PM for approval [19].
23. Receive PM approval.
24. Staff notifies applicants (cable/phone call) [20].
25. Staff compiles review comments and prepares feedback letter [21]. AO distributes to: Applicant; PM; Bureaus [22] and Missions [23] (through PM) for concurrence (with copy of proposal).
26. Staff contacts applicant, prepares plan for completing proposal.
27. If necessary, staff recruits consultant, sends letter of appointment and scope of work [24], requests approval from PM and Contracts Office (CO) [25], holds orientation for consultant.
28. If necessary, staff arranges site visit (travel arrangements, PM, Bureau and Mission clearance [26]).
29. Applicant/staff/consultant complete revisions, prepares draft subordinate agreement.
30. Applicant submits final proposal to PRICOR.

Subordinate Agreement Preparation

31. Budget Officer negotiates budget, develops subordinate agreement (see Guide to Funding), arranges pre-award audit [27].
32. AO compiles submission to PM and CO [28].
33. Submit subordinate agreement package, including proposal, to PM and (through PM) to CO, Bureau, and Mission. (Biodata package sent separately to CO.)
34. Staff/Budget Officer respond to queries/revise proposal as necessary.
35. CO approves proposal [29].
36. Budget Officer executes subordinate agreement and sends copy to PM.
37. Budget Officer sets up contract file.
38. Budget Officer arranges for mobilization costs to be sent to Recipient.
39. AO sets up project file [30]; Budget Officer sets up contract file.
40. Staff monitors progress reports [31--see also Study Monitoring Plan].
41. Budget Officer monitors financial reports [31--see also " "].

MISSION-INITIATED TRACK

Proposal Preparation

1. Mission submits formal request to PM.
2. PM approves and forwards to PRICOR.
3. AO logs in request [1], sets up file [3], assigns to staff.
4. Staff contacts Mission, prepares plan for developing proposal.
5. Staff recruits consultant, sends letter of appointment and scope of work [24], requests approval from PM and CO [25], holds orientation for consultant.

APPENDIX F

Proposal Review Procedures (cont'd)

6. Staff arranges site visit (travel arrangements, Mission, PM clearance [25]).
7. Staff/consultant develop proposal (draft outline, sections, budget).
8. PRICOR receives draft proposal.
9. AO logs in proposal [1], sends copies to PM and Bureau (for information) and to Mission, through PM (for approval).
10. Staff reviews and rates [15], arrange for revisions as needed.
11. Staff send to 2-3 outside reviewers.
12. Staff compiles review comments and AO distributes for information to: PM and Bureau and Mission (through PM); consultant (if appropriate).
13. Staff contacts Mission, prepares plan for completing proposal.
14. Staff recruits consultant, sends letter of appointment and scope of work [24], requests approval from PM and CO [25], holds orientation for consultant.
15. Staff arranges site visit (travel arrangements. Mission clearance [26]).
16. Staff/consultant completes proposal.
17. PRICOR receives final proposal.

Subordinate Agreement Preparation

18. Budget Officer negotiates budget, develops subordinate agreement [see Guide to Funding], arranges pre-award audit [27].
19. AO compiles submission to PM and CO [28].
20. Submit subordinate agreement package, including proposal, to PM and (through PM) to CO, Bureau, and Mission.
21. Staff/Budget Officer respond to queries, revise proposal as necessary.
22. CO approves proposal.
23. Budget Officer sets up contract file.
24. Budget Officer executes Subordinate Agreement and sends copy to PM.
25. Budget Officer arranges for mobilization costs to be sent to Recipient.
26. AO sets up project file [30]; Budget Officer sets up contract file.
27. Staff monitors progress reports [31--see also Monitoring Plan].
28. Budget Officer monitors financial reports [31--see also Monitoring Plan].

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G. EXAMPLES OF COMPUTER PROGRAMS
FOR PROJECT MONITORING

G.1 SUMMARY OF PROJECT TIMELINES
("TIMELINE")

G.2 INDIVIDUAL PROJECT TIMELINE
("TIMELINE")

G.3 PROJECT STATUS SUMMARY
("DBASE 3+" AND "R&R")

G.4 PROJECT BUDGET AND EXPENDITURE
SUMMARY ("LOTUS 1-2-3")

APPENDIX G
 EXAMPLES OF COMPUTER PROGRAMS FOR PROJECT MONITORING

G.1

SUMMARY OF PROJECT
 TIMELINES

			87	88	89	90	91	92
			Jan					
Who	Status		4	4	1	2	2	2
1 Indonesia: YKB I (SEA-1)	PR	D	====.	.	a.	.	.	.
2 Thailand: PSU (SEA-13)	PR	D	=====	.	a.	.	.	.
3 Bangladesh: Pathf/UBL(SA-2)	JC	D	=====	.	a.	.	.	.
4 Bangladesh: Path/RAPPORT(SA-1)	MB	D	=====	.	a.	.	.	.
5 Bangladesh: TAF-I/ACPR (SA-3)	MB	D	=====	.	a.	.	.	.
6 Thailand: Low Perf/URC(SEA-14)	PK, TB, PR		6	+++++	+++++	+++++	+++++	+++++
7 Thailand: Elastic/TDRI(SEA-15)	PR		.7	+++++	+++++	+++++	+++++	+++++
8 Indonesia: BKKBN Urban (SEA-4)	NK, PR		.8	+++++	+++++	+++++	+++++	+++++
9 Indonesia: YKB II (SEA-6)	PR		.	9	+++++	a.	.	.
10 Thailand: AIDS/PDA (SEA-17)	PR, JR	D	.	10	=====	a.	.	.
11 Bangladesh: IUD/BFRP (SA-4)	JC		.	11	+++++	.	.	.
12 Bangladesh: SOPIRET/DRA (SA-5)	MB		.	12	+++++	.	.	.
13 Thailand: AIDS/Khon Kn(SEA-13)	PR, TB	D	.	13	=====	a.	.	.
14 Nepal: CEDPA/FPAN/IDS (SA-27)	MB		.	14	+++++	+++++	+++++	+++++
15 Bangladesh: VS/URC (SA-15)	JR, JC, BK	D	.	15	=====	a.	.	.
16 Bangladesh: TAF2/APCR (SA-20)	MB, BK		.	16	+++++	+++++	+++++	+++++
17 India: Pill/ASCI (SA-22)	JR		.	17	+++++	.	.	.
18 Sri Lanka: SAM/FPASL/FHB(SA-32)	MB		.	18	+++++	+++++	+++++	+++++
19 Sri Lanka: Ayurvedic/PSL(SA-3)	MB		.	19	+++++	.	.	.
20 Bangladesh: Swarnivar (SA-8)	JC, BK		.	20	+++++	+++++	+++++	+++++
21 Pakistan: Diagnost/NIPS(SA-24)	MB	D	.	21	=====	a.	.	.
22 Nepal: IUD/IDS (SA-29)	MB		.	22	+++++	+++++	+++++	+++++
23 Indonesia: PKHI-2 (SEA-7)	PR		.	23)))))))))=====	.	.	.
24 Indonesia: Norplant (SEA-8)	PR		.	24)))))))))=====	.	.	.
25 Indonesia: NHM Lupung (SEA-5)	PR		.	25)))))))))=====	.	.	.
26 Indonesia: Atmajaya (SEA-2)	PR		.	26)))))))))=====	.	.	.
27 Indonesia: PKHI-I (SEA-3)	PR		.	27)))))))))=====	.	.	.
28 Indonesia: KB Mandiri/URC(SEA-9)	NK, PR		.	28)))))))))=====	.	.	.
29 Bangladesh: MIS/URC (SA-6)	MB, JR	C	.	29)))))))))=====	.	.	.

 D Done === Task - Slack time (==--), or
 C Critical +++ Started task Resource delay (----=
 R Resource conflict H Milestone) Conflict
 D Partial dependency
 Scale: Each character equals 1 month

G.2 INDIVIDUAL PROJECT TIMELINE

	88												89											
	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
Status	1	1	1	3	1	1	3	1	1	2	1	1	1	1	1	2	1	1	2	1	3	1	3	
1 Baseline Urban Survey	D	=====										0												
2 Baseline Rural Survey	pD	=====										0												
3 Monitor urban services	pD			3.=====								0												
4 Monitor rural services	pD			4.+++++																				
5 Conduct urban achievement srvy												5	===											
6 Conduct rural achievement srvy	C											60	===											
7 Follow-up survey, urban	p											0						7	=====					
8 Follow-up rural survey	pD											0						8	=====					
9 Prepare final report	C											0								9	===			
10 Hold dissemination seminar	C											0								10	==			

D Done == task - Slack time (---), or
 C Critical +++ Started task Resource delay (----=
 R Resource conflict M Milestone) Conflict
 p Partial dependency
 Scale: Each character equals 5 days

APPENDIX G.3. PROJECT STATUS SUMMARY

OR .COUNTRY: BANGLADESH

PROJECT STATUS: 4

TITLE: EXPANDING FP SERVICES IN BANGLADESH THRU SWANIRVAR RURAL DEVELOPMENT PROJECT

FAMILY PLANNING INSTITUTION: Pathfinder Fnd
 RESEARCH INSTITUTION: QBL
 LOCAL ADDRESS: House 14, Road 125, Gulshan, Dhaka, Bangladesh
 TELEPHONE: 501-880 TELEEX: None
 PRINCIPAL INVESTIGATOR: Sushil R. Howlader
 URC MONITOR: B. KHUDA, J. REYNOLDS
 USAID MONITOR: Sharon Epstein

DURATION: June 1, 1988-September 30, 1989 (16 mo.)	
CONCEPT PAPER RECEIVED: 01/15/88	APPROVED: 02/12/88
PROPOSAL RECEIVED: 04/16/88	APPROVED: 04/25/88
CONTRACT: 88/09/5000	EFFECTIVE DATE: 06/01/88
BUDGET: \$29,537	CONTRACT SIGNED: 05/11/88
LAST PAYMENT DATE: 08/18/88	AMOUNT: 2346
PAID TO DATE: \$9,135	REMAINING: 24537

CONTRACT AMENDMENTS:

DESCRIPTION:

The integrated rural development program of Swanirvar has been operating in Bangladesh for over a decade. Although there is no conclusive evidence that the CPR has risen to any appreciable level in Swanirvar areas, the potential for increased contraceptive use does exist in the Swanirvar areas (as also in the other parts of the country). In response to this, Swanirvar has decided to add an intensified family planning component to the existing Swanirvar program by developing another project known as the Swanirvar Family Planning Services Project (SFPS), and Pathfinder is providing the necessary funding. The objective of the proposed OR is to test the effectiveness of SFPS, i.e. to investigate whether intensified family planning efforts within the existing Swanirvar framework can help raise CPR, and if so, by how much. There is also a need to document how the project is managed and to monitor key project activities so that Swanirvar and Pathfinder administrators will learn how best to expand the project to other areas of the country.

METHODOLOGY:

The proposed OR will be based on a quasi-experimental test of SFPS in 4 upazilas where the project is already underway (Experiment 1) 4 upazilas where the project is expected to begin soon (Experiment 2), and control areas drawn from the experimental upazilas but where the project is not operating. Data will be collected from the following sources: (i) a baseline and a follow-up survey of a representative sample of MWRA; (ii) interviews with project staff and key informants; (iii) secondary sources, including service statistics; and (iv) project monitoring activities.

PROJECT TASKS:

Tasks	Completed:	Planned	Actual	Comments
1. Contact Projects		6/10/88	6/10	
2. Lit Review		6/10	7/30	Priority to survey
3. Select study areas		6/17	6/20	
4. Develop instruments		6/24	7/12	Many revisions
5. Train field staff		6/30	7/15	
6. List households		7/10	7/15	
8. Observe FW recruiting		7/17		
9. Observe FW training		7/24		
10. Baseline survey MWRA		8/15		
11. Monitor project Qtly:		8/25/88		
		11/25/88		
		2/25/89		
		5/25/89		
12. Follow-up survey		8/4/89		
13. Rapid survey FW tasks		8/4/89		
14. Observe FW-clients		8/4/89		
15. Data processing		8/15/89		
16. Analysis, draft report		9/12/89		
17. Dissemination seminar		9/15/89		
18. Final report		9/30/89		

TECHNICAL AND FINANCIAL REPORTS:

Fixed Price Contract. Reports and payment schedule:

Due	Actual Date	Payment (Taka)	Report
8/88		169,613	Progress report on data collection
1/89		169,613	Second quarter monitoring report
5/89		169,613	Final monitoring report
8/89		169,613	Progress report: follow-up survey
9/89		92,991	Final report

SITE VISITS:

8/3 KMK and GMK made field visit to observe data collection.

STATUS:

Project got underway in June. Baseline data collection has been completed and the analysis is underway. Monitoring will be postponed to October due to the floods.

FINDINGS:

First results expected September-October. Will probably prepare Interim Report at that time.

APPENDIX G
G.4 PROJECT BUDGET AND
EXPENDITURE SUMMARY

ASIA FAMILY PLANNING OPERATIONS RESEARCH SUBPROJECTS
INDONESIA REGIONAL OFFICE
THROUGH 2/29/88

REGION	COUNTRY	TITLE	EFFECTIVE DATE	COMPLETION DATE	COOPERATING INSTITUTIONS	TOTAL BUDGET	TOTAL OBLIGATED AMOUNT	TOTAL CUMULATIVE EXPENDED	TOTAL REMAINING 2/29/88
South Asia	Bangladesh	Improving Geographical Coverage of FP in Urban Areas of Chittagong	11-01-86	08-31-87	Pathfinder, RAPPORT	42,254	42,254	33,203	9,052
	Bangladesh	Evaluating the Effectiveness of New Interventions in CBD projects	11-01-86	03-30-88	Pathfinder, QBL	62,580	62,580	52,059	10,521
	Bangladesh	Improving the Performance of TAF Subprojects (Phase 1 & 2)	11-16-86	10-31-87	Asia Foundation, ACPR	50,688	50,688	34,386	16,302
	Bangladesh	Copper-T IUD Follow-up Study	08-01-87	06-30-88	BFRP	58,570	58,570	26,643	31,927
	Bangladesh	Improving Efficiency of FP services in Rural Bangladesh	07-01-87	10-31-88	SOPIRET/DRA	51,908	51,908	26,456	25,452
	Bangladesh	Improving the Performance of TAF Subprojects (Phase 3 & 4)	01-01-88	01-31-89	Asia Foundation, ACPR	34,646	34,646	15,503	19,143
South Asia	India	Community outreach and distribution to promote the Pill	01-01-88	06-01-88	ASCI	13,949	13,949	7,000	6,949
	Nepal	Evaluate impact of Panchayat based clinic services & nutrition on CPR	08-01-87	11-01-87	IDS/CEDPA/FPAM	94,870	39,876	23,000	16,876
	Sri Lanka	Strengthening Ayurdevic Role as FP Providers	02-01-88	07-31-88	FPASL/FHB/PSL	32,562	32,562	10,000	22,562
	Sri Lanka	Improving Contraceptive Prevalence through Satisfied Acceptors	01-01-88	06-15-89	FPASL	44,062	44,062	12,216	31,846
TOTAL:						486,089	431,395	240,467	190,629
GRAND TOTAL SOUTH AND SOUTHEAST ASIA:						1,815,751	1,760,757	759,680	1,001,077

H. PDD STAFF TRAINING NEEDS
ASSESSMENT

APPENDIX H

ASSESSMENT OF TRAINING NEEDS IN THE OFFICE OF
PROGRAM DEVELOPMENT OF THE NATIONAL FAMILY PLANNING
COORDINATING BOARD (NFPCB)- (BADAN KOORDINASI
KELUARGA BERENCANA NASIONAL - BKKBN)

OFFICE OF PROGRAM DEVELOPMENT

RECOMENDED FUNCTIONS AND TASKS:

To conduct assessments of the National of the National Family Planning Program for the purpose of developing and execeuting an integrated family planning policy.

TASKS:

- a. To conduct assesment and development of a national and international and international family planning program for the purpose of achieving an integrated family planning policy.
- b. To carry out in-depth studies and research in family planning.
- c. To coordinate and implement the results of assessment and development of biomedical and human reproduction studies.
- d. (Added: All administrative management tasks have been shifted from within the three center to the Office of the Deputy for Program Development Division) -
To provide administrative support to the three technical centers.

BACKGROUND SKILLS REQUIRED TO PERFORM FUNCTIONAL SUPPORTED TASKS:

The following background skills are required to technically and administratively carry out the above functions:

1. Executive Management Training
2. Personnel Management
3. Strategic Management
4. Identification of Research Priorities
5. Preparation of Requests for Proposals
6. Proposal Development and Review
7. Preparation of Subcontracts and Amendments
8. Technical Monitoring
9. Budgeting and Financial Control
10. Management Information Systems (MIS) for Research Management

APPENDIX H(a)

TRAINING NEEDS ASSESSMENT IN THE OFFICE
OF PROGRAM DEVELOPMENT OF THE NATIONAL FAMILY
PLANNING COORDINATING BOARD (NFPCB)- (BADAN
KOORDINASI KELUARGA BERENCANA NASIONAL - BKKBN)

CENTER FOR POLICY STUDY (PUJAK)

RECOMMENDED FUNCTIONS:

Within the area of PROGRAM EVALUATION AND OPERATIONS RESEARCH, undertakes small and large scale program assessments of ongoing program services and operations research to test new program interventions; generates policy recommendations from its research.

CENTER FOR NATIONAL
 FAMILY PLANNING
 DEVELOPMENT
 PUSAT PENGEMBANGAN KE-
 BIJAKSANAAN KBN
 (1)

ADMINISTRATION
 UNIT
 TATA USAHA
 (3)

SUB BAGIAN
 SUB DIV.
 (14), (15)*, (16), (17)
 (18), (19), (20), (21)

DIVISION
 BIDANG :

COLLECTION & REVIEW
 OF POLICY DATA
 PENGHIMPUNAN DAN
 PENGAMATAN
 (2)

POLICY FORMULATION
 PERUMUSAN KEBIJAK-
 SANAAN

DATA COLLECTION
 PENGHIMPUNAN
 (4)

SUB DIVISION OF
 OBSERVING
 PENGAMATAN (5)

SUB DIVISION OF
 PREPARING
 FORMULATION
 PENYIAPAN RANCANGAN
 (24)*

- A. POPULATION & ECONOMY
 UNIT
 KELOMPOK EKONOMI KEPEN-
 DUDUKAN
- B. DEMOGRAPHY AND SOCIAL
 KELOMPOK SOSBUD DEMOGRAFI
- C. ECOLOGY AND HEALTH
 KELOMPOK EKOLOGI DAN KES-
 HATAN LINGKUNGAN
- D. POPULATION EDUCATION
 KELOMPOK PENDIDIKAN
 KEPENDUDUKAN
- E. MAN POWER AND POPULATION
 PLANNING
 KELOMPOK KETENAGAKERJAAN
 DAN PERENCANAAN PENDUDUK.

A	B	C	D	E	RESEARCH GROU
					SENIOR RESEAR
	(6)*			(7)	MID LEVEL
(8,10)	(12)	(11)	(9)*	(25)*	RESEARCHER
	(23)*		(13)		CANDIDATE

NUMBERS WITHIN () IDENTIFY THE STAFF
 MEMBER ASSIGNED AS PER PERSONNEL LIST
 LIST THAT FOLLOWS

* STAFF ON LONG TERM TRAINING

SKILLS REQUIRED TO PERFORM FUNCTIONAL SUPPORTED TASKS:

I. GENERAL MANAGEMENT SKILLS:

- A. Executive Management Training
- B. Personnel Management

II. FAMILY PLANNING PROGRAM RESEARCH SKILLS:

- A. Family Planning Program Indicators and Measurement
- B. Quasi and Non-Experimental Designs
- C. Defining Research Objectives and Hypothesis
- D. Sampling Techniques
- E. Data Collection Techniques - Quantitative
- F. Data Collection Techniques - Qualitative
- G. Operations Research Methods
- H. Basic Statistical Analysis
- I. Qualitative Analysis
- J. Report Preparation and Dissemination

PRESENT AND REQUIRED PERSONNEL SKILLS AND TRAINING

PRESENT ASSIGNMENT, EDUCATION AND SPECIALIZED TRAINING RECEIVED

NAME	ASSIGNMENT	EDUCATION	TRAINING
1. Pudjo Rahardjo	Head, Center for Policy Studies	PhD (Economics/ Demography) University of Pittsburg	
2. Bambang Soeroto	Head of Division	MA, Public Administration/ Demography (Exeter University, U.K.)	
3. Nico Welliken	Head of Sub-Division (In charge of Administrative functions)	Graduated in Public Administration	Certificate in Pub Adm Italy
4. Edy Purwanto	Head of Sub-Division	M.S. in Sociology	Certificate in Demography from Exeter U U.K.
5. Sujitno Sajuti	Head of Sub-Division	MPH, Public Health, Columbia U; Anthropology, Indonesia.	Scheduled for PhD USA, 6/89

6.	Iswarati	Research Staff	Graduated in Geography; MS Population Studies	

7.	E.E.R. Sylvia	Research Staff	MA, Psycho- logy; M.S. Demography Australia National U	Short Crse Family Pln & Pop Pol U of Car- diff, UK

8.	Dwi Wahyuni	Research Staff	Graduated in Economics East Java	

9.	Ida Ayu Sri- udayani	Research Staff	Graduated in Anthropology Gajahmada U	Pursuing M.S. in Rural Dev Bogor Agr U of Bogor

10.	Soebijanto	Research Staff	Graduated in Economics East Java	

11.	Ir. Rindang Ekawati	Research Staff	Graduated in Agricultural Science (Nu- trition)	Presently in inten- sive Eng- lish - to M.S. in USA, 6/89

12. Rahayu Sen- susia Bantas	Research Staff (N.B. Youngest of the group)	Graduated in Statistics Tech Inst. Surabaya	
13. Suyono Hadi- noto	Research Staff	M.S. Public Administra- tion	
14. Suprpto	Administration Staff	BA, English Literature	Working on MS Thesis in Popula- tion Stu- dies
15. Jonhar Johan	Administration Staff	BA, English Literature Certificate in Demography from India	Presently at Mahidal U, Thailand MS Econ-So- cial Dev & Demography To return 12/89
16. Erdha Ilyas	Administration Staff	BA, Socio- logy	Working on Thesis for MS in So- ciology National U Jakarta
17. Mulyoto	Administration Staff (Computer Main- tenance, Soft- ware)	Sr. High School	Computer Spec
18. Ellyaningsih	Administration Staff (Admin Ass't & Secretary to Center Head)	Sr. High School	

19. Bunyamin Yussa	Administration Staff (Computer Specialist)	Sr. High School	
20. J.Eddy Sutopo	Administration Staff	B.S. in Biology (Nat'l U Jakarta)	Completes MS Thesis (Male Fertility) 12/83
21. Zul'Aini Pasaribu	Administration Staff	Registered Nurse	Pursuing MS Sociology Courses at National U Jakarta
22. Manase Mallo	Consultant	PhD, Sociology	
23. Bismarck, F.X.	Statistician	Graduated in Sociology/ Demography	Presently in USA at USC, (M.S) to return 6/89
24. Sugihartatmo	Sociology	Graduated in Economic/Social Development	Presently at U of Pittsburg (M.S) returns 6/89
25. Dawan Mohamad	Sociology	Graduated in Public Administration	Presently at USC (M.S) Returns 6/89

TWO-YEAR TRAINING PLAN (CONSISTING OF TWENTY WEEKS PER YEAR)

SUBJECTS	IN-SERVICE (Weeks)	CROSS-TNG (Weeks)	ON-THE-JOB (Weeks)	SHORT-TERM (Weeks)	LONG-TERM (Years)	TOTAL WEEKS
Management						
1. Executive Management Course						
A. Systems Approach to Management	1					1
B. Problem Identification, Analysis and Solving Techniques	1					1
C. Computer Applications in Research	1		1			2
D. Management Information Systems	1			1		2
2. Research Management Skill Development						
A. Development of Requests for Proposals (RFPs)	1					1
B. Project Design and Development	1					1
C. Management of Subcontracts and Amendments	1					1
D. Technical Project Review and Monitoring	1					1
E. Budgeting and Financial Control	1					1
F. Management Information Systems	1			1		2
Family Planning Program Evaluation						
1. Operations Research/Rapid Survey Assessment Methods		1		3		4
2. Research Design				2		2
A. Defining Research Objectives and Hypotheses				3		3
B. Quasi and Non-Experimental Designs						
3. Data Collection Techniques						
A. Sampling Procedures						
B. Quantitative & Qualitative Data Collection Strategies						
4. Data Analysis Techniques			1	3		4
A. Quantitative Analysis (e.g. SPSS, SAS, SYSTAT)						
B. Qualitative Analysis						
Demographic Analysis						
1. Demographic Estimation Techniques		1		2		3
2. Statistical Procedures for Studying the Proximate Determinants of Fertility and Mortality		1		2		3
A. Multiple Regression						
B. Life-Table Methods						
C. Proportional Hazard Models						
3. Population Projection Methods				2		2
A. Population Projections						
B. Projections of Family Planning Program Performance & Commodity Supply Requirements Required to Attain Program Objectives						
Bio-Medical Research						
1. Review of Basic Reproductive Physiology				2		2
2. Research Methods Employed in Contraceptive Efficacy and Side-Effect Studies				2		2
3. Epidemiological Research Methods of Relevance to the Evaluation of Maternal and Child Health Research				2		2

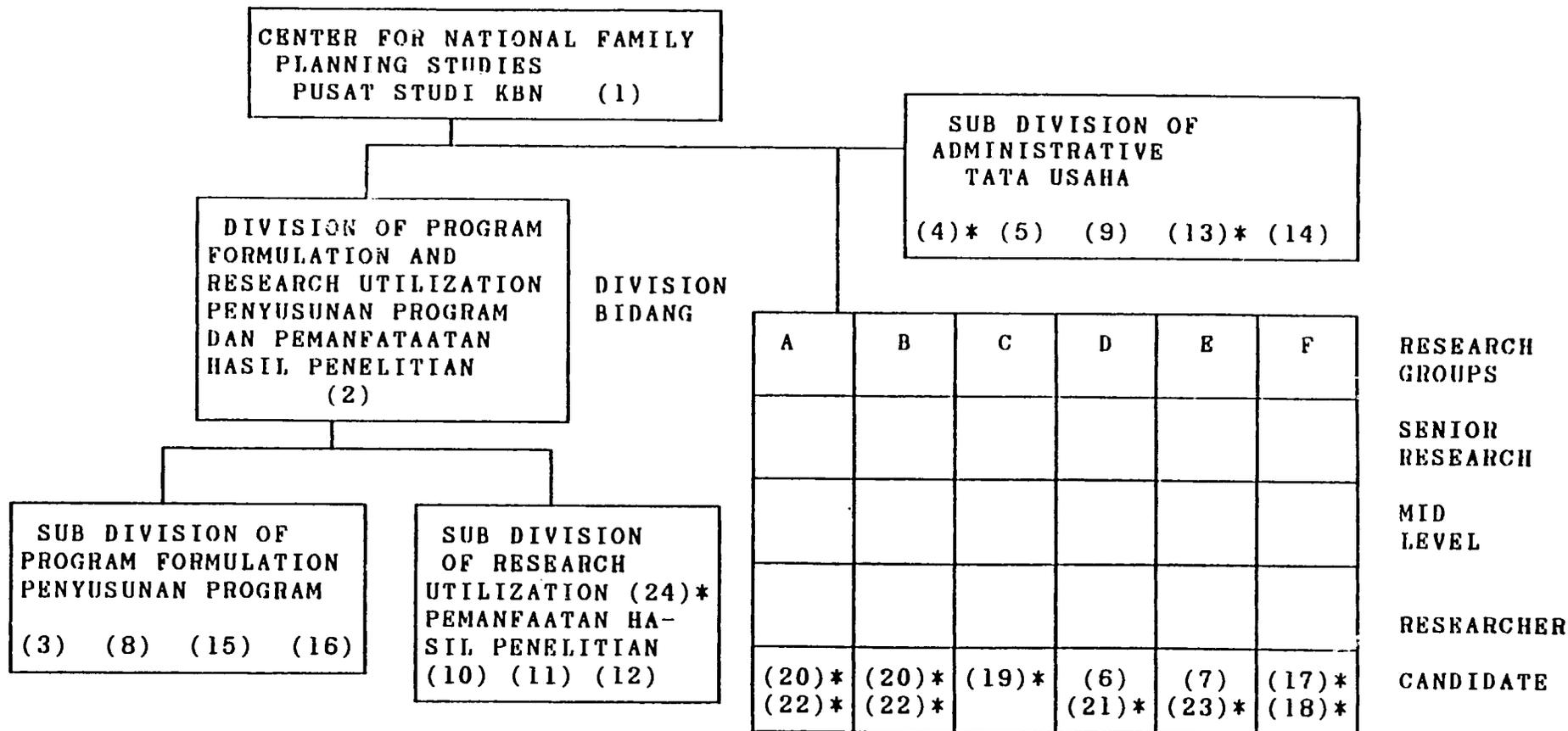
APPENDIX H(b)

TRAINING NEEDS ASSESSMENT IN THE OFFICE OF
PROGRAM DEVELOPMENT OF THE NATIONAL FAMILY PLANNING COORDINATING
BOARD (NFPCB)- (BADAN KOORDINASI KELUARGA BERENCANA
NASIONAL - BKKBN)

CENTER FOR FAMILY PLANNING STUDIES (PUSIK)

RECOMMENDED FUNCTIONS

Undertakes DEMOGRAPHIC STUDIES assessing family planning program outcomes and needs (e.g., fertility and mortality levels and trends, contraceptive prevalence, use effectiveness, reasons for non use and determinants of discontinuation, etc.,) and generates policy recommendations from its research.



NUMBERS WITHIN () IDENTIFY THE STAFF MEMBER
ASSIGNED AS PER PERSONNEL LIST THAT FOLLOWS
* STAFF ON LONG-TERM TRAINING

- A. FERTILITY STUDY
KELOMPOK PENELITIAN DAN PENGAJIAN FERTILITAS
- B. MORTALITY STUDY
KELOMPOK PENELITIAN DAN PENGAJIAN MORTALITAS
- C. MOBILITY STUDY
KELOMPOK PENELITIAN DAN PENGAJIAN MOBILITAS
- D. SOCIAL ECONOMIC STUDY
KELOMPOK PENELITIAN DAN PENGAJIAN SOSIAL EKONOMI
- E. SOCIAL CULTURE STUDY
KELOMPOK PENELITIAN DAN PENGAJIAN SOSIAL BUDAYA
- F. MANAGEMENT
KELOMPOK PENELITIAN DAN PENGAJIAN TATALAKSANA PROGRAM

SKILLS REQUIRED TO PERFORM FUNCTIONAL-SUPPORTED TASKS

The following background skills are required to carry out the technical research and research-related functions described above.

1. Executive Management Training
2. Personnel Management
3. Strategic Management
4. Management Information Systems
Systems (MIS) for Research Management
5. Family Planning Indicators & Measurements
6. Defining Research Objectives & Hypothesis
7. Sampling Techniques
8. Data Collection Techniques - Quantitative
9. Basic Statistical Analysis
10. Report Preparation and Analysis
11. Demographic Estimation
12. Proximate Determinants of Fertility
and Mortality
13. Population Projections
14. Projections of Family Planning Performance
Required to Attain Program Objectives
15. Projections of Family Planning Commodity
Supply Requirements

 PRESENT PERSONNEL SKILLS AND TRAINING

PRESENT ASSIGNMENT, EDUCATION AND SPECIALIZED TRAINING RECEIVED

NAME	ASSIGNMENT	EDUCATION	TRAINING
1. Soegeng Waloejo	Center Chief	MPH U of Hawaii	Research Methodology Michigan U
2. Sudja'i	Chief, Division Planning & Re- search Utiliza- tion	MS-Anthropo- logy	-Research Methodology & Statistics -Demography & and Family Planning -Social Re- search Me- thodology -Population Dynamics & Development
3. Amanto	Chief, Program Planning	Indonesia Islamic U Graduated from Fa- culty of Economics	-Survey Me- thology -Demography -Treasurer -Research Methodology & Statistics -Research Methodology & Population Analysis by Micro Compu- ter -Information & Motivation -English Crse -TOEFL -Rapid Survey Method

4.	Swartiningsih	Chief, Admin	Graduated from Braawijaya U	-Research Methodology & Statistics -Demography -Management
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5.	Subranti	Staff	Graduated from Gajah Mada U	-Demography -Research Methodology & Statistics -English Crse
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6.	Sri Wahyuni	Functional Staff	Graduated from Faculty of Law Indonesia Islamic U	-Survey Methodology -Research Methodology -Application of Micro-Computer Analysis in Population -English Crse -Rapid Survey Method
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7.	Rudy	Functional Staff	Graduated from Gajah Mada U	-Survey Methodology -Research Methodology -Application of Micro-Computer Analysis in Population
<hr/>				
8.	Imam Ruseno	Staff	Academy of Business Administration	-Demography -Research Methodology & Statistics -English Crse

9.	Asaak Malik	Staff	School of Public Ad- ministra- tion	-Demography Research Me- thodology & Statistics -Evaluation Population on Education -Job Analysis -Demographic Statistics
10.	Made Sundi- arsih	Staff	Sr. High School	-Filing Sys- tem -Statistics -Research Methodology -Application Research Me- thodology
11.	Caroline Pontoh	Treasurer	Samratulangi University	-Treasurer of Foreign Assistance
12.	Tauhid Lauhin	Treasurer	Sr. High School	-Secretary Course -Treasurer Course -English Crse
13.	Niken Widhawati	Staff	Sr. High School	-Leadership Training -Personnel Administra- tion -Application Research Me- thodology -Computer Courses (WS, dBase III, Lotus 1,2,3 -Englis Crse
14.	Nira Frathernity	Staff	Sr. High School	-Filing Systems

15.	Mukhtar	Staff	Ibnu Chaldun U	-Treasurer Course -English Crse -Computer Courses (WS, dBase III, Lotus 1,2,3 & Basic
16.	A. Rasyid	Staff	Sr. High School	-Treasurer Course -Computer Training
17.	Rahma Dewi	Functional Staff	Academy of Nutrition	-Pursing MS in Country
18.	Mudjiyanto	Functional Staff	Graduated from Bogor Agricultural University	-Presently in USA - MS Dev & Interna- tional Af- fairs, Pittsburg U Return 5/89
19.	Ar Goedadi	Functional Staff	Graduated from Diponegoro U	-Presently in USA - MS, MIS, George Washington U Returns 5/89
20.	Endah Winarni	Functional Staff	Graduated from Gajah Mada U	-Presently in USA - MS, Demography Georgetown U Returns 5/89
21.	Djusni Meirida	Functional Staff	Graduated from Bogor Agricultural University	-Presently in USA - MS in Urban Plan- ning, Pitts-

22.	Siti Fathona	Functional Staff	Bogor Agri University	-Presently in USA -MS in Demography Georgetown University Returns 5/90
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23.	Syahmida Arsyad	Functional Staff	Academy of Nutrition	-Presently in Phillipines MS Nutrition Returns 5/90
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24.	Kasmiyati	Chief, Research Utilization	Gajah Mada University	-Presently in USA - MS in Sociology University Southern Cal Returns 5/8
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APPENDIX H(c)

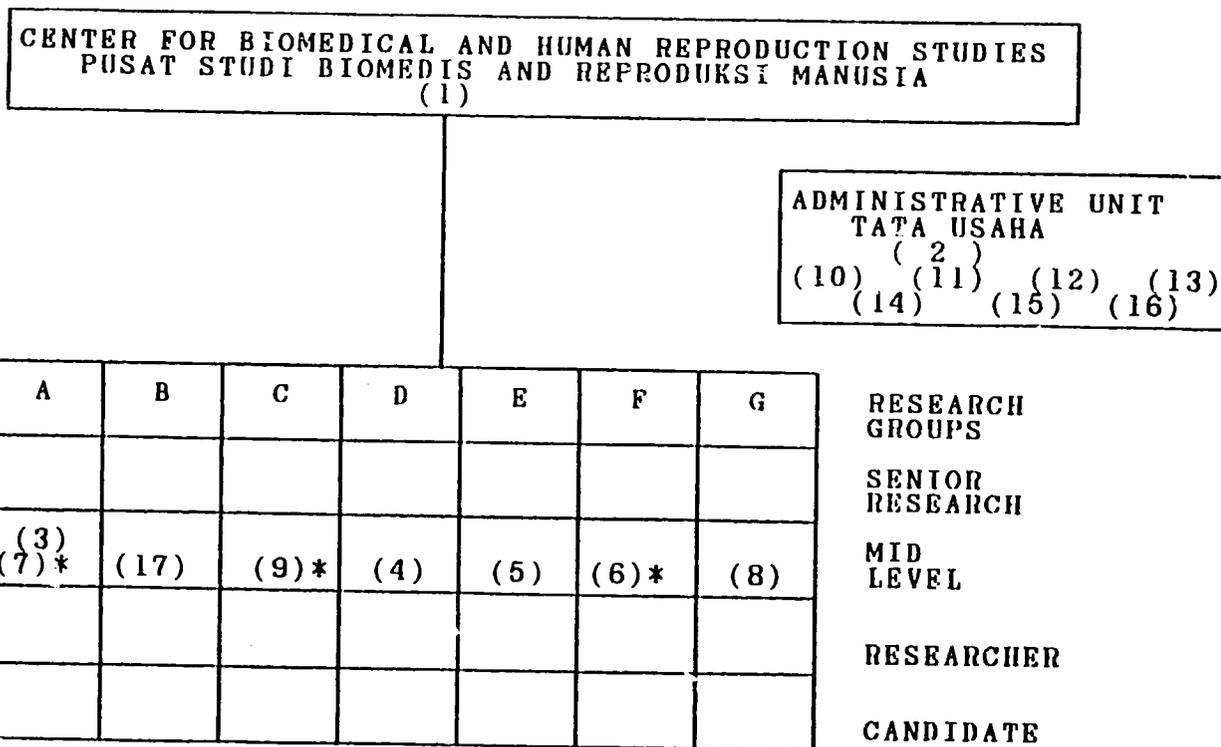
TRAINING NEEDS ASSESSMENT IN CENTER FOR BIOMEDICAL
AND HUMAN REPRODUCTION STUDIES, PROGRAM DEVELOPMENT
DIVISION OF THE NATIONAL FAMILY PLANNING COORDINATING
BOARD (NFPCB) - (BADAN KOORDINASI KELUARGA BERENCANA
NASIONAL - BKKBN)

CENTER FOR BIOMEDICAL AND HUMAN REPRODUCTION STUDIES (PUBIO)

RECOMMENDED FUNCTIONS:

Within BIOMEDICAL ACTIVITIES, undertakes research on
contraceptive efficacy and side effects as well as relationships
between contraceptive use and infant, child and maternal
morbidity and mortality.

PRESENT ORGANIZATIONAL STRUCTURE.



NUMBERS WITHIN () IDENTIFY THE STAFF MEMBER ASSIGNED AS PER PERSONNEL LIST THAT FOLLOWS

* STAFF ON LONG-TERM TRAINING

- A : HUMAN REPRODUCTION ENDOCRINOLOGY STUDIES
 KELOMPOK PENELITIAN ANDROLOGY REPRODUKSI MANUSIA
- B : HUMAN REPRODUCTION AND BIOMEDICAL ANDROLOGY STUDIES
 KELOMPOK PENELITIAN ANDROLOGY BIOMEDIS / REPRODUKSI MANUSIA
- C : PHARMACOLOGY OF CONTRACEPTIVE MATERIALS STUDIES
 KELOMPOK PENELITIAN PHARMAKOLOGY BAHAN-BAHAN KONTRASEPSI
- D : STEROID CONTRACEPTIVE STUDIES
 KELOMPOK PENGAJIAN KONTRASEPSI STEROID
- E : NON-STEROID CONTRACEPTIVE STUDIES
 KELOMPOK PENGAJIAN KONTRASEPSI NON STEROID
- F : INFERTILITY STUDIES
 KELOMPOK PENELITIAN INFERTILITAS
- G : REPRODUCTION HEALTH
 KELOMPOK PENELITIAN KESEHATAN REPRODUKSI

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BACKGROUND SKILLS REQUIRED TO PERFORM FUNCTIONAL-SUPPORTED TASKS

The following background skills are required to carry out the technical functions described above.

1. Executive Management Training
2. Personnel Management
3. Strategic Management
4. Management Information Systems (MIS)
for Research Management
5. Reproductive Health
6. Contraceptive Efficacy & Side Effects
7. Infertility
8. Maternal and Child Health
9. Nutrition
10. Andrology and Endocrinology

 PRESENT ASSIGNMENT, EDUCATION AND SPECIALIZED TRAINING RECEIVED

NAME	ASSIGNMENT	EDUCATION	TRAINING
1. Sunarti Sudomo	Head, Center Biomedical Re- search	M.D.	-Higher Staff Trng (SESPA)-Indonesian Management Program -Family Planning & Population Program Administration -Family Planning, Nutrition & Health Program -Family Planning, Health & Other Development Prgm -Research Manage- ment Program -Epidemiology Program -Data Management Program -Women Development Program -Family Planning & Population Moni- toring Program
2. Heru Prasetyo Kasidi	Research Staff	M.D.	-Two-week course in Epidemiology I BKKBN, 1985 -Two-week course in Epidemiology II, BKKBN 1986 -Short course in Reproductive En- docrinology to Hormonal Contra- ceptive Studies BKKBN, 1986 -Short course in Research Metho- dology Popula- tion Studies Institute GAJAH MADA, 1984 -Short course in Research Methodo- logy II (5 weeks) Demographic Insti-

I. PROPOSED TRAINING PLAN FOR PDD

Appendix I: PROPOSED TRAINING PLAN FOR PDD

Following is a recommended two-year training plan which is based on the results of a training needs assessment conducted during the period of October 31 through November 22, 1988. Appendix H provides the detailed listing of the academic and specialized training received by members of the PDD staff.

The survey revealed that a considerable amount of research-related training has taken place. However, in view of the recommended "streamlining" of functions and tasks within the approved organizational structure, this consultancy has recommended that greater emphasis be given to the areas of research management, research skills and personnel management. In addition, a viable in-house training capability - in contrast to contracting outside training - should be gradually developed to further the institutionalization of an effective and successful family planning research program.

Interviews with each of the Center Chiefs, and a representative number of their respective staffs, provided the supporting data on which this training plan is based.

Following is a listing of course titles, as described by DAN staff who participated in previous training programs.

<u>SKILLS</u>	<u>PUSIK</u>	<u>PUJAK</u>	<u>PUBIO</u>	<u>TOTAL</u>
ECO/DEMOGRAPHY		5		5
DEMOGRAPHIC MGT	7	2		9
SOCIOLOGY		5		5
STATISTICS	6	2	1	9
POPULATION STUDIES		1		1
EXECUTIVE TRAINING			1	1
FAMILY PLANNING AND POPULATION PROGRAM ADMINISTRATION			1	1
FAMILY PLANNING, NUTRITION & HEALTH PROGRAM			1	1
FAMILY PLANNING, HEALTH & OTHER			1	1
RESEARCH MANAGEMENT			1	1
DATA MANAGEMENT			1	1
RESEARCH METHODOLOGY	10		3	13
MEDICAL DEMOGRAPHY			1	1
DEMOGRAPHIC DATA ANALYSIS			1	1
RESEARCH SURVEY METHODOLOGY	3		2	5
RANDOMIZED CLINICAL TRIAL			2	2

FAMILY PLANNING EVALUATIONS		2	2
SOCIAL RESEARCH METHODOLOGY	1		1
DEMOGRAPHY AND FAMILY PLANNING POPULATION DYNAMICS AND DEVELOPMENT	1		1
RESEARCH METHODOLOGY AND POPULATION ANALYSIS BY MICRO COMPUTER	1		1
RAPID SURVEY METHOD	2		2
RESEARCH METHODOLOGY AND STATISTICS	6		6
COMPUTERS SKILLS (WORD STAR, dBASE III, LOTUS 1,2,3 & OTHER)	3		3

Based on the above, DAN should give immediate priority to upgrade the skills of its existing functional and structural staff. For the functional staff, training should focus on both upgrading research management skills as well as developing specific areas of research expertise related to each research activity. For the structural personnel, training should also focus on increasing their skills in research management, as well as the ancillary administrative management requirements of contracting, budgeting and financial control. Such skills are of paramount importance so as to facilitate a more cost/effective tracking and evaluation of a project's progress and results.

Attachment 1 is a matrix entitled, A TWO-YEAR TRAINING PLAN WHICH IS COMPOSED OF A TOTAL OF 20 WEEKS OF TRAINING PER YEAR. Administering these priority courses will assist to continue the process of strengthening the institution through the gradual upgrading of job skills. This training plan, however, concentrates only on those areas which are considered to be of the immediate highest priority and which should be administered during the next two years; namely, research management, research skills, executive management and personnel management. These courses, we feel, lay the foundation for the development and/or strengthening of a more efficient research management system.

Attachment 2 is a chart which depicts the training needed in the DAN Office and each Center. It also provides a consolidation of all training required by the Division.

Courses should be initiated as soon as possible. In this respect, it appears that there are still some funds available for Staff Development, under USAID PIL 130 of June 1988. Specifically, Section 3 (a), (b) and (c) outline short term international training, in-service training program, and in-house training. Their use should be explored as a possible initial financial resource to facilitate the launching of this two-year

international training, in-service training program, and in-house training. Their use should be explored as a possible initial financial resource to facilitate the launching of this two-year training program. Further training courses should be developed and administered under a possible low-cost/no-cost basis. The objective of this plan is to use as many of the in-house experts/consultants/advisors/returned participants in transferring as much of the research management, research skills, etc., as soon as possible, for the purpose of accelerating the institutional strengthening process of BKKBN.

CONSOLIDATION OF BACKGROUND SKILLS REQUIRED

OFFICE OF PROGRAM DEVELOPMENT (DANG)

SUBJECT MATTER	CENTRAL OFFICE	PUJAK	PUSIK	PUBIO
1. <u>OVERALL</u> <u>MANAGEMENT</u>				
A. Executive Management				
Training	X	X	X	X
B. Personnel Management	X	X	X	X
2. <u>RESEARCH</u> <u>MANAGEMENT</u>				
A. Strategic Management	X	X	X	X
B. Identifying Research Priorities	X			
C. Request for Proposals		X	X	X
D. Proposal Development		X	X	X
E. Proposal Review		X	X	
F. Subcontracts and Amend- ments		X	X	X
G. Technical Monitoring		X	X	X
H. Budgeting and Financial Control		X	X	X
I. Management Information Systems (MIS) for Research Management	X	X	X	X
3. <u>FAMILY PLAN-</u> <u>NING PROGRAM</u> <u>RESEARCH SKILLS</u>				
A. Family Plan- ning Program Indicators & Measurements		X	X	
B. Quasi & Non- Experimental				

Design	X	X
C. Defining Research Objectives & Hypothesis	X	X
D. Sampling Techniques	X	X
E. Data Collection Techniques - Quantitative	X	X
F. Data Collection Techniques - Qualitative	X	
G. Operations Research Methods	X	
H. Basic Statistical Analysis	X	X
I. Qualitative Analysis	X	
J. Report Preparation & Analysis	X	X

4. DEMOGRAPHIC RESEARCH SKILLS

A. Demographic Estimation	X	X
B. Proximate Determinants of Fertility & Mortality		X
C. Population Projections	X	X
D. Projections of Family Planning Performance Required to Attain Program Objectives		X
C. Projections of Family Planning Commodity Supply Requirements		X

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5. BIO-MEDICAL
RESEARCH SKILLS
- A. Reproductive Health X
 - B. Contraceptive Efficacy & Side Effects
 - C. Infertility X
 - D. Maternal and Child Health X
 - E. Nutrition X
 - F. Andrology and Endocrinology X

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