

PROJECT EVALUATION SUMMARY (PES) - PART I

PROJECT TITLE PROFESSIONAL RESOURCES DEVELOPMENT I	2. PROJECT NUMBER 497-0261	3. MISSION/AID/W OFFICE AID/Indonesia
	4. EVALUATION NUMBER (Enter the number maintained by the reporting unit e.g., Country or AID/W Administrative Code, Fiscal Year, Serial No. beginning with No. 1 each FY) <u>FY82-3</u>	
<input checked="" type="checkbox"/> REGULAR EVALUATION <input type="checkbox"/> SPECIAL EVALUATION		

5. KEY PROJECT IMPLEMENTATION DATES			6. ESTIMATED PROJECT FUNDING	7. PERIOD COVERED BY EVALUATION
A. First PRO-AG or Equivalent FY _____	B. First Obligation Expected FY <u>78</u>	C. Final Input Delivery FY <u>84</u>	A. Total \$ <u>9,300,000</u> B. U.S. \$ <u>5,900,000</u>	From (month/yr.) <u>March, 1980</u> To (month/yr.) <u>March, 1982</u> Date of Evaluation Review <u>March 22, 1982</u>

8. ACTION DECISIONS APPROVED BY MISSION OR AID/W OFFICE DIRECTOR

A. List decisions and/or unresolved issues; cite those items needing further study. (NOTE: Attach decisions which anticipate AID/W or regional office action should specify type of document, e.g., program, SFAR, PIO, which will present detailed request.)	B. NAME OF OFFICER RESPONSIBLE FOR ACTION	C. DATE ACTION TO BE COMPLETED
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A. List of Decisions

1. The distribution of the long-term consultants' time to the project will be changed from the original 9 person-years during the first 3 years of the project and 1 person/year during the last year to 6 person-years during the first 2 years and 4 person-years during the last 2 years. The originally contracted level of effort for long-term consultant i.e., 10 person-years, will remain unchanged.

Jerry Tarter

4-20-82

2. The Project Officer, Jerry Tarter, will be invited to attend quarterly PRD-I Steering Committee meetings to review project progress and to discuss project problems and issues that may arise.

Bintoro Tjokroamidjojo

By the next committee meeting.

B. List of Items Needing Further Study

- Investigate the possibility of changing the prohibition against USAID funding travel of participants' families to U.S.
- Investigate the possibility of sending participants to the U.S. for English language training before they are accepted for long-term academic study.
- Investigate the possibility of altering the requirement of using U.S. carriers for travel to the U.S.
- Investigate the possibility of funding English language training in Indonesia from project funds.
- Examine the possibility of greater flexibility in the use of project funds.

Jerry Tarter

5-20-82

9. INVENTORY OF DOCUMENTS TO BE REVIEWED PER ABOVE DECISIONS	10. ALTERNATIVE DECISIONS ON FUTURE OF PROJECT
<input type="checkbox"/> Project Paper <input type="checkbox"/> Implementation Plan e.g., CMI Network <input type="checkbox"/> Other (Specify) _____ <input type="checkbox"/> Financial Plan <input type="checkbox"/> PIO/T _____ <input type="checkbox"/> Logical Framework <input type="checkbox"/> PIO/C <input type="checkbox"/> Other (Specify) _____ <input type="checkbox"/> Project Agreement <input type="checkbox"/> PIO/P _____	A. <input type="checkbox"/> Continue Project Without Change B. <input type="checkbox"/> Change Project Design and/or <input type="checkbox"/> Change Implementation Plan C. <input type="checkbox"/> Discontinue Project

11. PROJECT OFFICER AND HOST COUNTRY OR OTHER RANKING PARTICIPANTS AS APPROPRIATE (Name and Title)	12. Mission/AID/W Office Director Approval
Jerry D. Tarter, Project Officer <i>Jerry D. Tarter</i>	Signature <i>[Signature]</i>
Bintoro Tjokroamidjojo, Chairman, Steering Committee <i>[Signature]</i>	Typed Name William Fuller, USAID Director
	Date July 16, 1982

Project Evaluation Summary - Part II

13. SUMMARY

The major thrust of PRD-I for the first eighteen months was the selection, processing, and placement of the long-term (academic) and short-term participants in education and training programs in the United States. To date 61 (124 person/years) long-term participants have studied or are studying either for their Masters or PhD degrees in U.S. universities. PRD-I funds allocated for long-term training have already been fully programmed, as reflected in the following table:

<u>GOI Agency</u>	<u>No. of Participants</u>	<u>Person/Years Programmed</u>	<u>Original Plan 1978</u>
Dept. of Finance	31	60½	60
BAPPENAS	16	35	50
LAN	14	29	50
	—	—	—
Total	61	124½	160

To date 75 (186½ person/years) short-term participants have been programmed for study in the United States and third countries. The Department of Finance has programmed all of the short-term training resources allocated to it under the revised PRD-I training plan.

<u>GOI Agency</u>	<u>No. of Participants</u>	<u>Person/Months Programmed</u>	<u>Original Plan 1978</u>
Dept. of Finance	50	116½	200
BAPPENAS	1	1	125
LAN	24	69	140
	—	—	—
Total	75	186½	465

U.S. Inflation has significantly reduced the number of both long-term and short-term participants that could be funded under PRD-I. Long-term training costs in 1978 were estimated at \$12,000 per person/year. Estimated

long-term training costs in 1981 were \$20,000 per person/year. Short-term costs in the U.S. in 1978 were estimated at \$2,000 per person/month. Estimated USAID costs in 1981 were \$3,800 per person/month.

During this period PRD-I has also given emphasis to the development and institutionalization of in-country management training. The Department of Finance has taken the lead in this effort. Under PRD-I twenty DOF part-time and twelve DOF full-time management trainers have been developed. Twelve additional full-time trainers will be selected and trained during 1982. Management seminars(Cycle I) have been developed, adapted, and translated into Indonesian. One hundred Echelon II DOF officers have completed the English Language Management Seminars, plus 630 DOF managers have been trained in the Indonesian Language Management Seminars conducted by DOF management trainers. At the beginning of the project, the planned management training target was 2000 managers in the DOF. This target will be greatly exceeded during the next two years.

LAN is in the process of developing a cadre of twenty management trainers specializing in experiential and action training/research (AT/R) teaching methodology. Two of LAN's senior staff have already been trained in the United States. Twelve additional senior staff members have been programmed for training in the United States during the balance of 1982. During 1983 six more will be trained in AT/R as part of their Master's degree program. This will give LAN strong capability to reinforce departmental management training units. A two day AT/R seminar was held for twenty senior LAN officials. A one day AT/R seminar was held for the management trainers in the Department of Finance. These seminars were conducted by Dr. Arneberg from the University of Southern California and introduced LAN and DOF trainers to action training/research methodology, thus strengthening their management training capability.

A comprehensive manpower development and training requirement plan was developed under PRD-I and approved by the leadership of BAPPENAS. To date PRD-I in BAPPENAS has been essentially a training and development program. The objective is to improve the effectiveness of BAPPENAS as a planning organization. To operationalize the program the following activities have been implemented:

- a. The design of a training needs analysis. The selection, processing, and placement of sixteen (35 person/years) long-term graduate degree participants in U.S. universities.
- b. The identification of an additional thirty-four BAPPENAS staff requiring graduate degree work.
- c. The identification of forty participants for short-term training.
- d. The identification of new staff positions and development of a staff recruitment and placement plan.
- e. The creation of an English language training program has been started and will expand in scope during the coming year. Bids have been requested for language laboratory equipment.

The following activities are in the process of implementation.

- f. Development of a standardized computer information system.
- g. Development of a career ladder system.

14. EVALUATION METHODOLOGY

- A. Evaluation Reason--Periodic Review
- B. The primary objective of the evaluation is to measure quantitative and qualitative progress made during the past two years against planned targets and to develop joint strategies for the improvement

of project implementation.

- C. The major focus of this project thus far has been human resources development accomplished by utilizing US academic and training institutions. The placement of both long-term and short-term participants in the United States is well ahead of schedule as noted in section 13, "Summary Statement." (Refer to annex no. B-C for manpower development detail.)
- D. The quality of graduate education received under PRD-I is regarded as very good, primarily because of the excellent universities the participants are attending. Well over half of the participants are studying at the universities of Vanderbilt, Wisconsin, Syracuse, Pittsburg, George Washington, Southern California, American, and the balance are also attending top rated U.S. universities. (See Annex No. D for a detailed listing of universities.) The quality of short-term training received under PRD-I is also regarded as very good because of the excellent training institutions the participants have attended. These training programs are well established with known reputations and good training results. The majority of the short-term participants attended the following institutions: the University of Southern California Tax Institute, the University of Syracuse Financial Management Program, the University of Connecticut, Georgetown University, the Harvard Institute for Development, the IRS Tax Seminar, and the University of Southern California Action Training/Research Program. (See Annex No. E for a detailed listing of the short-term training institutions.) Some of the short-term participants who have returned have been interviewed and most stated that their training programs were very relevant and effective.

- E. Most of the long-term participants will not return to Indonesia until September 1982. A survey which will evaluate their educational experience will be initiated soon after their return. The impact of their education and training on their specific organization probably cannot be effectively evaluated for at least six months after their return.
- F. Participants follow-up reports have been sent to returned participants. Unfortunately to date only a small number of the reports have been returned for evaluation.
- G. Three members of the PRD-I Steering Committee traveled to the United States to evaluate both the long-term and short-term training institutions/programs in an attempt to determine their relevancy to Indonesian needs. These members also evaluated specific academic programs of some participants in order to be sure that they met Indonesian institutional needs. These officers also evaluated the logistical support given to participants by the Institute of Public Administration. Through these evaluations, the programs, as well as the logistical support systems, were improved.

15. EXTERNAL FACTORS

The U.S. inflation factor has had a significant negative impact upon the actual level of the project in real terms. At the time the project was designed and approved (May 1978), the estimated cost of an academic person/year was about \$12,000. The estimated cost of an academic person/year in 1982 was \$20,000. This increased person/year cost had the effect of significantly reducing the years of planned academic training from 160 to 96. Additional resources were put into long-term academic training. The planned amount in 1978 was \$1,920,000. In 1980 when the IPA contract was signed, the amount was increased to \$2,247,280. This resulted in 112 person/years of long-term

training at \$20,000 per person/year. (The additional 12½ person/years will be funded outside the contract). These resources came from reductions in other line items. Short-term training was reduced from \$930,000 to \$826,150.

The estimated cost of short-term training in 1978 was \$2,000 per person/month. The estimated USAID cost in 1980 was \$3,800 per person/month, thus reducing the months available for training from 465 to 217.

Inflation has had an equally negative effect upon salary levels of both long-term and short-term consultants, as well as their transportation and support costs.

Improved management in GOI departments and agencies is still given high priority. The project priorities remain essentially unchanged; however, there is a strong GOI desire to give considerably greater emphasis to in-country management training than was reflected in the original project paper. The Department of Finance is presently planning the training of about 4000 Echelon II, III, and IV officers over the next three to four years. LAN also plans to develop the institutional capacity to train management trainers to support the GOI departments in their management training programs.

The important assumptions found in the project paper and log frame remain essentially the same. There is no need to change these assumptions.

16. INPUTS

The 1978 programmed inputs, due to inflation, are not sufficient to produce the programmed outputs. This is especially true in the area of long-term and short-term participant training. There is an estimated 48 person/year short-fall in long-term participant training (original=160, current 112) and about 248 person/months in short-term training. (Original=465, current 217). The quality of training appears to be very good despite inflation. The DOF, BAPPENAS, and LAN all have selected participants whose growth capacities within their respective institutions are high. Most of the participants' English scores were above the 500 TOFEL level, and most are progressing well in their studies in the United States.

It would be excellent if additional resources could be generated so that the number of person/years or person/months of training could remain as originally programmed in 1978, This would require the following additional resources, using \$23,000 per person/year for long-term and \$4,000 per person/month for short-term, for the years 1983-1984.

Long-term

160 person/years x \$23,000	\$3,680,000
Allocated (1980)	<u>\$2,247,320</u>
Additional requirement	\$1,432,680

Short-term

465 person/months at \$4,000	\$1,869,000
Allocated (1980)	<u>\$ 826,150</u>
Additional requirements	\$1,033,850

A total of \$2,466,530 would be required to bring the PRD-I participant inputs up to 1978 program level.

PRD-I also has \$300,000 programmed for the acquisition and development of management training materials. The programming of these resources has been postponed until there is a clear understanding of the training materials required to support the in-country management training program. Some of these resources will be programmed upon the return of both the long-term and short-term participants so that they can have an impact upon the development of training materials. A strong effort will be made to program these resources in the third year (1983) of the project.

The placement of the long-term IPA advisors is well on schedule after a poor initial start. Ten person/years of long-term advisory services, over a four year period was programmed. Approximately 5 person/years will have been consumed at the time of this evaluation. The original program called for the utilization of three full-time advisors for the first years and one full-time advisor for the last year. It is suggested that the original manpower utilization plan be changed to three full-time consultants for the first two years and two full-time for the last two years, thus utilizing the same total number of person/years (10) as was originally planned. This change will provide for a full-time management training advisor for the last year who will reinforce the large in-country management training program.

The use of short-term advisors has not proceeded according to plan during the past two years. About seven person/months of short-term advisory services have been programmed to date. Greater emphasis will be placed upon providing short-term advisory services to reinforce the in-country management training program, especially in the area of training material development.

It is anticipated that there will also be a demand for short-term advisors in critical management areas in BAPPENAS and the Department of Finance.

17. OUTPUTS

LONG TERM	1978	1980-82
PARTICIPANT TRAINEES	<u>Planned</u>	<u>Actually Programmed</u>
Department of Finance	60 person/years	60½ person/years
LAN	50 person/years	29 person /years
BAPPENAS	<u>50 person/years</u>	<u>35 person/years</u>
	160 person/years	124½ person/years

Unfortunately the long-term training portion of the project has not reached planned targets projected in 1978, due to insufficient financial resources. The cost increases for U.S. training mentioned previously are the prime cause of this. Fortunately long-term training resources were increased from \$1,920,000 to \$2,247,320. These additional resources were obtained from a reduction of short-term training resources from \$930,000 to \$826,150, as well as reductions in other line item categories.

SHORT-TERM	1978	1980-82
PARTICIPANT TRAINING	<u>Planned</u>	<u>Actually Programmed</u>
Department of Finance	200 person/month	116½ person/month
LAN	140 person/month	69 person/month
BAPPENAS	<u>125 person/month</u>	<u>1 person/month</u>
	465 person/month	186½ person/month

During the first eighteen months of the project all of the DOF short-term training resources have been programmed. Due to inflation the number of person/months available for training was reduced from 200 to 116½.

During the first-two years of the project LAN will have programmed 69 person/months of short-term training. By the end of 1982 all of LAN's short-term

training resources will have been consumed. BAPPENAS is planning to program the balance of their short-term participants during the next two years. This training will be in harmony with their newly developed manpower development plan.

Had resources been available, the three organizations (DOF, BAPPENAS, & LAN) easily could have met their planned training objectives. All three organizations have competent staff who could be selected for long or short-term training.

17. OUTPUTS PROBLEMS

Management Problems

Very few problems were experienced during the past two years. BAPPENAS, DOF, and LAN were very careful in the participant selection process. The great majority of the participants had good academic records from their respective Indonesian universities. Most selected participants had good English language capability (over 500 TOEFL tests). Most of the participants were nominated in a timely fashion and thus made possible rapid, effective processing of the participants. The processing procedures for the participants in Indonesia--DOF, BAPPENAS, LAN, USAID, and IPA--worked smoothly even though several management problems were faced.

Logistical support procedures for participants did produce some problems. Maintenance checks did not get to participants on a timely basis. Some participants experienced difficulty in getting the checks cashed quickly in some U.S. banks. Many of these logistical support problems disappeared once the participant was established in his university and procedures became routinized.

18. PROJECT PURPOSE

CREATE OR SIGNIFICANTLY IMPROVE A CORE OF SKILLED AND MOTIVATED PER-

SONNEL IN KEY DEVELOPMENT POSITIONS WHO WILL ENABLE GOVERNMENT BUREAUCRACY TO PLAN, MANAGE, IMPLEMENT, AND EVALUATE AND PROGRAMS."

The Government of Indonesia and USAID do have a common perception of project purpose. The Government of Indonesia's priority is the development of its human resources through long-term degree programs, short-term training programs, and the development of in-country management training programs. This common purpose is evidenced by the careful selection of participants, thus making large numbers of (61) participants available for academic training in the U.S. The Department of Finance has made a dramatic effort in developing and institutionalizing in-country management training capability. Twenty trainers have been trained and 630 DOF managers have been trained in management through twenty-five seminars conducted in the Indonesian language. One hundred additional Echelon II officers have been trained in seminars in which the language of instruction was English.

LAN has identified twenty of their senior staff who will attend specialized management training programs in the U.S. during 1982. The Management Skills Seminar has been introduced in the LAN SESPA Program, and thirty-eight SESPA participants participated in the seminar.

Considerable progress has been made toward the end of project status conditions outlined in the log-frame of the project paper. BAPPENAS presently has a core of economic development planners studying economic development and other allied economic subjects in top rated U.S. universities. Eight are studying for PhDs and eight others are studying for Masters degrees. The Department of Finance presently has a core of twenty-eight officers in degree training in U.S. universities. Four are studying for PhDs and the remainder for MAs in fields such as economics/public finance, economic development, financial management, business administration, public finance, and money and banking and accounting.

LAN has twelve officers presently studying in the U.S. for their PhDs or Masters degrees . They are primarily studying in such fields as public administration/management, development administration, and economics.

These returned participants will begin to have substantial impact upon the management and the planning capability of their respective organizations beginning about January 1983. This impact should be clearly measurable by the end of the project.

The Department of Finance has sent fifty senior staff members to the U.S. for specific short-term training programs. Twelve studied financial management, nineteen tax administration, three customs administration, four investment negotiations, two oil and gas management, two international law, trade and commerce, two management training, and the balance in the area of financial management.

LAN has sent nine senior officers to management training course during 1980-82. LAN has selected an additional twenty senior staff members who are scheduled to go to the U.S. for short-term training during the balance of 1982. The LAN short-term program will concentrate on the training of eighteen LAN professional staff in experiential action training/research concepts and training methodology.

The impact of the short-term participant training programs in the Department of Finance is presently measurable. A training impact survey is presently being designed and will be completed in the near future.

Both the long-term and short-term participant training short fall, due to the U.S. inflation factor, will reduce the planned long-term participant outputs by about 30%. The short-term outputs will be reduced by about 53%. This short fall will have a negative impact on the project purpose--professional resource development.

The end of project status is still considered a good description of what will exist when the purpose is achieved.

19. GOAL/SUBGOAL

The goal remains: "Self-sustained Indonesian economic and social growth through the development of indigenous planning, managerial, and technical capability to plan and implement development programs."

The three participating agencies are responsible for different aspects of the project. BAPPENAS is responsible for overall development planning, the Department of Finance is responsible for budgetary allocations to the development plan and the mobilization of domestic resources, and LAN is responsible for upgrading the administrative/managerial capability of the government.

Other projects, PRD-II and In-country Management Development, (ICMD) are aimed at improving the management capability in the Departments of Education, Agriculture, Manpower and Transmigration, and Public Works. The PRD-I and II and ICMD program outputs are being coordinated so that they can have positive impact upon each other.

20. BENEFICIARIES

A. Impact

The major thrust of the project is to strengthen the planning and managerial capability of BAPPENAS, Department of Finance, and LAN through graduate academic study and short-term studies in the United States in critical planning and managerial subjects, as well as the development and implementation of an in-country management training capability. At the conclusion of the project, well over 2000 managers in the above named institutions will have received specialized training which will have had direct impact upon economic and social development in Indonesia.

B. Direct Beneficiaries

Well over 2,000 managers of BAPPENAS, LAN, and DEPARTMENT OF FINANCE will have been trained in the United States or through in-country management training programs.

21. UNPLANNED EFFECT

The project has not experienced any unexpected events which might have had either a positive or negative impact upon the social structure, environment, health or economic situation in the country. The project does not require any change in project design or execution.

22. LESSONS LEARNED

1. Projects that place heavy emphasis upon participant training in the United States at the graduate level must pay special attention to the English language capability of the participant, especially at the written level. Even if the participant's TOEFL score is above 500, experience to date has indicated that he is often weak in writing, and the inability to perform well in written English at the graduate level places a great handicap upon the participant in his first year of graduate studies.

2. So far, over half of the academic participants in this project have studied at the Economics Institute at Boulder, Colorado in order to up-grade their language skills--especially writing. They were also able to do some remedial studies in economics, statistics, math, and management. The participants should study at Boulder for a minimum of three months before going on to their respective universities. This is an excellent preparatory experience.

3. Great care should be taken in the selection and processing of participants. U.S. graduate education is expensive, in excess of \$20,000 per person/year. Investments of this magnitude should be made in the best human resources available. Fortunately the graduate participants selected in PRU-I were carefully screened for academic excellence, growth capacity within their organization, and English language capability. Most of the participants are doing well in their graduate studies.

4. For graduate training abroad many organizations are prone to select their participants on the basis of English language fluency as the first selection priority. This should be resisted as much as possible. Sufficient lead time should be given so that participants who show excellent academic potential and growth capacity within their organization can be selected and then given the necessary language preparation.

5. In projects where large numbers of participants study in the United States, great attention must be paid to processing the participants both in Indonesia as well as the United States. Processing requires that attention be paid to a great deal of detail. If processing is a smooth, well organized operation, the participant's adjustment to his new environment is made much easier.

6. Placement of participants in U.S. universities is not a simple procedure and takes a great deal of effort and personalized communications with the universities on the part of the contractor. The time and frustrations involved in the placement of participants is little understood and appreciated. Fortunately most of the participants in this project were placed in universities of their first choice.

7. The Department of Finance [Education and Training (BPLK)] exhibited remarkable capacity to develop, program, and implement a very ambitious in-country management training program. This was primarily due to the great interest exhibited by the Minister, the sub-project leader, and the head of BPLK. The Head of BPLK marshalled the financial and manpower resources and developed the managerial and programming capability to implement the program. It took strong action oriented leaders to develop this in-country management training capability--training about 730 managers in the first year. The UOF exploited all the talents of the U.S. PRD-I consulting team.

ANNEX No. A

SUMMARY PRD-I RESOURCES

A. TOTAL LOAN FUNDING		\$5,900,000
Minus Housing	-200,000	
Minus AID/W Funded PIO/Ps	<u>-231,507</u>	<u>431,507</u>
		\$5,468,493
Minus IPA Contract		<u>\$5,281,000</u>
+ESTIMATED BALANCE LEFT IN PIO/T (Unprogrammed)		\$187,493

SUMMARY IPA TRAINING RESOURCES

B. TOTAL IPA LONG-TERM TRAINING RESOURCES	\$ 2,247,320`
ESTIMATED COST TO COMPLETION OF LONG TERM PARTICIPANT'S TRAINING.	<u>2,197,936</u>
BALANCE LEFT FOR PROGRAMMING LONG-TERM TRAINING	\$49,384
C. IPA CONTRACT FUNDS FOR SHORT TERM TRAINING	\$826,150
FUNDS PROGRAMMED TO DATE THROUGH PIO/Ps.	<u>\$646,851</u>
IPA FUNDS AVAILABLE FOR SHORT TERM TRAINING	\$179,299
LESS AID FUNDED PIO/P	<u>12,290</u>
TOTAL FUNDS AVAILABLE FOR SHORT TERM TRAINING	\$167,009
ACTUAL SHORT TERM PARTICIPANTS COST TO DATE	\$505,671.

+ There are still participants studying in the U.S. funded through PRD-I but outside IPA Contract. They will need additional resources to complete their studies and will be drawn from this unprogrammed balance.

ANNEX NO. B

FINANCIAL ANALYSIS
LONG-TERM (ACADEMIC)
PARTICIPANT TRAINING
ESTIMATED COSTS
PRD-I
MARCH 1982

ORGANIZATION	TOTAL LONG-TERM TRAINING IPA CONTRACT	% OF TOTAL ALLOCATION	LONG-TERM TRAINING ALLOCATED BY PIO/T	% OF TOTAL ALLOCATION	LONG-TERM TRAINING ALLOCATED BY PIO/P TO IPA	LONG TERM TRAINING ESTIMATED COST TO COMPLETION OF STUDIES	LONG-TERM TRAINING FUNDED BY AID.
IAH	702,287	31.25%	600,000	31.25%	\$531,300	\$659,693	17,688
BAPPENAS	702,287	31.25%	600,000	31.25%	\$509,200	543,715	113,740
DEPT. OF FINANCE	<u>842,746</u>	<u>31.25%</u>	<u>600,000</u>	<u>37.50%</u>	<u>\$964,315</u>	<u>994,528</u>	<u>100,079</u>
TOTAL	<u>\$2,247,320</u>	<u>100%</u>	<u>\$1,920,000</u>	<u>100%</u>	<u>\$2,004,815</u>	<u>\$2,197,936</u>	<u>\$231,507</u>

TOTAL IPA LONG TERM TRAINING RESOURCES \$2,247,320
 IPA ESTIMATED COST TO COMPLETION OF STUDIES 2,197,936
 BALANCE AVAILABLE FOR PROGRAMMING \$49,384

PRD-I CONTROL WORKSHEET
LONG-TERM (ACADEMIC) TRAINING

NAME OF PARTICIPANT	FIELD OF TRAINING	DEGREE	LOCATION	STARTING DATE	EST. COMPLETION DATE	RETURNED	AID/W FUNDED	IPA FUNDED PIO/P	IPA EST. COMPLETION COSTS	MAN/YEARS OF TRAINING	PIO/P No 0261
<u>BAPPENAS</u>											
DJIWANDONO J.	Inter. Trade	PhD					\$13,625			3	80204
ANDOEIKADIR K.	Petroleum Acct.	PhD					45,615				80244
ASRIL Moer	Inter. Trade	MA	Syracuse Univ.	1-80	1-83		17,800	36,400	37,192	3	(80319 Pick 80455
SURONO Soemarno	Inter. Econ.	MA	Univ. Hawaii	9-79			17,200	12,100	9,273	3	80426 Pick 80303
WIROKARTONO S.	Economics	MA	Claremont Col.	7-80	7-82			40,700	37,664	2	80379
MUSTOPADIDJAJA	Econ. Develop.	PhD	Univ. Pittsburgh	7-80	7-82			40,700	63,455	5	80388
ADIWIYOTO, B.	Industrial Econ.	PhD	Utah State Univ.	9-80	9-83			40,700	40,520	3	80389
RIDWAN, Rusnadi	Agric. Econ.	MA	Univ. of Hawaii	10-80	8-82			40,700	31,485	2	80375
NITIMIHARDJA, A.	Invest. Planning	MA	Univ. of Pittsburgh	7-80	5-82			40,700	32,658	2	80386
IWAN Jaya Azis	Dev. Economics	PhD	Cornell Univ.	1-81	1-84		19,500	20,000	46,816	3	80373 Pick
ALIJN Tawang	Dev. Economics	PhD	Vanderbilt Univ.	1-81	1-83			29,200	28,289	2	80404 Pick
ALIRAHMAN	Agricultural Econ.	PhD	Colorado, State	1-81	1-86			39,000	49,333	5	80413
Mrs. SAMSURI, S.	Lib. & Inf. Sc.	MA	Univ. Pittsburgh	10-82	1-83			39,000	51,700	2	80415
MARIS Masri	Dev. Economics	PhD	Univ. Pittsburgh	7-81	6-84			40,000	49,476	3	80491
IEILA Retna K.	Econ. Develop.	MA	Williams College	6-81	6-83			40,000	27,769	2	80495
KADIMAN, Irawan	Econ. Dev. Plan.	MA						40,000	38,005	2	80565
TOTAL							\$113,740	509,200	\$543,715		

PRD-I CONTROL WORKSHEET
LONG-TERM (ACADEMIC) TRAINING

NAME OF PARTICIPANT	FIELD OF TRAINING	DEGREE	LOCATION	STARTING DATE	EST. COMPLETION DATE	RETURNED	AID/W FUNDED	IPA FUNDED PIO/P	IPA EST. COMPLETION COSTS	MAN/YEARS OF TRAINING	PIO/P No 0261	
<u>IAN</u>												
LUKMAN, Idrisalman	Pub. Admin.	MA	American Univ.	6-11-80			17,688			2	80291	
SOERJONO	Pub. Admin.	PhD	Univ. So. Calif.	1- 2-81	12-31-83			20,700 20,000 20,000	64,909	3	80377 80377-1 80377-2	
MA'JUN Muhammad	Pub. Admin.	MA	American Univ.	10-4-80	5-83			40,700	55,203	2½	80378	
SOENARNO	Pub. Admin.	MA	American Univ.	10-11-80	1-83			40,700	49,043	2	80403	
ABUTOJO Aulijah	Pub. Admin/Mgt.	MA	American Univ.	1-2- 81	1-83			36,400	45,671	2	80474	
IDRUS Muhammad	Pub. Admin/Mgt.	MA	Univ. So. Calif.	6-5- 81	9-83			36,400	57,439	2	80477	
SAID ZAINAL	Econ. Dev.	MA	Univ. of Pittsburgh	7-11-81	9-83			36,400	45,731	2	80487	
SUGANDA, Dann	Pub. Admin.	MA	Univ. So. Calif.	6-5-81	6-83			40,000	58,024	2	80492	
SANAPIAH Abdul Aziz	Pub. Admin/Mgt	MA	Univ. So. Calif.	6-5-81	6-83			40,000	56,038	2	80482	
ADAM, Ibrahim	Pub. Admin/Mgt.	MA	Univ. So. Calif.	6-5-81	6-83			40,000	51,434	2	80490	
HARYANTO	Pub. Admin/Mgt.	MA	Univ. So. Calif	6-5-81	6-83			40,000	51,994	2	80509	
KARTARHARIDJA, Toto	Dev. Admin.	MA	Univ. of Syracuse	1-7-82	1-84			40,000	40,000	2	80575	
SUDELAN	Pub. Admin.	MA						40,000	40,000	2	80614	
KESOWO Bambang	LAW	LIM						40,000	44,207	2	80631	
TOTAL								<u>\$17,688</u>	<u>531,300</u>	<u>\$659,693</u>		

PRD-I CONTROL WORKSHEET
LONG-TERM (ACADEMIC) TRAINING

NAME OF PARTICIPANT	FIELD OF TRAINING	DEGREE	LOCATION	STARTING DATE	EST. COMPLETION DATE	RETURNED	AID/W FUNDED	IPA FUNDED PIO/P	IPA EST. COMPLETION COSTS	MAN/YEARS OF TRAINING	PIO/P No 0261
<u>DEPARTMENT OF FINANCE</u>											
CHAIRA Irfano		MPA				X	\$18,200			1	80241
SUTARDJO, I.		MBA				X	15,993			1	80243
SUHLADJI, Uus		MBA				X	1,779				80242
KOESHADI Djoko		MBA					16,329			1	80245
SOEROSO		PhD					30,578			2	80246
TANDJUNG IRZAN	Econ/Pub.Fin.	PhD	Univ. Illinois	1-81	6-83		17,200	28,800	37,761	3	80292
HUSEIN A.	Business Fin.	MA	Case Western	9-80	1-83			40,700	39,573	2½	80381
LATIEF Moh Gazali	Accounting	MA	Arthur D. Little	6-80				40,700	25,371	2	80383
SOESTRISHO, R.	Bus. Admin	MA	Case Western	9-80	5-83			40,700	36,748	2½	80380
WIGNJOHARJONO, Edi	Econ. Dev.	MA	Univ. of Wisconsin	6-80	5-82			40,700	36,247	2	80384
WIDJAJA Caerul	Economics	MA	Univ. of Wisconsin	6-80	9-82			40,700	29,906	2	80385
RURU Barcelius	Inter. Law		Harvard Law Sch.	6-80	6-82			40,700	24,526	2	80370
SOEDIBYO, J.	Dev. Econ.	MA	Univ. Wisconsin	7-80	5-82			40,700	34,548	2	80402
ALIF AUZAR	Dev. Economics	MA	Univ. of Syracuse	1-81	1-83			20,700	36,213		80406
PRADONO Adi	Statistics	MA..	George Washing	8-80	1-82			Ext. 20,000		2	
DJAHIN Arief	Pub. Fin.	PhD	Vanderbilt Univ.	8-80	8-83			31,215	34,617	1½	80443
								40,700	58,797	3	80402
ZARKASYI Ahmad	Management	MA	Univ. of Texas	7-80				39,000	26,632	2	80421
HASJIM Mohammad	Inter. Fin.	MA	George Washington	1-81	1-83			39,000	32,756	2	80449

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PRD-I CONTROL WORKSHEET
LONG-TERM (ACADEMIC) TRAINING

NAME OF PARTICIPANT	FIELD OF TRAINING	DEGREE	LOCATION	STARTING DATE	EST. COMPLETION DATE	RETURNED	AID/W FUNDED	IPA FUNDED PIO/P	IPA EST. COMPLETION COSTS	MAN/YEARS OF TRAINING	PIO/P No 0261
<u>DEPARTMENT OF FINANCE</u>											
NURYADI	Econ. Dev.	MA	Univ. So. Cal.	7-81	7-83			40,000	51,279	2	80497
RUSWADI, Sobirun	Acct. & Bus.	MA	Univ. Wisconsin	7-81	7-83			40,000	48,328	2	80502
SARAGIH Indomen	Economics	MA	Williams College	6-81	6-83			40,000	29,444	2	80504
HAZARUDIN M.	Acct/Bus.	MA	Has not passed GMAT					+ 20,000	42,000	2	80507
SMAATIADJA, D.	Inter. Econ.	MA	Vanderbilt Univ.	7-81	6-83			+ 40,000	36,349	2	80508
SUYOTO	Money & Bank.	MA	Vanderbilt Univ.	6-81	6-83			+ 40,000	35,721	2	80505
GUS Asmarajaya	Bus. Admin.	MA	Wisconsin	7-81	7-83			+ 40,000	47,075	2	80506
EFFENDI	Bus. Admin.	MA	Has not passed GMAT					+ 20,000	42,000	2	80520
BAMBANG Basuki	Economics	MA	Univ. So. Cal.	7-81	7-83			+ 40,000	51,462	2	80521
ERATA I MADE GDE	Economics	MA	Vanderbilt Univ.	6-81	6-83			+ 40,000	36,073	2	80522
MULYO Sasongko	Acct/Bus		Has not passed GMAT					+ 20,000	42,000	2	80519
SIREGAR Adrian	Economics	MA	Vanderbilt Univ.	6-81	6-83			+ 40,000	37,982	2	80527
KARTONO, Gunawan	Bus. Admin.	PhD	George Washington	8-81	8-84			+ 40,000	41,120	3	80559
TOTAL								<u>\$100,079</u>	<u>\$964,315</u>	<u>\$994,528</u>	

+ Note: Special note on their PIO/P "In the event PRD-I funds for long term training in DOF is not sufficient to cover this PIO/P, the DOF guarantee to provide funding.

ANNEX NO. 3
 FINANCIAL ANALYSIS
 SHORT-TERM TRAINING
 PRD-I
 MARCH 1982

ORGANIZATION	PIO/T ALLOCATION	% of TOTAL ALLOCATION	IPA CONTRACT ALLOCATION	% OF TOTAL ALLOCATION	PROGRAMMED TO DATE BY PIO/P THROUGH IPA CONTRACT	ACTUAL PARTICIPANT COST	AID FUNDED PIO/P
DEPT. OF FINANCE	\$400,000	43%	\$355,240	43%	\$421,806	\$ 394,014	
BAPPENAS	\$250,000	27%	\$223,060	27%	7,500	6,748	
IAN	\$280,000	30%	\$247,850	30%	217,545	104,909	\$12,290
TOTAL	\$930,000	100%	\$826,150	100%	\$646,851	\$505,671	\$12,290

IPA CONTRACT FUNDS FOR
SHORT-TERM TRAINING \$826,150

FUNDS PROGRAMMED TO DATE
THROUGH PIO/Ps. \$646,851

IPA FUNDS AVAILABLE FOR
S/T PROGRAMMING \$179,299

LESS AID FUNDED PIO/P 12,290

TOTAL FUNDS AVAILABLE FOR
PROGRAMMING \$167,009

ACTUAL PARTICIPANT COSTS
INCURRED TO DATE \$505,671

PRD-I CONTROL WORKSHEET

SHORT-TERM TRAINING

NAME OF PARTICIPANT	FIELD OF TRAINING	LOCATION OF TRAINING	STARTING DATE	COMPLETION DATE	RETURNED	ACTUAL COSTS	IPA FUNDED PIO/P AMT.	MAN/NO. TRAINING	PIO/P No. 0261
<u>DEPT. OF FINANCE</u>									
SOEJOED JOESOEP	Oil & Gas Mgt.	Univ. of Texas	4-18-80	5-18-80	X	\$6,567	{ \$13,170	1	80368
SOEWARDOJO	Oil & Gas Mgt	Univ. of Texas	4-18-80	5-18-80		6,567		1	80368
AMIRSETTIA	Tax Treaties	Univ. So. Calif.	5-16-80	6-18-80	X	5,316	{ 12,000	1	80400
PERRIS	Tax Treaties	Univ. So. Calif.	5-16-80	6-18-80	X	5,316		1	80400
SUWARTOJO, Junidadi	GAO Inter. Audit	Washington D.C. (GAO)	6-80	12-20-80	X	11,688	8,000	6	80401
SOEMADI	Fin. Mgt.	Syracuse Univ.	9-80	12-80	X	9,293	{ 18,860	3	80425
NOTODIPURO, Harry	Fin. Mgt.	Syracuse Univ.	9-80	12-80	X	9,293		3	80425
SUNIADJI Usman	Fin. Mgt.	Syracuse Univ.	10-27-80	11-21-80	X	5,584	{ 11,200	1	80424
BARUS Henricus	Fin. Mgt.	Syracuse Univ.	10-27-80	11-21-80	X	5,584		1	80424
BACHTIAR	Tax Fraud	Univ. So. Calif.	8-5-80	9-5-80	X	4,527	4,602	1	80441
SYALSUDDI	Property Tax	Univ. So. Calif.	9-8-80	10-10-80	X	4,489	{ 11,754	1	80440
TOBING H.L.	Property Tax	Univ. So. Calif.	9-8-80	10-10-80	X	4,489		1	80440
WAHONO Sumitro	Fin. Mgt.	Syracuse Univ.	9-29-80	11-21-80	X	7,433	{ 17,400	2	80442
SUWARNO Aendy	Fin. Mgt.	Syracuse Univ.	9-29-80	11-21-80	X	7,433			
BACHIN Ajarmuli	Customs (Comp)	Univ. So. Calif.	1-20-81	6-20-81	X	9,894	10,500	6	80486
DARYADI, Waluyo	Tax Course (Comp)	Univ. So. Calif.	1-20-81	6-20-81	X	10,124	{ 21,000	6	80485
SALPURNO Ribudi	Tax Course (Comp)	Univ. So. Calif.	1-20-81	6-20-81	X	10,124		6	80485
ZOEBLER Agoestiar	Mgt. Dynamics	Univ. Syracuse	5-9-81	6-23-81	X	8,233	{ 17,000	1 1/2	80517
MAHSJUR Umaran	Mgt. Dynamics	Univ. Syracuse	5-9-81	6-23-81	X	8,233		1 1/2	80517
INSJAF	Mgt. Dynamics	Univ. Syracuse	5-9-81	6-23-81	X	8,233		8,500	1 1/2

153986

PRD-I CONTROL WORKSHEET
SHORT-TERM TRAINING

NAME OF PARTICIPANT	FIELD OF TRAINING	LOCATION OF TRAINING	STARTING DATE	COMPLETION DATE	RETURNED	ACTUAL COSTS	IPA FUNDED PIO/P ALT.	MAN/MO. TRAINING	PIO/P 0261	No.
DEPT OF FINANCE										
SOEGIJANTO	Property Tax Admin.	Univ. So. Calif.	9-8-81	10- 9-81	X	4,840	6,000	1	80569	
BAKRI ONI	Property Tax Admin.	Univ. So. Calif.	9-8-81	10- 9-81	X	4,840	6,000	1	80569	
HUTAPEA Ramadahr	Int. Law & Trade	Syracuse Univ.	8-9-81	12-15-81	X	8,908	10,000	3	80572	
SUMITRO Hardjo	Int. Law & Trade	Syracuse Univ.	8-9-81	12-15-81	X	8,908	10,000	3	80572	
SYAMSUDDIN Ahmad	Int. Fin. Mgt.	Syracuse Univ.	8-2-81	11-25-81	X	10,000	10,500	3	80573	
AMIRIL	Int. Fin. Mgt.	Syracuse Univ.	8-2-81	11-25-81	X	10,000	10,500	3	80573	
HUTAGAIUNG Togi	Int. Fin. Mgt.	Syracuse Univ.	8-2-81	11-25-81	X	10,000	10,500	3	80573	
HADIWJAYO Suhadi	Int. Fin. Mgt.	Syracuse Univ.	8-2-81	11-25-81	X	10,000	10,500	3	80573	
MUZENI	Int. Fin. Mgt.	Syracuse Univ.	8-2-81	11-25-81	X	10,000	10,500	3	80573	
MUR JAKRAANIBAJA	IRS Tax Program	Washington D.C.	10-19-81	12-4-81	X	7,906	8,285	2	80579	
RUSDI Wahab	IRS Tax Program	Washington D.C.	10-19-81	12-4-81	X	7,906	8,285	2	80579	
YOGA	IRS Tax Program	Washington D.C.	10-19-81	12-4-81	X	7,906	8,285	2	80579	
THAMRIN Sirin	IRS Tax Program	Washington D.C.	10-19-81	12-4-81	X	7,906	8,285	2	80579	
BUDI Sitepu	Tax Research Inst.	Manila	9-16-81	10-17-81	X	2,278	5,000	1	80582	
KETUT Sudjismanu	Tax Research Inst.	Manila	9-16-81	10-17-81	X	2,278	5,000	1	80582	
TOTAL						<u>\$394,014</u>	<u>\$421,806</u>			

PRD-I CONTROL WORKSHEET

SHORT-TERM TRAINING

NAME OF PARTICIPANT	FIELD OF TRAINING	LOCATION OF TRAINING	STARTING DATE	COMPLETION DATE	RETURNED	ACTUAL COSTS	IPA FUNDED PIO/P AMT.	MAN/MO. TRAINING	PIO/P 0261	No.
<u>DEPT. OF FINANCE</u>										
HADIANTO Martiono	Public Policy Mgt.	Harvard Univ.	8-4-81	9-12-81	X	8,255	7,000	1	80545	1
ARSAD Buchari	Training Mgrs.	Univ. Connecticut	5-19-81	8-14-81	X	9,356	10,740	3	80526	
DJOKO Sukaryo	Training Mgrs.	Univ. Connecticut	5-19-81	8-14-81	X	9,356	10,740	3	80526	
SITORUS Timbul	Invest. Negotiation	Georgetown Univ.	6-8-81	7-31-81	X	10,402	10,800	2	80546	
HAMIDI	Invest. Negotiation	Georgetown Univ.	6-8-81	7-31-81	X	10,402	10,800	2	80546	
MANALJ, Donesius	Invest. Negotiation	Georgetown Univ.	6-8-81	7-31-81	X	10,402	10,800	2	80546	
MUHAMAD Salmun	Invest. Negotiation	Georgetown Univ.	6-8-81	7-31-81	X	10,402	10,800	2	80546	
BAWALI, Liswar	Customs Admin (Comp)	Univ. So. Calif.	1-18-82	6-18-82		12,902	10,500	6	80548	
RUMIN, Mughtar	Tax Admin.(Comp)	Univ. So. Calif.	6-20-81	11-20-81	X	10,109	10,500	6	80549	
TAIB, Rusli	Tax Admin (Comp)	Univ. So. Calif.	6-20-81	11-20-81	X	10,109	10,500	6	80549	
SUHARDI, Rukanda	Tax Admin.(Comp)	Univ. So. Calif.	6-20-81	11-20-81	X	10,109	10,500	6	80549	
MAHAFI, Hono	Tax Admin (Sales)	Univ. So. Calif.	6-29-81	7-31-81	X	6,091	6,000	1	80550	
SOEDARSONO	Ext. one Month	Univ. So. Calif.		9-4-81	X		2,500	2	80550	(1)
	Tax Admin (Sales)	Univ. So. Calif.	6-29-81	7-31-81	X	4,165	6,000	1	80550	
MOERDOWO P.	Tax Admin (Income)	Univ. So. Calif.	6-29-81	7-31-81	X	4,954	6,000	1	80551	
ZALIL Masadi	Tax Admin (Income)	Univ. So. Calif.	6-29-81	7-31-81	X	4,954	6,000	1	80551	

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PRD-I CONTROL WORKSHEET

SHORT-TERM TRAINING

NAME OF PARTICIPANT	FIELD OF TRAINING	LOCATION OF TRAINING	STARTING DATE	COMPLETION DATE	RETURNED	ACTUAL COSTS	IPA FUNDED PIO/P ALT.	MAN/MO. TRAINING	PIO/P No. 0261
<u>BAPPENAS</u>									
Mrs. SOETEDJO Siti	Community Health	Univ. No. Carolina	7-5-81	8-5-81	X	\$6,748	7,500	1	80562

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PRD-I CONTROL WORKSHEET

SHORT-TERM TRAINING

NAME OF PARTICIPANT	FIELD OF TRAINING	LOCATION OF TRAINING	STARTING DATE	COMPLETION DATE	RETURNED	AID/7 FUNDED PIO/P AMT	IPA FUNDED PIO/P AMT.	MAN/MO. TRAINING	PIO/P No. 0261
<u>LAN</u>									
PUDJONHAPOSORO	Training Evaluation	Univ. Connecticut	5-8-80	8-8-80	X	\$10,000		3	80310
RATAM Walujo	Training Conf.	Manila	11-6-80	11-16-80	X	{ 2,290		1/2	80333
BURRAN, Chairuddin	Training Conf.	Manila	11-6-80	11-16-80	X				{ 12,290
Mrs. SUDIJIHYO S.	Office Mgt. Train.						\$11,700	3	80387
PANAGIAN, P.	Project Design	Univ. Connecticut	9-17-80	5-81	X	\$12,190	16,275	7	80448
SUNARTO Prawiro	PERSONNEL MGT.	Univ. Connecticut	4-30	7-30	X	9,125	8,100	3	80518
KOESJANDI KOES	Logistic Mgt.	G.S.A. Wash. D.C.	1-3-82			11,679	10,250	3	80531
EABADYO Djoko	Project Analysis	Univ. Connecticut	9-14-82	5-82		16,500	16,500 5,800	7 2	80561 80561 (1)
HOERHASAN	Action Training	U.S. Dept. Agriculture	9-21-81	11-20-81	X	8,521	{ 19,500	3	80577
Mrs. KADARMO	Action Training	U.S. Dept. Agriculture	9-21-81	11-20-81	X	9,740		3	80577
MINTOROGO	Action Train/R.	Univ. So. Calif.	3-18-82	5-6-82		7,335	{ 16,500	2	80597
IRWIN	Action Train/R.	Univ. So. Calif.	3-18-82	5-6-82		7,335		2	80597
PURNALAN NATANUSUMAH	Action Train/R.	Univ. So. Calif.	3-18-82	6-6-82		9,322	9,500	3	80635
SOEDJADI P.Z.	Action Training	Univ. So. Calif.	3-18-82	7-6-82		9,147	12,000	4	80640
SIAGIAN Sondang	Program Evaluation	Univ. So. Calif.	3-18-82	4-6-82		4,015	3,700	1/2	80628
Mrs. ROHAYA S.	Training Mgrs.	Univ. Connecticut	9-18-82	4-83			16,500	7	80627
Mrs. PANGOABEAN	Decentralization	Univ. Calif. (Berkeley)					12,220	6	80632
						\$104,909			

PRD-I CONTROL WORKSHEET

SHORT-TERM TRAINING

NAME OF PARTICIPANT	FIELD OF TRAINING	LOCATION OF TRAINING	STARTING DATE	COMPLETION DATE	RETURNED	AID/W FUNDED PIO/P AMT	IPA FUNDED PIO/P AMT.	MAN/MO. TRAINING	PIO/P No 0261
<u>IAW (Con'd)</u>									
ISTOMO T.	Action Train/R.	Univ. So. Calif.	5-17-82	6-30-82			8,000	2	00647
SOEGIJANTI	Action Train/R.	Univ. So. Calif.	5-17-82	6-30-82			8,000	2	80647
SOEMARYO	Action Train/R	Univ. So. Calif.	5-17-82	6-30-82			8,000	2	80647
SOEDARSONO	Action Train/R.	Univ. So. Calif.	5-17-82	6-30-82			8,000	2	80647
SARDJONO	Mgt. Consulting	Univ. Pittsburgh	9-13-82	11-5-82			9,000	2	80636
DJOMAH DE MUDA	Mgt. Consulting	Univ. Pittsburgh	9-13-82	11-5-82			9,000	2	80636
SOEHARTO R.	Mgt. Consulting	Univ. Pittsburgh	9-13-82	11-5-82			9,000	2	80646
TOTAL						\$12,290.	217,545		
ACTUAL COST.....						\$104,909			

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LONG-TERM (ACADEMIC) PARTICIPANTS ARE
ARE ATTENDING THE FOLLOWING UNIVERSITIES

<u>UNIVERSITIES</u>	<u>NO. OF PART.</u>	<u>DEGREE</u>	<u>ORGANIZATION</u>
AMERICAN	4	MA	IAN
CLAREMONT	1	MA	BAPPENAS
CORNELL	1	PhD	BAPPENAS
COLORADO STATE	1	PhD	BAPPENAS
CASE WESTERN RESERVE	2	MA	DOF
GEORGE WASHINGTON	3	1-PhD 2-MA	DOF
HARVARD	1	MA	DOF
HAWAII	2	MA	BAPPENAS
ARTHUR D. LITTLE	1	MA	DOF
ILLINOIS	1	PhD	DOF
PITTSBURGH	6	1-PhD 6 MA	4-BAPPENAS 1-IAN 1-DOF
SOUTHERN CALIFORNIA	8	1-PhD 7-MA	6-IAN 2-DOF
SYRACUSE	3	MA	1-DOF 1-BAPPENAS 1-IAN
TEXAS	1	MA	DOF
UTAH STATE	1	PhD	BAPPENAS
VANDERBILT	7	2-PhD 5-MA	1-BAPPENAS 6-DOF
WILLIAMS	2	MA	1-BAPPENAS 1-DOF
WISCONSIN	3	MA	DOF
OTHER (NOT IPA)	8	2-PhD 4-MA	BAPPENAS DOF
OTHERS PROGRAMMED BUT NOT YET PLACED	6	MA	3-DOF 2-IAN 1-BAPPENAS
TOTAL	61		

SHORT-TERM PARTICIPANTS HAVE BEEN
ATTENDING THE FOLLOWING TRAINING PROGRAMS

<u>NAME OF UNIVERSITY OR TRAINING ORGAN- IZATION.</u>	<u>TRAINING PROGRAM</u>	<u>NO. OF PART.</u>	<u>TRAINING PERIOD</u>	<u>G.O.I. ORGANIZATION</u>
UNIV. OF TEXAS	OIL & GAS MGT.	2	5 Wks	DOF
UNIV. So. CALIF.	TAX COURSE	4	1 Mo.	DOF
UNIV. SO. CALIF.	TAX (FRAUD)	3	1 Mo.	DOF
UNIV. SO. CALIF.	PROPERTY TAX	4	1 Mo.	DOF
UNIV. SO. CALIF.	TAXATION (Comp)	5	5 Mo.	DOF
UNIV. SO. CALIF.	CUSTOMS ADMIN (COMP)	2	5 Mo.	DOF
U.S. Inter. Rev. Serv.	TAX ADMINISTRATION	4	2 Mo.	DOF
MANILA TAX INSTITUTE	TAX RESEARCH	2	1 Mo.	DOF
HARVARD TAX INSTITUTE	TAX ADMINISTRATION	1	1 Mo.	DOF
UNIV. OF SYRACUSE	FINANCIAL MGT.	11	3 Mo.	DOF
UNIV. OF SYRACUSE	MGT. DYNAMICS	3	1 Mo.	DOF
UNIV. OF CONNECTICUT	MGT. TRAINING	2	3 Mo.	DOF
GEORGE TOWN UNIV.	INVEST. NEGOTIATION	2	2 Mo.	DOF
UNIV. of SYRACUSE	INTER. LAW & TRADE	2	3 Mo.	DOF
U.S. GEN. ACCT. Off.	AUDIT PROGRAM	1	6 $\frac{1}{2}$ MO.	DOF
UNIV. of CONNECTICUT	PERSONNEL MGT.	1	3 MO.	IAN
GEORGE WASHINGTON UNIV.	LOGISTIC MGT.	1	3 Mo.	IAN
U.S. DEPT. of Agricult.	MGT. TRAINING	2	2 Mo.	IAN
UNIV. OF CONNECTICUT	PROJECT ANALYSIS	2	7 Mo.	IAN
UNIV. OF SO. CALIF.	MGT. Train. AT/R	5	2 Mo.	IAN
UNIV. OF SO. CALIF.	MGT. TRAIN. AT/R	4	2 Mo.	IAN
UNIV. of PITTSBURGH	MGT. CONSULT. SKILL	3	2 MO.	IAN
UNIV. Calif. (Berkeley)	DECENTRALIZATION	1	6 MO.	IAN
UNIV. OF CONNECTICUT	MGT. TRAIN.	1	7 MO.	IAN
UNIV. NO. CAROLINA	NUTRITION	1	1 MO.	BAPPENAS

PRD-I CONTROL WORKSHEET

SHORT-TERM TRAINING

NAME OF PARTICIPANT	FIELD OF TRAINING	LOCATION OF TRAINING	STARTING DATE	COMPLETION DATE	RETURNED	AID/W FUNDED PIO/P ALT	IPA FUNDED PIO/P ALT.	MAN/MO. TRAINING	PIO/P No 0261
IAN (Con'd)									
ISTOMO T.	Action Train/R.	Univ. So. Calif.	5-17-82	6-30-82			8,000	2	80647
SOEIJANTI	Action Train/R.	Univ. So. Calif.	5-17-82	6-30-82			8,000	2	80647
SOEHARYO	Action Train/R	Univ. So. Calif.	5-17-82	6-30-82			8,000	2	80647
SOEDARSONO	Action Train/R.	Univ. So. Calif.	5-17-82	6-30-82			8,000	2	80647
SARDJONO	Mgt. Consulting	Univ. Pittsburgh	9-13-82	11-5-82			9,000	2	80636
DJOHAN DE MUDA	Mgt. Consulting	Univ. Pittsburgh	9-13-82	11-5-82			9,000	2	80636
SOEHARYO R.	Mgt. Consulting	Univ. Pittsburgh	9-13-82	11-5-82			9,000	2	80646
				TOTAL			\$12,290	217,545	
				ACTUAL COST.....			\$104,909		

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STATISTICAL ANALYSIS
OF
PARTICIPANT TRAINING
PRD-I

ORGANIZATION	TOTAL NO. OF PARTICIPANTS	MAN/YEARS PROGRAMMED	PART. PLACED	PART. DEPART.	PART. AWAIT DEPART	PART. BEING PROCESSED
<u>DEPT. OF FINANCE</u>						
<u>1980-81 PROGRAM</u>						
Long-Term Train.	14	29½	14	14	0	0
(Long-Term Train. (Funded USAID)	4	4	4	4	0	0
Short-Term Train.	14	24½ M/Mo.	14	14	0	0
<u>1981-82 PROGRAM</u>						
Long-Term Train.	3	6	3	3	0	0
Long-Term Train. (Special Funding)	10	21	7	7	0	3
Short-Term Train.	36	92 M/Mo.	36	36	0	0
<u>TOTAL</u>						
Long-Term Training	31	60½	28	28	0	3
Short-Term Training	50	116½	50	50	0	0
<u>RAPPENAS</u>						
<u>1980-81 PROGRAM</u>						
Long-Term Train.	11	25	11	11	0	0
<u>1981-82 PROGRAM</u>						
Long-Term Train.	3	7	3	2	1	0
Long-Term Funded USAID	2	3	2	2	0	0
Short-Term	1	1	1	1	0	0
<u>TOTAL</u>						
Long-Term	16	35	15	15	1	0
Short-Term	1	1	1	1	0	0
<u>IAN</u>						
<u>1980-81 PROGRAM</u>						
Long-Term	5	11	5	5	0	0
Long-Term (USAID)	1	2	1	1	0	0
Short-Term Train.	1	3 M/Mo.	0	0	0	1
Short-Term SECAB.	1	7 M/Mo.	1	1	0	0
Short-Term (USAID)	3	3½ M/Mo.	3	3	0	0
<u>1981-82 PROGRAM</u>						
Long-Term Train.	8	12	6	6	0	2
Short-Term Train.	19	56	19	10	9	0
<u>TOTAL</u>						
Long-Term Train.	14	29	12	12	0	2
Short-Term Train.	24	69½	23	14	9	1
<u>GRAND TOTAL</u>						
LONG-TERM TRAINING	61	124½	55	55	0	6
SHORT-TERM TRAINING	75	186	56	65	9	1