

## Project Completion Report (PCR)

In-Country Management Development  
Project 497-0317Project Objectives and Inputs

The In-Country Management Development Project (ICMD) was designed to strengthen the capacity of the Government of Indonesia (GOI) to implement regional rural development activities by improving the managerial effectiveness of the Department of Public Works and the Department of Manpower & Transmigration. Due to a change of Government policy, the Department of Manpower & Transmigration was split into two departments, Department of Manpower and Department of Transmigration during the second year of the Project (LOP 1982-1986).

The In-Country Management Development project was an extension of the two earlier management training projects, PRD I and PRD II. However, ICMD focused on the in-country management training for GOI staff and expanded the management training to the short term overseas training as part of the TOT course, whereas the previous two projects focused on both in-country and overseas training.

At the start of the Project the GOI recognized the need to upgrade its administrative capacities through pre-service and in-service training of both central and regional administrators and undertook a variety of training programs toward this end. Because previous training programs were not as successful as desired, GOI leaders expressed frustration with the sizeable number of personnel who had received professional training in administration and management, but who were unable to effect improvements in their organizational units. There was also a strong stated need to insure that current management skills reflect the present state of the art. The need for this type of training was further emphasized by the inability of the government to maximize the utilization of the resources provided by external donors, which caused the implementation of activities to fall behind schedule.

Project funds allocated by the GOI and AID to accomplish these objectives were valued at \$8,815,000. AID financial inputs totalling \$2,562,415.83 met the expenses of two U.S. technical advisors for the departments of Public Works, Manpower & Transmigration, two short term consultants, short term overseas participants training for management trainers and teaching materials and aids and various in-country training workshops conducted for departmental (head quarters and provincial) staff.

Due to shortfalls in counterpart funds during the Project LOP, a total of approximately \$810,000 was de-obligated and re-obligated to GPT-II project in FY86/87. Then again, after the PACD and TDD an amount of \$611,000 was still unused, and was also deobligated. Subsequent deobligation of \$16,585 makes the total deobligation under this project to \$1,437,584.17. Total AID expenditures under the project amounted to \$2,562,415.83.

### Final Status/Outputs

Over the life of the project ICMD financed 41 instructors who were trained overseas in management skills and theory (24 from Public Works and 17 from Manpower & Transmigration) for a 3-5 month period, a new cadre of 107 instructors trained in-country by the 41 overseas trained instructors, and three-phase management training for echelon II, III, IV staff and project managers. Approximately \$145,000 was spent for computer hardware and software, photocopy equipment, vehicles and other related training materials for all three departments.

During the life of project, approximately 300 workshops (GSS, PMC, MC, TOT) were carried out by the three ministries. The training activities covered four stages of achievements as follows:

- General Seminar Series (GSS), a course to increase skills and knowledge of management in general. Communication, Problem Solving and Management by Objectives topics were included in this course.
- Project Management Course (PMC), a training course that was designed to be conducted for a particular project (on request), concentrating on training policy recommended by each ministry involved.
- Maintenance Course (MC), after each GSS or PMC, a maintenance course is needed to follow up on the previous introductory courses.
- Training of Trainers (TOT), this course was considered necessary due to the fact that the resources (trainer) were not enough to blanket all the personnel within each ministry.

### Accomplishments

- 41 overseas trained management instructors for department of Public Works (24), Manpower (10) and Transmigration (7).
- A management group of 24 trainers was formed within the Dept. of Public Works. The activities of this group are now well known among the Educational and Training centers throughout the country.
- Video programs on management behaviour and skills within the GOI were produced by the Dept. of Transmigration and copies were provided to the other departments within the project.

### Lessons Learned

Although management training is an important tool to organizational improvement, it is not sufficient in itself to cause institutional improvements. As a result, the project achieved minimal progress in meeting its objectives. Other important factors which appears to hinder institutional improvements related to management training are::

- a. lack of support from the higher level leadership, selection of the trainers/participants did not get sufficient support or involvement from high level officials

- b. lack of participation from staff in efforts to improve effectiveness or efficiency within the organization (critical mass)
- c. too much concern with the numbers of people trained (quantity) rather than quality of people chosen
- d. lack of follow-up with the course participants to assist them in integrating newly learned skills into their daily work

A high rate of innovation and application of new management technology was exerted within each training Center by the teams of instructors. In spite of these improvements deficiencies in communications and relationships remained between course participants and their supervisors. Similar problems developed between the Training Centers themselves and high level officials. In part, this was due to exaggerated expectations of institutional performance or improvement that were generated in the program. When these expectations were not immediately realized, the programs and the instructors lost their credibility.

CLEARANCES: (all in draft)

EKuhn:EHR

TMahoney:PPS

CBonner:EHR

MLew:FIN

A/DD:EVoulgaropoulos  12/28/87

EHR:NJacob:ir:tg:12/24/87

DISTR.: PPS, FIN, C&R-2, EHR

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AI 0-1 (3-87)  *PIO/T  AGENCY FOR INTERNATIONAL DEVELOPMENT  PROJECT IMPLEMENTATION ORDER/TECHNICAL SERVICES	1. Cooperating Country <b>INDONESIA</b>	Page 1 of 1 Pages
	2. PIO/T No. 497-0317-3-20252	3. <input type="checkbox"/> Original or <input checked="" type="checkbox"/> Amendment No. 1
	4. Project/Activity No. and Title 497-0317 <b>IN-COUNTRY MANAGEMENT DEVELOPMENT</b>	
	Loan# 497-V-068 DRA# 497-V-068-01	

5. Appropriation Symbol <b>72-11M1021</b>	6. Budget Plan Code <b>HDAA-82-37497-EL-13</b>
7. Obligation Status <input type="checkbox"/> Administration Reservation <input checked="" type="checkbox"/> Implementing Document	8. Project Assistance Completion Date (Mo., Day, Yr.) <b>9/1/86</b>
9. Authorized Agent <b>AID/W</b>	10. This PIO/T is in full conformance with PRO/AG No. _____ Date <b>8/24/82</b>
11a. Type of Action and Governing AID Handbook <input checked="" type="checkbox"/> AID Contract (HIB 14) <input type="checkbox"/> AID Grant or Cooperative Agreement (HIB 13) <input type="checkbox"/> PASA/RSSA (HIB 12) <input type="checkbox"/> Other	11b. Contract/Grant/Cooperative Agreement/PASA/RSSA Reference Number (if this is an Amendment)

12. Estimated Financing (A detailed budget in support of column (2) is attached as Attachment No. \_\_\_\_\_)

Maximum AID Financing Available	A. Dollars	(1) Previous Total	(2) Increase	(3) Decrease	(4) Total to Date
				12,000	
	B. U.S. Owned Local Currency				

13. Mission References

1. Jakarta 12647  
2. State 255701  
3. Jakarta 13067

14A. Instructions to Authorized Agent

This PIO/T amendment is to de-earmark funds totalling \$12,000 since the services requested were covered by S&T central funds for consultancy services incurred in December 1984. The Project's PACD was September 1, 1986 and its TDD was June 1, 1987.

14B. Address of Voucher Paying Office  
**O/FIN  
USAID/Indonesia**

15. Check dates—include typed name, office symbol, phone number and date for all signatures

A. The Project Officer certifies that the specifications in the statement of work or program description are adequately adequate. <b>Ernest Kuhn, EHR (w/dmp)</b>	Phone No <b>2470</b>	B. The statement of work or program description lies within the purview of the issuing office and approved agency programs.	Date <b>12/1/87</b>
C. <b>Marcus Stevenson, CM (w/dmp)</b>	Date <b>12-15-87</b>	D. Funds for the services requested are available.	Date <b>12/11/87</b>
E.	Date	<b>Mary Low, FIN (w/dmp)</b>	

16. For the Cooperating Country: The terms and conditions set forth herein are hereby agreed to  
Date **NOT REQUIRED** Date \_\_\_\_\_

17. For the Issuing Office: The terms and conditions set forth herein are hereby agreed to  
Date **12/11/87**

Signature: **Sharon Bonner**  
Title: **Chief, EHR Office**

\*See HR 1, Sub. A, App. C, Att B, for preparatory instructions. Note: The completed form must be provided information which is not a disclosure may subject an employee to disciplinary action.