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IMPLEMENTATION COMPLETION REPORT

INDONESIA

TREE CROPS HUMAN RESOURCE DEVELOPMENT PROJECT

(Loan 2992-IND)

November 20, 1996

**Population and Human Resources Division
Country Department III
East Asia and Pacific Regional Office**

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CURRENCY EQUIVALENT

Currency Unit = Indonesian Rupiah

At Appraisal in 1986

US\$1.00 = Rp 1,660

Rp 1 million = US\$602

Annual Average

<u>1988</u>	<u>1989</u>	<u>1990</u>	<u>1991</u>	<u>1992</u>	<u>1993</u>	<u>1994</u>	<u>1995</u>
1,686	1,770	1,843	1,950	2,020	2,080	2,160	2,237

FISCAL YEAR OF BORROWER

April 1 - March 31

ABBREVIATIONS

AAET	-	Agency for Agricultural Education and Training
BAPPENAS	-	National Development Planning Agency
DGE	-	Directorate General of Estates
DISBUN	-	Provincial Offices of Estate Crops (Dinas Perkebunan)
FMC	-	Financial Management Course
GOI	-	Government of Indonesia
HRD/HRM	-	Human Resource Development/Human Resource Management
ICR	-	Implementation Completion Report
LPP	-	Lembaga Pendidikan Perkebunan (Estates Training Institute)
MENPAN	-	Ministry of State for Administrative Reform, responsible for changes in public sector institution structure.
MIS	-	Management Information System
MOA	-	Ministry of Agriculture
MOF	-	Ministry of Finance
ORTALA	-	Division of Organization, DGE
PIU	-	Project Implementation Unit
PMUs	-	Project Management Units of GOI Scheme to assist Smallholders
PTP	-	Perseroan Terbatas Perkebunan (State-owned Limited Liability Estate Company)
SAR	-	Staff Appraisal Report
TCHRDP	-	Tree Crops Human Resource Development Project
TNA	-	Training Needs Assessment

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IMPLEMENTATION COMPLETION REPORT

INDONESIA

TREE CROPS HUMAN RESOURCE DEVELOPMENT PROJECT
(Loan 2992-IND)

Preface

This is the Implementation Completion Report (ICR) for the Tree Crops Human Resource Development Project (TCHRDP) in Indonesia, for which Loan 2992-IND in the amount of US\$18.4 million equivalent was approved on September 15, 1988 and made effective on January 4, 1989.

The loan was closed on December 31, 1995, a year later than the original closing date of December 31, 1994. Final disbursement took place on May 30, 1996, at which time a balance of US\$1,399,811.78 was canceled.

The ICR was prepared by Mieko Masuda of the Population and Human Resources Division, Country Department III of the East Asia and Pacific Region, and Charles Maguire of the Agriculture and Forestry Systems Division of the Agriculture and Natural Resources Department, and reviewed by Samuel Lieberman, Chief, Population and Human Resources Operations Division, and Nadereh Chamlou and Ben Fisher, Acting Operations Advisors, Country Department III.

Preparation of this ICR was begun during the Bank's completion mission in February 1996. The ICR is based on materials in the project files and on information provided by the implementing agency. The borrower contributed to preparation of the ICR by preparing its own evaluation of the project's execution, providing views which are noted in the mission's Aide-Memoire and commenting on the draft ICR.

IMPLEMENTATION COMPLETION REPORT
INDONESIA
TREE CROPS HUMAN RESOURCE DEVELOPMENT PROJECT (TCHRDP)
(Loan 2992-IND)

Evaluation Summary

Project Objectives

- i. The project was designed to enhance the capability of the Directorate General of Estates in the Ministry of Agriculture (MOA) to develop and manage its human resources, thereby improving smallholder productivity in the tree crops subsector. By the end of project implementation, training capacity was to have been strengthened and the human resource development function institutionalized in the Directorate General of Estates.
- ii. The project had three components:
 - (a) Strengthening the Directorate General of Estates (DGE) through (i) establishing human resource development (HRD) capacity within DGE; (ii) providing improved managerial and technical support for field staff and smallholders; (iii) providing overseas fellowships, and management and technical training for DGE staff; and (iv) carrying out a study to improve the existing management information system in the DGE;
 - (b) Improvement of Training Delivery Capacity in the Subsector by (i) training of trainers for the Agency for Agricultural Education and Training (AAET) to address the training needs of tree crop subsector staff; (ii) assisting the Estates Training Institute (LPP) in designing and carrying out a financial management training course; and (iii) institutional strengthening of the LPP; and
 - (c) Improvement of Subsectoral Productivity: Local Training Programs, including management and technical training for field staff, extension worker training, training of trainers for the farmer leader training program, farmer leader training, financial management training courses for financial and non-financial staff and training for newly established area development officers.

Project Implementation and Outcome

- iii. The project is judged to be satisfactory and has achieved its objective of enhancing DGE capacity to develop and manage human resources. It strengthened subsector training capability

and provided local training programs for sub-sector technical field staff, farmer leaders and newly created area development officers. A program of on-the-job-training, academic degree training, and practical HRD field work created a core group of capable HRD staff who, by project completion, were in charge of all HRD operations. It proved difficult to measure the actual impact of the project on smallholder productivity due to changes in the focus of the training program during project implementation and exogenous factors influencing the intensity of rubber tapping. Nevertheless, the confirmed transfer and use of improved techniques by project smallholders are very likely to have increased productivity and thereby helped to reduce poverty (paras. 6, 12, 13, 14 and 15).

iv. The project did not create a human resource development unit within the DGE, a move which was considered, at appraisal, to be essential for sustainability of the HRD initiative within the DGE. However, a compromise solution was found by enlarging the personnel function of DGE to encompass HRD, although the success of this approach will depend heavily on the interest, qualifications and experience of the head of the Personnel Division (paras. 6 and 17). Comprehensive management information systems (MIS) were not yet fully developed in the Indonesian public sector at the time of project design, and managers were not generally familiar with the use of networked data bases and information sharing. The DGE was no exception and under the project it proved difficult to create a fully operational MIS despite the provision of technical assistance and hardware and training of staff to operate the system. By project closing, the MOA had developed and introduced its ministry-wide MIS which made the DGE MIS largely redundant, and only the personnel and statistics data bases developed under the project were being used in the DGE to supplement the MOA system (para. 11).

v. The project attracted the attention of MENPAN¹ which viewed it as a potential model of HRD strengthening for the entire public sector. A newly formed Board in the MOA adopted the TCHRDP model of HRD, a further indication of positive project impact. Sustainability of project-generated capacity and HRD activities is highly likely for the post-project period, as the DGE has found funds to continue the activities of the core HRD group and assigned them responsibility for monitoring and rationalizing all training proposed in externally funded projects for the DGE. The group has also been charged with the task of continuing the program of sensitizing managers at headquarters and in the provinces to the importance and application of HRD in the workplace (paras. 20 and 23).

vi. Both Bank and Borrower performance was satisfactory. The Bank provided continuity of staff throughout the implementation period, and the Borrower ensured that a core team of full-time staff participated in all aspects of project implementation (paras. 21 and 22).

vii. Project cost at completion was estimated at US\$22.6 million, about 85 percent of the appraisal estimate (US\$26.6 million). The cost underrun was largely due to the declining value of the Rupiah currency against the US dollar--the Rupiah's value declined by about 26 percent during implementation from Rp 1,660 to US\$1 at appraisal to Rp 2,237 at completion. The Loan financing of the project was 75 percent of the total project cost compared with the appraisal estimate of 70 percent. The closing date of the Loan was extended by one year to allow additional

¹ The ministry responsible for changes in the structure of public sector institutions.

time for the Government to further develop appreciation of HRD concepts, particularly at the provincial level (para. 7).

Future Operations

viii. The positive impact of the project augurs well for continuing high quality HRD activities. Improved HRD is likely to continue to be practiced in the DGE for TCHRDP-trained staff have been kept together as a team, funded and given responsibility for overseeing HRD activities in all DGE projects. HRD is likely to be institutionalized if the interim plan to use the Personnel, ORTALA (Division of Organization) and Statistics staff as an HRD force in line with the 1995 DGE decree continues to be pursued and the position of head of the Personnel function is filled by an HRD trained staff member. Funding for HRD is being provided from GOI budgets; and HRD in all DGE projects is being monitored by staff trained by the TCHRDP. As there is no stand alone follow-on project for this endeavor, the Bank would need to review progress of the operation in about five years to further assess the impact of the project objectives through either future Bank supported project(s) in the DGE or informal sector work (para. 26).

Key Lessons Learned

viii. The project provides the Bank and Borrower with a number of important lessons concerning institutional change to accommodate HRD (para. 27):

- (a) Government and Bank project designers must have a clear understanding of how organizational change takes place in the public sector. In the case of TCHRDP, the difficulty in making organizational change proved to be a major impediment to creating a focal point for HRD within the DGE. The lesson is that project preparation must invest the time and other resources to ensure that this understanding is developed;
- (b) institutional change projects do not necessarily fit into the normal five year project cycle. TCHRDP's experience showed that the greatest level of understanding and commitment to HRD came in the sixth year of implementation;
- (c) the complete training process must be systematically managed if sustainable training practices are to be institutionalized;
- (d) because of the uniform structure of ministries in Indonesia, it appears virtually impossible to bring about structural change in a part (a Directorate General) of a larger Ministry without the participation of the parent body in the same change process;
- (e) technical assistance is needed to create the technical capacity required to manage HRD successfully. The lesson from this project is that a technical assistance team willing to share and transfer technology can be very effective;
- (f) there needs to be a clear understanding on the part of the concerned institution of the importance of improving the quality and effectiveness of human resources followed by a firm commitment to make every necessary effort to support improved HRD;

- (g) regular visits and continuity of staff from the Bank are essential in such projects because institutional change has cycles of apparent progress and regression as support waxes and wanes and changes in personnel and regulations occur. It is essential that the Bank “stay the course” in terms of advice and support;
- (h) continuity of counterpart staff is essential if true capacity building is to be achieved; and
- (i) clear progress indicators should be agreed at project design stage to serve as reminders of interim goals for project implementers and supervisors, as benchmarks to be attained before moving the institutional change process forward, and as a “road map” for managers in the institution who support change.

IMPLEMENTATION COMPLETION REPORT

INDONESIA

TREE CROPS HUMAN RESOURCE DEVELOPMENT PROJECT (TCHRD) (Ln. 2992-IND)

PART I: PROJECT IMPLEMENTATION ASSESSMENT

PROJECT REVIEW

A. Statement/Evaluation of Objectives

1. The objective of the project was to improve productivity in the tree crops subsector by enhancing subsector manpower management capability and building subsector capacity to develop its human resources in the Directorate General of Estates (DGE). Through the training of specialized trainers, the project was to upgrade managers, technical and supervisory staff, extension workers of the DISBUN (Provincial Offices of Estate Crops) and PMUs² and farmer leaders, which would lead to more effective interaction with smallholders, bringing about increased productivity in key smallholder export crops. By the end of project implementation, training capacity was to have been strengthened and human resource development functions institutionalized in the DGE.
2. The project had three components:
 - (a) Strengthening the Directorate General of Estates through (i) establishing HRD capacity within DGE; (ii) providing improved managerial and technical support for field staff and smallholders; (iii) providing overseas fellowships, and management and technical training for DGE staff; and (iv) carrying out a study to improve the existing management information system in the DGE;
 - (b) Improvement of Training Delivery Capacity in the Subsector by (i) training of trainers (master trainers and crop specific trainers) for the Agency for Agricultural Education and Training (AAET) to address the training needs of tree crop subsector staff; (ii) assisting the Estates Training Institute (LPP) in designing and carrying out a financial management training course; and (iii) institutional strengthening of the LPP Yogyakarta and Medan campuses; and
 - (c) Improvement of Subsectoral Productivity: Local Training Programs, including management and technical training for field staff (DISBUN and PMUs), extension worker training, training of trainers for the farmer leader training program, farmer leader training, financial management training courses for financial and non-financial staff and training for newly established area development officers.

² Project Management Units of the GOI Scheme to assist smallholders.

3. The overall objective was consistent with the Government's strategy to increase export earnings from the key targeted tree crops by alleviating the institutional and manpower constraints in the subsector, and was in line with the Bank's strategy for assistance in tree crops subsector development in Indonesia. The objective was clear and the project intervention was timely, as illustrated by a number of factors related to human resource development that are currently receiving broad government attention. These factors include: decentralization of government; the national goal of improving human resources over the next quarter century; a policy of zero growth in the civil service (which implies that those remaining will have to be more productive); and lively debate in the public sector on how to make human resources more effective and efficient.

4. The project was appraised in 1986 and post-appraised in 1987, and became effective in January 1989. During the period 1990-91, a number of significant changes in the tree crops subsector took place, which had implications for the project. Among these were the termination of the PRPT scheme³; the shift of extension responsibility to local government and the DISBUN; and the transfer of extension staff to local government authority. The essential change in subsector focus was to shift attention to areas of slower development and to the eastern part of the country, emphasizing less traditional estate crops such as cashew, pepper, cotton, cocoa and others; to encourage a new approach to smallholder development whereby farmers would receive a grant for one or two years which would be followed by bank credit and assistance from the private sector; train or retrain substantial numbers of field extension staff who were reassigned to DGE from other subsectors; and upgrade the capacity of the Heads of District Estate Crops Services (DISBUN) to help cope with the new autonomy being devolved to that level. To meet the new demands of the subsector, the Government requested, and the Bank agreed, to amend the Loan Agreement to cover 26 provinces versus the 14 covered originally for the key smallholder tree crops (e.g., rubber, coconuts and coffee).

5. Building HRD capacity is essentially bringing about institutional change. What we learned is that it is a process that moves at its own pace, and that institutional change projects do not necessarily fit into normal five year project cycle. In retrospect, during project preparation and appraisal, more attention should have been paid to understanding constraints to institutional change in the Indonesian public sector (paras. 17 and 22).

B. Achievement of Objectives

Strengthening the Directorate General of Estates

6. The overall objective of strengthening the capacity of the DGE to manage its human resources was met. Previous Bank-supported subsector projects contained project-related training components but these components were not managed in a systematic and sustainable manner. The DGE staff members who were appointed as counterparts to the technical assistance team acquired HRD knowledge, skills and technology through advanced studies overseas and, by working with the technical assistance team, gained practical experience in planning and implementing a variety of HRD related activities. They demonstrated a growing ability to undertake HRD work unassisted. These staff members now form a core of the human resource development capacity within the DGE.

³ GOI's partially assisted extension support program for smallholders.

and have the responsibility of applying training management principles to all ten projects under implementation in the subsector. DGE management has, through interaction with staff seconded to the Project Implementation Unit (PIU), and senior staff workshops and seminars, become familiar with the concepts and methodology of human resource development and management, and appreciates the HRD approach to managing human resources. This increased capacity in the PIU (and therefore the DGE) together with increased awareness and understanding of the logic and usefulness of an HRD and HRM (human resource management) approach led to the conclusion that an HRD focal point needed to be formally established to ensure that HRD/HRM were sustained when the project was completed.⁴ However, government regulations did not allow the DGE to establish an HRD unit within the structure of the DGE. Eventually, when a ministerial decree stating that the broad personnel function also encompassed HRD was issued towards the end of the project, a DGE decree was promulgated which, for now, clearly identifies HRD as a key element within the DGE (para. 17).

7. During project implementation it became apparent that capacity needed to be created at field level (province and district) to undertake HRD activities if the estate crops subsector was to show increased efficiency and productivity gains through more skilled and motivated staff. In practical terms, this meant that the province and district Estate Crops Service would take responsibility for training needs assessments, identifying staff and farmer leaders who need training, proposing training programs for funding, managing the implementation of training programs and undertaking training program evaluation. Essentially the model would see DGE's central HRD function as dealing with higher and middle level staff training and providing technical support while the DISBUN's HRD function was to deal with field staff and farmer leader HRD/training. Both levels would be part of the DGE capacity to manage human resources. To make this model a working reality, considerable efforts were made to create capacity through seminars and workshops at DISBUN I and II levels which would handle HRD and to "sell" the concepts and value of HRD/HRM to DISBUN managers. In support of the focus on further increasing appreciation of HRD concepts the project was extended by one year to December 31, 1995.

8. In parallel to this emphasis on creating HRD capability in the DISBUNs in provinces and districts, the national decentralization initiative became a reality in 1991 and agriculture sector extension became the responsibility of local government with the district as the focal point. This meant, in effect, that HRD efforts needed to be focused on the district local government structure in support of tree crops and other agriculture subsectors rather than on the DISBUNs. DISBUN staff would serve as trainers and resource persons in the transfer of new and improved technology to tree crop subsector extension staff so the project investment in sensitizing them to HRD would not be wasted.

9. A variety of very useful manuals/guidelines and handbooks were prepared (Annex 1), dealing with human resource development and management, training needs assessments, planning and implementing training programs and training evaluation, and extensively utilized by project staff. Training materials to support management and technical training for DGE headquarters staff and for field staff were also developed. Some of these materials, which were prepared in English,

⁴ The findings of a study team charged by the Director General of Estates to make recommendations on HRD sustainability, are contained in a document entitled: "DGE HRD Capability-Building Plans and Guidelines", 1993.

were translated into Bahasa Indonesia and released for use in the subsector, and there was considerable interest in obtaining the materials by other agriculture sector projects in and outside the DGE. Some of these materials have been used also by other projects and institutions. However, by the end of the project, a number of documents had not been translated to Bahasa Indonesia due, in part, to difficulties in obtaining agreement on the most applicable Bahasa Indonesia equivalent for certain technical HRD/HRM terms. These training materials and guidelines are a valuable resource which can significantly contribute to the sustainability of quality training in the DGE. The documents will need to be updated at appropriate intervals.

10. The manpower planning study was completed satisfactorily and, for the first time, the DGE had comprehensive data on its large complement of human resources. Its recommendations were accepted by the DGE, disseminated among the key staff groups in the subsector and, at project completion, were being used to review the distribution of staff throughout the subsector. The findings of the study were used for the preparation of Repelita VI strategic plans, and some of the recommendations such as those relating to staff recruitment, performance evaluation and career development were being pursued. However, the study findings are now dated and DGE will need to bring them up to date periodically.

11. The Management Information System (MIS) had a difficult start-up. Despite the effort of a consulting team hired to improve and redesign the existing MIS in the DGE, potential users were not fully conversant with the possible uses and advantages of a DGE wide system. The issues of operation and maintenance funding for data collection and analysis and upgrading of equipment were also not fully appreciated. Before it reached the operational stage, the MOA developed and introduced an MOA-wide MIS which made large parts of the DGE-MIS redundant. At project closing, only the personnel and, to a lesser extent, statistics subsystems developed under the project were being used to supplement the MOA system, and useful reports were being generated.

Improvement of Training Delivery Capacity in the Subsector

12. Training delivery capacity was markedly increased during the life of the project. The PIU counterparts to the technical assistance team participated in training needs assessments (TNA), learned how to conduct such analyses and undertook TNA on their own. The same counterparts learned how to analyze the needs assessments and design training programs which were contracted either to AAET or LPP. The latter two organizations provided training for the subsector only after detailed discussion with PIU members, thereby increasing the focus and impact of training and the utilization of relevant teaching aids. PIU counterparts learned how to negotiate training contracts with outside agencies and conduct impact evaluation. All training was prepared and analyzed on this basis with a view to improving training quality as far as possible. The continuation of accurate TNA for all future training conducted within the DGE or for tree crops in the decentralized system will be critical for the maintenance and continued growth of DGE personnel quality.

13. A cadre of master/lead trainers was created in AAET through overseas fellowship and customized training programs. Upon successful completion of the studies, returnees were appointed as master trainers at key inservice training centers and continue to serve after project closing. The master trainers designed and modified training curricula for all major tree crops. LPP also increased its staff capacity in a number of fields through advanced degrees and by providing regional and in-

country study visits to broaden exposure to advances in various aspects of estate crop technology. Financial management courses (FMC) for financial and non-financial staff of PTPs as well as private companies were developed and implemented at LPP with the help of technical assistance. However, due to a shortage of time, the consultant was unable to complete a key item of designing and producing computer-based case studies to be used in conjunction with the course materials. There was good demand, in particular, for the finance course for non-financial staff. At project closing, LPP reported that recruiting participants for FMC would not be a problem. Eight people were running the FMC at both Yogyakarta and Medan campuses with the assistance of four external resource persons. With regard to cost recovery of the FMC, LPP was, at project closing, negotiating fees with private companies. All equipment except a few non-operating items procured under the project was in use. All of these successful project inputs contributed to a significant increase in training delivery capacity in AAET and LPP.

Improvement of Subsectoral Productivity: Local Training Programs

14. The project was designed to provide farmer leaders with packages of three training activities per year to reinforce technology transfer, adjust training to participant feedback on application of technology, and increase the leadership visibility of participants. During implementation DGE management decided to modify the packages of training activities to obtain a greater numerical coverage of farmer leaders with the result that many of the subsequent training activities were offered to participants once only. In a situation where extension programs are available to farmers, one-off training with follow up from the field extension staff can be effective, but in the case of TCHRDP, farmers' extension cover was sparse.⁵ Although the quantitative outcome of project assisted training for farmer leaders exceeded SAR targets (Table 5B), the reduced frequency of training for most groups may have reduced the hoped for impact on productivity.

15. It was hoped at project design stage to measure the impact of local training programs for smallholders in terms of increased productivity, but this proved difficult to do. First, the project design did not identify control areas where farmers would obtain no training assistance. Second, the agreed program of training for smallholders would have trained the same farmers a number of times per year. But, the program was modified by the implementing agency in favor of one-off training for larger numbers of farmers in a variety of settings. Third, the influence of price on the intensity of rubber tapping can confound productivity observations and, indeed, during project implementation rubber price increases led to intensified tapping. The PIU undertook a post project review of a sample of farmers' group members whose group leaders had been trained to pass along improved technology, and the positive results indicated that, in the case of those sampled, the improved techniques had been passed to the farmers and were being used. This may point to a positive directional trend which, if generalized, could lead to increased productivity. The confirmed transfer and use of improved techniques by project smallholders are very likely to have increased productivity and led to a positive impact on poverty reduction.

⁵ In its comments on the draft ICR, the DGE indicated that necessary field extension services will be provided in the future to follow up on training undertaken during the project.

C. Major Factors Affecting the Project

Factors generally subject to government control

16. Project design included consultant services to assist in the establishment and management of the HRD functions, manpower planning and development, training needs assessment and training program planning, and training program coordination and evaluation, which are basic elements in building HRD capacity. The services provided by the consulting firm were very effective and made significant contributions to HRD capacity building in the DGE. The project obtained the services of companies to manage the overseas fellowship program, and the outcome was satisfactory despite the expensive nature of the service provided.

17. Building HRD capacity essentially involves making institutional changes. The biggest barriers to "success" were government regulations which standardized institutional structures and which weighed heavily against change. It made it impossible, in the case of this project, to create a clear focal point within the institution for HRD. It was only towards the end of the project, after concerted efforts made by both the Government and the Bank and a ministerial decree had been issued, that the DGE proposed an alternative solution which would strengthen the HRD function in the existing structure, i.e., the Personnel Division, its subdivisions, the Division of Organization and the Sub-directorate of Statistics would, together, form an HRD resource. A Decree was issued in August 1995 by the Director General of Estates, which was based on a ministerial decree that described the role of the personnel function in the MOA, defining an approach to gradually developing a focal point for HRD within the DGE (para. 6). In retrospect, during project preparation and appraisal, more efforts should have been made to clearly understand how organizational change takes place in the public sector and emphasize the importance of improving the quality and effectiveness of human resources followed by a firmer commitment to make every effort to support improved HRD.

18. The timing of releases of the annual agreed budget (DIP) did not favor effective training. This is a common problem in the Indonesian public sector context whereby funds are released in two major tranches spurring training activities often at inappropriate times as far as the agricultural calendar and assessed needs are concerned.

Factors generally subject to implementing agency control

19. Appointment of full-time project managers, and qualified and devoted key counterpart staff to the project was one of the factors that contributed to satisfactory project implementation. The key counterparts became, and continued as, the core members of the HRD capacity building group. Also under the control of the implementing agency were appointments, choice of candidates for overseas study, level of management support for the project and its objectives, internal fund release, and the scope of the project in terms of expansion from the originally agreed 14 provinces to 26 and the inclusion of commodities other than those targeted in the SAR.

D. Project Sustainability

20. Clear indications of project sustainability had emerged at project close. The HRD trained staff who formed the PIU were to continue their HRD work for the following year funded by GOI and availability of funding to continue the work in future was highly likely. The one year work program would continue the task of exposing senior and regional staff to HRD concepts and undertake a number of investigations related to HRD in the DGE. A further development was the decision to have the HRD trained staff take responsibility for coordinating all training components in existing and future foreign assisted projects in the DGE. Sustainability of HRD quality was further assured by the increased capacity of AAET and LPP to provide technical and management training in response to needs based requests from DGE and its project units.

E. Bank Performance

21. The Bank's performance in terms of continuity of task management and supervision was good. Institutional change usually occurs in fits and starts, with periods of considerable progress, being followed by consolidation phases. The latter are usually linked to changes in management, altered priorities, staff transfers and opposition to change by the wider bureaucracy. It is therefore extremely important that Bank staff provide continuity of supervision and develop a sense of progress even if momentum slows from time to time. Less satisfactory was the agreement to reduce the program of training for smallholders to one-off training sessions and the expansion of the project scope to 26 provinces from the original 14. These decisions may have resulted in a dilution of the project's impact on smallholder productivity.

F. Borrower Performance

22. Borrower performance during project implementation reflected the problems inherent in institutional change but, overall, was supportive and constructive. At project startup there was some difficulty in obtaining full time counterpart DGE staff to work with the technical assistance personnel but this situation improved and continuity of counterparts stabilized. Management support for HRD and HRM reflected the level of understanding and commitment of individuals and the impact of staff changes, but by the end of project implementation the level of management support was quite high. PIU counterpart staff benefited greatly from close and productive interaction with the technical assistance team, performed extremely well and developed high levels of HRD skills and understanding. Project reporting was comprehensive and timely. Less satisfactory was the slow support for institutional change required to make HRD work effectively although, towards the end of project implementation, the level of support was quite high. Borrower performance was related to the difficult process of bringing about institutional change in the public sector. Even when Directorate General staff saw the need for change, government-wide regulations and traditions had to be overcome and progress proved unpredictable. This factor has important implications for the duration of institutional change type projects.

G. Assessment of Outcome

23. The project had an impact beyond the DGE and the MOA and was regarded by MENPAN as a model for other Ministries embarking on the process of establishing HRD capacity. A newly formed Board in the MOA adopted the TCHRDP model of HRD, a further indication of positive project impact. Within the DGE there was considerable appreciation of the need for sound and systematic HRD, for a focal point where HRD expertise can be found and utilized, and the involvement of managers in actively managing human resources. There was similar appreciation at Provincial and District levels as a result of project work with Dinas Perkebunan (DISBUN) levels 1 and 2.⁶ However, it was not clear if the MOA fully appreciated the potential for improved HRD/HRM as no clear signals were noted during project implementation. The DGE had a core of well-qualified and practical HRD practitioners who were skilled in all key aspects of HRD work, and fortunately the DGE decided to support their continuing efforts using GOI funds. One of the agreed tasks of the DGE HRD group was to review training proposals in all new and on-going externally funded projects to identify overlaps and gaps in training and to propose remedial measures. This task should help rationalize training in the DGE and eventually lead to more effective staff performance. A series of useful HRD manuals was produced and was available not only for the use of DGE but also other public sector bodies interested in improving HRD. The capacity of AAET and LPP to provide quality tailor-made training improved due to interaction with the PIU in developing project-related training programs and through the training of specialized trainers for both institutions in a fellowship program included in the project.

24. The rating for "assessment of outcome" was classified as "satisfactory" as the project attained its overall objective of building HRD capacity in the DGE without major shortcomings and its sustainability is very likely (paras. 6, 12, and 14). A rate of return was not calculated for TCHRDP because at the time of appraisal, rates of return were not required for social sector projects. Experience with TCHRDP suggests that it would be extremely difficult to calculate a meaningful rate of return given the complex and largely unpredictable nature of institutional capacity building.

25. HRD/HRM capacity is difficult to measure as it is not easily quantifiable. During implementation, an attempt was made to measure HRD/HRM capacity, and a set of indicators were discussed with the PIU staff and a useful exchange of ideas followed. It was concluded that it is necessary, at project design stage, to agree on a set of monitoring indicators to serve as reminders of interim goals for project implementers and supervisors, as benchmarks to be attained before moving the institutional change process forward, and as a "road map" for managers in the institution who support change (Annex 2). Also, in projects where the process of institutional change is supported, regular visits and continuity of staff from the Bank and the concerned institution are essential in that the Bank "stay the course" in terms of advice and support as the institution goes through the cycles of apparent progress and regression associated with institutional changes.

⁶ Estate crops service at province and district levels.

H. Future Operation

26. The positive impact of the project augurs well for continuing high quality HRD activities. Improved HRD is likely to continue to be practiced in the DGE for TCHRDP-trained staff have been kept together as a team, funded and given responsibility for overseeing HRD activities in all DGE projects. HRD is likely to be institutionalized if the interim plan to use the Personnel, ORTALA and Statistics staff as an HRD force in line with the 1995 DGE decree continues to be pursued and the position of head of the Personnel function is filled by an HRD trained staff member. Funding for HRD is being provided from GOI budgets, and HRD in all DGE projects is being monitored by staff trained by the TCHRDP (para. 20). As there is no stand alone follow-on project for this endeavor, the Bank would need to review progress of the operation in about five years to further assess the impact of the project objectives through either future Bank supported project(s) in the DGE or informal sector work.

I. Key Lessons Learned

27. The project provides the Bank and Borrower with a number of important lessons concerning institutional change to accommodate HRD and HRM:

- (a) Government and Bank project designers must have a clear understanding of how organizational change takes place in the public sector. In the case of TCHRDP the difficulty in making organizational change proved to be a major impediment to creating a focal point for HRD within the DGE. The lesson is that project preparation must invest the time and other resources to ensure that this understanding is developed (paras. 5, 6 and 17);
- (b) institutional change projects do not necessarily fit into the normal five year project cycle. TCHRDP's experience showed that the greatest level of understanding and commitment to HRD/HRM came in the sixth (one year extension) year of implementation (paras. 5 and 22);
- (c) the complete training process must be systematically managed if sustainable training practices are to be institutionalized (paras. 6 and 12);
- (d) because of the uniform structure of ministries in Indonesia it appears virtually impossible to bring about structural change in a part (a Directorate General) of a larger Ministry without the participation of the parent body in the same change process. The DGE was unable to establish an HRD unit despite its acknowledgment of the importance of such a unit for the sustainability of human resource development and management. The project showed that this phenomenon is also found in the relationship between the DGE and the Provinces and Districts--if the DGE does not change then the others cannot (paras. 6 and 17);

- (e) technical assistance is needed to create the technical capacity required to manage HRD successfully. The lesson from this project is that a technical assistance team willing to share and transfer technology can be very effective (para. 16);
- (f) there needs to be a clear understanding on the part of the concerned institution of the importance of improving the quality and effectiveness of human resources followed by a firm commitment to make every effort to support improved HRD. In the case of the TCHRDP, it would appear that understanding and commitment developed as the project was implemented and became quite strong as the project drew to a close (para. 17);
- (g) regular visits and continuity of staff from the Bank and the concerned institution are essential in projects where the process of change is being supported. It is essential that the Bank “stay the course” in terms of advice and support as the institution goes through the cycles of apparent progress and regression associated with institutional change (paras. 21 and 25);
- (h) continuity of counterpart staff is essential if true capacity is to be achieved. TCHRDP clearly demonstrated this (para. 22); and
- (i) clear progress indicators should be agreed at project design stage to serve as reminders of interim goals for project implementers and supervisors, as benchmarks to be attained before moving the institutional change process forward; and as a “road map” for managers in the institution who support change (para. 25).

IMPLEMENTATION COMPLETION REPORT

INDONESIA

TREE CROPS HUMAN RESOURCE DEVELOPMENT PROJECT (Ln. 2992-IND)

Part II. STATISTICAL TABLES

Table 1: Summary of Assessments

A. <u>Achievement of Objectives</u>	<u>Substantial</u> (✓)	<u>Partial</u> (✓)	<u>Negligible</u> (✓)	<u>Not applicable</u> (✓)
Macro Policies	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Sector Policies	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Financial Objectives	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Institutional Development	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Physical Objectives	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Poverty Reduction	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Gender Issues	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Other Social Objectives	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Environmental Objectives	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Public Sector Management	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Private Sector Development	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Other (specify)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
 B. <u>Project Sustainability</u>	 <u>Likely</u> (✓)	 <u>Unlikely</u> (✓)	 <u>Uncertain</u> (✓)	
	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	

Table 1: Summary of Assessments (continued)

C. <u>Bank Performance</u>	<u>Highly satisfactory</u> (✓)	<u>Satisfactory</u> (✓)	<u>Deficient</u> (✓)	
Identification	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	
Preparation Assistance	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	
Appraisal	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	
Supervision	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	
D. <u>Borrower Performance</u>	<u>Highly satisfactory</u> (✓)	<u>Satisfactory</u> (✓)	<u>Deficient</u> (✓)	
Preparation	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	
Implementation	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	
Covenant Compliance	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	
Operation (if applicable)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
E. <u>Assessment of Outcome</u>	<u>Highly satisfactory</u> (✓)	<u>Satisfactory</u> (✓)	<u>Unsatisfactory</u> (✓)	<u>Highly unsatisfactory</u> (✓)
	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Table 2: Related Bank Loans/Credits

Loan/credit title	Purpose	Year of approval	Status
<i>Preceding operations</i>			
1. Ln. 1692-IND, Second Agricultural Training Project	Upgrade the quality and increase the output of agricultural technicians and improve access to training institutions in remote areas.	1979	Completed .
2. Cr. 984-IND, Smallholder Rubber Development I	Included a training program for some 300 technical and administrative staff in the three PMUs	1980	Completed.
3. Ln. 2007-IND, NES (Nucleus Estates and Smallholders) V	Included institutional development support for LPP	1981	Completed.
4. Ln. 2232-IND, NES VII	Contained limited HRD-related technical assistance for the DGE	1983	Completed.
5. Ln. 2341-IND, Third Agricultural Training Project	Improve the quality and supply of middle level agricultural manpower, expand the supply of locally adapted agricultural extension materials and strengthen management and planning services for agricultural training.	1983	Completed.
6. Ln. 2344-IND, NES Sugar	Address manpower and training programs for staff of seven new estates within the overall sugar development program.	1983	Completed.
7. Ln. 2494-IND, Smallholder Rubber Development II	Develop staff managerial capacity and train over 4,000 farmer group leaders	1985	Completed.
8. Ln. 2748-IND, Third National Agricultural Extension Project	Support for Diploma 3 training for agricultural extension workers.	1986	Completed.
9. Ln. 2880-IND, Irrigation Subsector Project	Strengthen institutional capacity to sustain the productivity of irrigation systems, extend irrigation user fees nationwide, turn over small systems to water user associations and rationalize existing and programmed investments in irrigation.	1987	Completed.

Table 2: (continued)

Loan/credit title	Purpose	Year of approval	Status
<i>Following operations</i>			
1. Ln. 3000-IND, Tree Crops Processing Project	Raise the productivity and efficiency of the tree crop subsector, safeguard smallholder and estate incomes, and increase non-oil exports by providing essential processing facilities and addressing technical, institutional and marketing constraints on factory efficiency. Project supports components including training of government agencies personnel.	1989	Completed in September 1996.
2. Ln. 3031-IND, Agriculture Research Management Project	Increase efficiency and relevance of the agricultural research system to support sustained agricultural development by providing operational support to priority elements of the ongoing research program and introducing institutional and management reforms to improve research.	1989	Completed.
3. Ln. 3464-IND, Tree Crops Smallholder Project	Promote income growth of smallholders in 12 outer islands provinces through assisting smallholders of rubber and coconuts and providing extension, demonstration and training to farmers.	1992	Under implementation
4. Ln. 3886-IND, Second Agriculture Research Management Project	Support regionalization of agricultural research and development (R&D), institutionalization of R&D management at the regional level, priority commodity and discipline-oriented research and R&D collaboration.	1995	Under implementation

Table 5A: Key Monitoring Indicators for Project Implementation

I. Key Implementation Indicators in SAR/ President's Report	Planned due date	Actual
<p>1. <i>Establishing HRDU/PIU in DGE and strengthening Management and Technical Capacity at hqs Staff:</i></p> <p>(a) Employment of TA team for HRD</p> <p>(b) Selection and posting of 5 counterparts staff for HRD group in PIU</p> <p>(c) Preparation and agreement on TA/counterpart training program</p> <p>(d) Identification of training sites for HRD counterpart staff</p> <p>(e) Enrollment of 1st batch of HRD counterpart staff in advanced training courses</p> <p>(f) Appointment of DGE hqs staff for fellowship and short-term training</p> <p>(g) Placement of DGE hqs staff in advanced training courses</p> <p>(h) Appointment of TA to undertake management training activities for DGE hqs staff</p> <p>(i) Design of DGE hqs management training program</p> <p>(j) Implementation of DGE hqs management training program and its evaluation (1st phase)</p> <p>(k) Completion of MIS study</p> <p>(l) Commence implementation of MIS study recommendations</p>	<p>December 1988</p> <p>November 1988</p> <p>January 1989</p> <p>January 1989</p> <p>April 1989</p> <p>December 1988</p> <p>begin Jan. 1989</p> <p>February 1989</p> <p>May 1989</p> <p>July 1989</p> <p>March 1989</p> <p>from April 1989</p>	<p>October 1989</p> <p>May 1989</p> <p>April 1990</p> <p>1989 - 1990</p> <p>August 1989</p> <p>November 1988</p> <p>began Jan.1989</p> <p>April 1990</p> <p>July 1990</p> <p>September 1990</p> <p>April 1990</p> <p>April 1990</p>
<p>2. <i>Strengthening Training Delivery Capacity of Subsector Institutions:.</i></p> <p>(a) Selection of trainee trainers (about 50 for the NES/PIR farmer leader training, 55 for SECDP and 367 for PMUs)</p> <p>(b) Implementation of the Training of Trainers Courses</p> <p>(c) Posting trainers to ISTCs in project provinces</p> <p>(d) Begin implementation of training program for DISBUN and PMU staff</p> <p>(e) Selection of AAET candidates for Masters degree program</p> <p>(f) Placement of Masters candidates</p> <p>(g) Selection of Medan campus staff of advanced training</p> <p>(h) Placement of Medan staff in selected programs</p> <p>(i) Selection of Yogyakarta staff for advanced training</p> <p>(j) Begin placement of trainees</p>	<p>September 1988</p> <p>Oct.-Nov. 1988</p> <p>March 1989</p> <p>begin 2d qtr 1989</p> <p>September 1988</p> <p>begin Jan. 1989</p> <p>September 1988</p> <p>March 1989</p> <p>September 1988</p> <p>Begin 1st qtr 1989</p>	<p>April 1989</p> <p>Jan.-Mar. 1990</p> <p>March 1990</p> <p>began 1st qtr 91</p> <p>November 1988</p> <p>began Jan., 1989</p> <p>November 1989</p> <p>January 1989</p> <p>January 1989</p> <p>began Sept. 1989</p>

Table 5A (continued)

I. Key Implementation Indicators in SAR/ President's Report	Planned due date	Actual
<p>3. Improving the Capacity of Subsector Staff to Boost Smallholder Productivity by providing Community and Management Training for DISBUN and PMU staff</p> <ul style="list-style-type: none"> (a) Selection of TA for management training needs analysis, course design, and materials production (b) Completion of needs analysis (c) Completion of course design (d) Completion of materials preparation (e) Implementation of training program (f) Design of technical training program (g) Begin implementation of technical training program (h) Appointment of TA for estates financial management training program. (i) Completion of needs analysis (j) Completion of training course design, case study writing & field testing (k) Implementation of course program (l) Procurement of computers and related equipment for FMT program (m) Procurement of books and other teacher aids for LPP 	<p>October 1988</p> <p>December 1988</p> <p>January 1989</p> <p>July 1989</p> <p>begin Sept. 1989</p> <p>Nov/Dec 1988</p> <p>begin 1st qtr 1989</p> <p>December 1988</p> <p>March 1989</p> <p>May 1989</p> <p>begin 1st qtr 1990</p> <p>March 1989</p> <p>Mar 89-Mar 90</p>	<p>October 1989</p> <p>July 1990</p> <p>October 1990</p> <p>December 1990</p> <p>began Jan. 1990</p> <p>Sept. 1990</p> <p>began Feb. 91</p> <p>November 1989</p> <p>April 1990</p> <p>October 1991</p> <p>began Nov. 91</p> <p>Mar-Sept 1991</p> <p>Mar-Sept 1991</p>

**Table 5B: Summary Status of Local Training - Planned vs. Actual
(Number of participants)**

Target Group	Training Institutions	SAR estimates	Revised estimates Nov 1991 & 1994	Actual at completion
A. Technical Training:				
PMU extension workers	AAET	2,350	2,923	2,913
PMU supervisors	AAET	1,260	100	100
PMU assistant managers	AAET	420	200	200
DGE personnel	DGE	30	120	120
PPL ex Binas	AAET	-	2,000	3,400
Satlak P2WK	AAET	-	750	498
PPS	AAET	-	220	279
PLP2WK	AAET	-	1,500	1,150
Assist. Kebun	LPP	-	100	48
Mandor Kebun	LPP	-	100	45
Diploma (D3)	Univ.	-	250	291
Plant protection training for PPL	AAET	-	-	52
Commodity training for extension workers	AAET	-	100	100
Subtotal (A)		<u>4,060</u>	<u>8,363</u>	<u>9,196</u>
B. Managerial & administrative training				
PMU managers	LPP/AAET	1,260	1,260	1,125
DISBUN senior/junior managers	LPP/AAET	670	887	591
DGE headquarters staff	DGE/PIU	40	38	38
Staff career development training	DGE/PIU	-	-	12
HRD workshops for DGE top managers	Private	-	10	10
HRD training for DGE middle management	Private	-	46	46
HRD workshops for heads of Disbun I	LPP	-	26	23
HRD training for Disbun middle management	LPP	-	120	120
Organization design training	LPP	-	30	30
Career development training	LPP	-	30	30
Training management training	LPP	-	30	30
MIS tree crops subsector training	Private	-	40	40
Seedling management training	AAET	-	12	12
LPP staff	PIU/LPP	11	11	11
Subtotal (B)		<u>1,981</u>	<u>2,540</u>	<u>2,118</u>
C. Financial management				
PTPs, managers/accountants	LPP	340	240	200
Private estates, managers/accountants /a	LPP	160	125	35
Subtotal (C)		<u>500</u>	<u>365</u>	<u>235</u>

/a Actual achievement by project closing was lower than expected due to late start-up of private estates course.

Table 5B (continued)

Target Group	Training Institutions	SAR estimates	Revised estimates Nov 1991 & 1994	Actual at completion
D. farmer leader training				
NES/PIR leaders (converted)	PTP/DISBUN	750	1,458	1,460
NES/PIR leaders (in process of conversion)	PTP/DISBUN	4,000	1,627	1,625
PMU leaders (SECDP)	PMU/SECDP	2,800	4,340	3,970
PMU leaders	PMU	6,900	0	0
PIR trans and KIK leaders	PMU	3,000	1,332	1,332
NES/PIR leaders	PMU	-	4,500	4,500
PIR trans	Private/Disbun	-	3,000	2,880
PIR Lokal/khusus	Disbun	-	1,300	600
P2WK	Disbun	-	6,000	5,847
Swadaya	Disbun	-	2,000	2,400
Subtotal (D)		<u>17,450</u>	<u>25,557</u>	<u>24,614</u>
E. Training of Trainers (TOT)				
AAET commodity training	AAET	50	44	44
Farmer leader training:	AAET			
NES/PIR		56	56	56
PMU (SECDP)		55	55	55
PMU (others)		367	365	365
TOT for HRD	AAET	-	12	12
Subtotal (E)		<u>528</u>	<u>532</u>	<u>532</u>
F. Area development officers				
Subtotal (F)	LPP	190	113	167
		<u>190</u>	<u>113</u>	<u>167</u>
TOTAL		<u>24,709</u>	<u>37,470</u>	<u>36,862</u>

**Table 5C: Summary Status of Overseas Fellowships - Planned vs. Actual
(Number of Fellows)**

AGENCY/TYPE OF FELLOWSHIPS	APPRAISAL TARGETS	ACTUAL AT COMPLETION	COMPLETION AS % OF TARGET	REMARKS
<i>Directorate General of Estates</i> Masters' degree program	15	15	100	DGE fellowship was successfully completed. All fellows completed the studies and returned to the host agency. Particularly, five of them who are members of the core HRD team have contributed and continue to contribute successfully to implementation and continuing development of HRD in the DGE. One fellowship was shifted from LPP. Additional short-term study in agribusiness was agreed to meet the new demand of the DGE.
PhD program	0	1	-	
Short-term study	30	60	200	
<i>AAET</i> Masters' degree program	7	8	114	One MA fellowship was shifted from Secretary General. All eight fellowship returnees were appointed as Master Trainers at key inservice training centers and continue to serve after project closing. The Master Trainers have designed and modified training curricula for all major tree crops.
<i>LPP</i> Masters' degree program	7	6	86	The LPP program was largely successful especially in increasing staff capacity in a number of fields through advanced degrees. One fellowship was canceled because the candidate did not reach a level in English proficiency for MA program. One fellowship shifted to DGE and one fellow withdrew.
PhD	3	1	33	
Short-term study	12	12	100	
<i>MOA - Secretary General</i> Masters' degree program	6	5	83	One fellowship was shifted to AAET. All fellows completed the studies and returned, but some fellows encountered difficulty in re-entering.
<i>TOTAL</i> - Degree Program	<u>38</u>	<u>36</u>	<u>95</u>	Overall, the overseas fellowship program was successfully completed. DGE management discussed the re-entry issue and, to utilize the returning fellows more effectively, decided to place all returning fellows first in appropriate projects where they can practice their newly acquired knowledge and skills before placing them in structural positions.
- Short-term study	<u>42</u>	<u>72</u>	<u>171</u>	

Table 5D: Summary Status of Technical Assistance

List of TA Contract/Activities	Purpose/Objective	Implementing agency	Completion of work		Cost (\$'000)		Person month		Remarks
			Original plan	Actual	Original plan /a	Actual	Original plan	Actual	
A. Human resource development and management	Building capacity for human resource development and management in the DGE and prepare staff development program of DGE	PIU	03/93	12/95	1,600	2,531	128	148	The role of TA in HRM/HRD capacity building was critical in achieving the project objectives. TA program was completed successfully providing technical and policy advice and guidance. Findings of a manpower study which generated very comprehensive data on its large complement of human resources, were used for preparation of Repelita VI strategic plans and some of the recommendations are being pursued.
B. MIS study	Design and install an effective management information system	PIU	10/89	04/90	238	267	24	24	Study completed and the system installed but was not very successful and only Personnel and Statistics databases are being used. While attempts were made to get the system operational, the MOA developed and introduced a ministry-wide database which made large parts of the DGE MIS redundant.
C. Improve sectoral training capacity	Develop management training courses for DISBUN and PMU staff	AAET	03/89	04/90	43	48	18	18	Completed but less than satisfactory. Course materials improved by DGE consultants.
D. Financial management courses	Training needs analysis, and design and implementation of financial management courses for PTP staff and private estate personnel	LPP	06/91	10/91	610	601	74	74	Preparation of the courses successfully completed. However, due to shortage of time, the consultants was unable to complete designing and producing computer based case studies. Implementation of training courses started in 11/93.
		TOTAL			2,491	3,447	244	264	

/a Baseline costs.

Table 6: Studies Included in Project

Study	Purpose as Defined at Appraisal/Redefined	Status	Impact of Study
1. MIS study	The study was to review the MIS operating in the DGE and to make recommendation for the creation of improved systems which would better serve future needs.	The study was completed in Sept. 1990. However, the DGE-wide system did not become fully operational for several reasons, mainly (i) potential users were not fully conversant with the possible uses and advantages of a DGE-wide system; (ii) the issue of operation and maintenance funding for data collection and analysis, and maintenance and upgrading of equipment was also not fully appreciated; and (iii) a Ministry-wide system was developed and introduced, which made significant parts of the DGE-wide system redundant..	The Personnel and parts of Statistics Databases only were being used and generating useful reports at project completion, to supplement the Ministry-wide MIS.
2. Manpower study	The purpose of the study was to define and create a system for manpower planning and development of staff and farmer leaders for the sub- sector	Completed.	The study provided the DGE, for the first time, with very comprehensive data on its large complement of human resources. These data were used for the preparation of Repelita VI strategic plans. Its recommendations were accepted by the DGE. At project completion, some of the recommendations such as those related to staff recruitment, performance evaluation and career development were being pursued.
3. HRD capacity building study	This internal study which was not planned originally, emerged during implementation to make recommendations to DGE management on HRD sustainability.	Based on the findings of a study team , DGE HRD Capacity-Building Plans and Guidelines were produced.	The study confirmed that a HRD unit needed to be established to sustain HRD-related activities. It contributed significantly to deepening understanding of the logic and usefulness of a HRD/HRM approach among DGE managers.

Table 7A: Project Costs

Item	Appraisal Estimate (US\$M)			Actual/Latest Estimate (US\$M)		
	Local Costs	Foreign Costs	Total	Local Costs	Foreign Costs	Total
1. Strengthening DGE						
Human Resources Development	0.8	1.6	2.4	1.3	2.6	3.9
Staff Development Program	0.1	0.7	0.8	1.0	1.2	2.2
Management Info. System Study	0.0	0.2	0.2	0.1	0.2	0.3
Subtotal	<u>0.9</u>	<u>2.5</u>	<u>3.4</u>	<u>2.4</u>	<u>4.0</u>	<u>6.4</u>
2. Improvement of Training Delivery Capacity in the Subsector						
AAET	1.6	1.2	2.8	0.6	0.8	1.4
LPP	0.9	2.1	3.0	0.7	1.1	1.8
MOA Secretary General	0.1	0.2	0.3	0.0	0.3	0.3
Subtotal	<u>2.6</u>	<u>3.5</u>	<u>6.1</u>	<u>1.3</u>	<u>2.2</u>	<u>3.5</u>
3. Improvement of Sectoral Productivity -- Local Training Programs						
Project Management Units	5.5	0.6	6.1	5.9	0.6	6.5
DISBUN	0.4	0.1	0.5	2.5	0.2	2.7
PTPs	0.3	0.0	0.3	0.4	0.0	0.4
Private Estates	0.2	0.0	0.2	0.3	0.0	0.3
Farmer Leaders	4.2	0.8	5.0	2.5	0.3	2.8
Subtotal	<u>10.6</u>	<u>1.5</u>	<u>12.1</u>	<u>11.6</u>	<u>1.1</u>	<u>12.7</u>
Baseline Costs	<u>14.1</u>	<u>7.5</u>	<u>21.6</u>	<u>15.3</u>	<u>7.3</u>	<u>22.6</u>
Contingencies	3.8	1.2	5.0	-	-	-
TOTAL	<u>17.9</u>	<u>8.7</u>	<u>26.6</u>	<u>15.3</u>	<u>7.3</u>	<u>22.6</u>

Table 7B: Project Financing

Source	Appraisal Estimate (US\$M)			Actual/Latest Estimate (S\$M)		
	Local Costs	Foreign Costs	Total	Local Costs	Foreign Costs	Total
IBRD/IDA	9.7	8.7	18.4	9.7	7.3	17.0
Domestic Contribution	8.2	0.0	8.2	5.6	0.0	5.6
TOTAL	<u>17.9</u>	<u>8.7</u>	<u>26.6</u>	<u>15.3</u>	<u>7.3</u>	<u>22.6</u>

Table 8: Status of Legal Covenants

Agreement	Section	Covenant type	Present status	Original fulfillment date	Revised fulfillment date	Description of covenant	Comments
Loan	4.01(b)	1	C	12/31 each year		Furnish to the Bank a certified copy of audit report on project accounts.	The last audit report is due 12/31/96.
Loan	Sch. 5.1 (a) and (b)	5	CP /a	12/31/88		Maintain within DGE a PIU with functions and responsibilities satisfactory to the Bank, which would be guided by a Management Board represented by DGE, AAET, AARD, Sec. General of MOA, MOF and Bappenas.	The strong PIU functioned well guided by DGE, MOA and Bappenas. The Management Board did not function as envisaged.
Loan	Sch. 5.1 (c)	9	C	12/31/88 each year		By December 31 of each year, commencing December 31, 1988, prepare and furnish to the Bank a proposed budgetary allocation for activities for the following fiscal year.	
Loan	Sch. 5.1 (d)	9	C	12/31/88 each year		By December 31 of each year, commencing December 31, 1988, prepare and furnish to the Bank for review and comments, training programs for the following fiscal year, and thereafter carry out such training programs.	
Loan	Sch. 5.1 (e)	9	C	12/31/90		By December 31, 1990, prepare and furnish to the Bank for review and comments, detailed annual plans for carrying out the human resource development activities, and thereafter, taking into account Bank's comments, implement such detailed plans	

/a Complied with in modified form.

Covenant types:

- | | |
|--|---|
| 1. = Accounts/audits | 8. = Indigenous people |
| 2. = Financial performance/revenue generation from beneficiaries | 9. = Monitoring, review, and reporting |
| 3. = Flow and utilization of project funds | 10. = Project implementation not covered by categories 1-9 |
| 4. = Counterpart funding | 11. = Sectoral or cross-sectoral budgetary or other resource allocation |
| 5. = Management aspects of the project or executing agency | 12. = Sectoral or cross-sectoral policy/regulatory/institutional action |
| 6. = Environmental covenants | 13. = Other |
| 7. = Involuntary resettlement | |

8. Present Status:

- | | |
|--------------------------------|------------------------------|
| C = covenant complied with | CP = complied with partially |
| CD = complied with after delay | NC = not complied with |

Table 9: Bank Resources: Staff Inputs /a

Stage of Project Cycle	Planned		Revised		Actual	
	Weeks	US\$000	Weeks	US\$000	Weeks	US\$000
Through Appraisal	na	na	na	na	93.6	77.3
Appraisal-Board	na	na	na	na	60.9	160.0
Board-Effectiveness	na	na	na	na	4.9	13.4
Supervision	na	na	na	na	79.7	223.2
Completion	11.5	49.8	7.5	36.5	4.0	18.0
TOTAL	na	na	na	na	243.1	491.9

/a Data on 'planned' and 'revised' except for completion are not provided by the MIS.

Table 10: Bank Resources: Missions

Stage of Project Cycle	Month/ Year	Number of Persons	Days in Field	Specialized Staff Skills Represented	Performance Rating		Types of Problems
					Implementation Status	Development Objectives	
Through Appraisal	03/85	3	12	- Training Specialist - Agricultural Specialist - Financial/Manpower	—	—	—
	10/85	3	11	- Ag. Economist - Manpower Spec. - Agric. Training Specialist			
	02/86-03/86	4	14	- Economist - Tree Crops Specialist - Agric. Trainer - Operations Analyst			
Appraisal through Board Approval	05/86-06/86	3	22	- Agric. Trainer - Economist - Agric. Specialist		—	—
	11/86	1	7	- Agric. Training Spec.			
	05/87	1	7	- Agric. Training Specialist			
Board Approval through Effectiveness					—	—	—

Stage of Project Cycle	Month/Year	Number of Persons	Days in Field	Specialized Staff Skills Represented	Performance Rating		Types of Problems
					Implementation Status	Development Objectives	
Supervision	06/89	3	5	- Agric. Training Spec. - Operations Assistant - Architect	1	1	
	11/89	3	5	- Agric. Training Spec. - Architect - Operations Analyst	1	1	Provision of fulltime counterparts
	05/90	2	5	- Snr. Agric. Trng. Spec. - Auditor	1	1	Procurement delay
	02/91	4	5	- Snr. Trng. Specialist - Operations Assistant - Architect - Loan Oper. Officer	1	1	Training program for farmer leaders.
	11/91	5	8	- Snr. Trng. Specialist - Operations Assistant - Architect - Loan Oper. Officer - Operations Officer	1	1	Computer procurement for MIS
	12/92	1	5	- Sm. Trng. Specialist	2	2	DGE MIS development
	06/93	4	8	- Snr. Trng. Specialist - Operations Analyst - Operations Officers (2)	2	2	
	12/93	4	8	- Snr. Trng. Spec. - Operations Officers - Operations Analyst - Economist	2	2	Measures for sustainability and HRD capacity building at prov./district level
	09/94-10/94	4	14	- Snr. Trng. Spec. - Operations (2) - Agricultural Officer	S	S	Institutionalizing HRD capacity
	04/95	1	4	- Snr Trng. Spec.	S	S	HRD focal point in DGE and sustainability
09/95-10/95	3	11	- Snr. Trng. Spec - Operations (2)	S	S	HRD focal point and sustainability	
Completion	02/96	2	8	- Snr. Training Specialist - Operations Analyst	—	—	—

IMPLEMENTATION COMPLETION REPORT

INDONESIA

TREE CROPS HUMAN RESOURCE DEVELOPMENT PROJECT (Ln. 2992-IND)

A List of Key Documents Produced under the Project

Documents on Human Resource Development and Management

1. Tree Crops Subsector Development Strategies and Guidelines Handbooks, April 1991
2. A Sketch of DGE's Short- and long-term Human Resource Development Directions - May 1991
3. DGE Managerial and Development Guidelines - July 1991
4. DGE Project Management Operations and Guidelines - July 1991
5. Proposed DGE HRD/HRM short- and long-term Framework - October 1991
6. DGE Human Resource Management Strategies and Long-Range Plans - May 1992
7. Institutionalizing a Sustainable HRD Quality Program (for Disbun I & II) - May 1992
8. DGE HRD Capability - Building Plans and Guidelines - May 1993
9. Institutionalizing a Sustainable HRD Quality Program (for DGE Hqs Echelons III & IV) July 1993
10. Formulating a HRD Quality Improvement Program (for DGE Hqs Echelons III & IV) July 1993

Guidelines and Handbooks on Training

1. Training Needs Assessment - November 1990
2. Guidelines for Effective Training - January 1991
3. Proposed Training Component for the Forthcoming PMU-type Project - April 1991
4. Being A Professional Trainer - May 1991.
5. Pretesting Training and Communication Materials - June 1991
6. TCHRDP/DGE Training Management Operations (An Interim Manual) - July 1991
7. Toward an Effective Staff Training System in the Tree Crops Subsector - September 1991
8. Tree Crops Subsector Training Measurement and Evaluation Guide - September 1991
9. Training Needs Analysis Manual, Edition 1, September 1991
10. TCHRDP/HRD Team Top-Level Training Management and Operations Guidelines - October 1991
11. TCHRDP Module Production Manual, Edition 1 - November 1991
12. Training in the Tree Crops Subsector System Procedures and Responsibilities - December 1991
13. Training Data Collection, Processing and Application Manual, Edition 1 - January 1992

14. Training Module Production Workshop Manual, Edition 2, February 1992
15. Training Material Production Manual, Edition 2 - March 1992
16. Tree Crops Subsector Trainers Management Framework - March 1992
17. Farmer Leader Training Handbook - April 1992
18. Job Analysis Manual - May 1992
19. Training Needs Analysis Manual, Edition 2 - May 1992
20. Training Monitoring and Evaluation Manual, Edition 3 - December 1992
21. Training Planning Handbooks (Final Draft) - January 1994
22. Training Preparation Handbooks - January 1994
23. Farmer Leader Training Handbooks (Final Draft) - January 1994
24. Training Evaluation Handbook (Final Draft) - January 1994

IMPLEMENTATION COMPLETION REPORT

INDONESIA

TREE CROPS HUMAN RESOURCE DEVELOPMENT PROJECT (Ln. 2992-IND)

Possible HRD/HRM Capacity Monitoring Indicators for Future Projects

HRD/HRM capacity is difficult to measure as it is not easily quantifiable. During project implementation, in an attempt to measure HRD/HRM capacity, a set of indicators were discussed with the PIU staff and a useful exchange of ideas followed. It was concluded that it is necessary, at project design stage, to agree on a set of monitoring indicators to serve as reminders of interim goals for project implementers and supervisors, as benchmarks to be attained before moving the institutional change process forward, and as a “road map” for managers in the institution who support change. The following five indicators which were discussed with the PIU during project implementation could be useful in designing future HRD/HRM capacity building projects:

- (1) Institutional Indicators: Has the Agency institutionalized the HRD/HRM function within the organization? Is there a focal point which has the authority and expertise to give leadership for the sustainable practice of HRD/HRM? How developed is the establishment of a focal point for HRD/HRM? Where does it lie on a continuum which begins with an ad hoc approach and proceeds through an informal team to a formal team and to a unit staffed with specialized HRD personnel?
- (2) Policy/Planning Indicators: Does the Agency have a HRD policy; does it have a medium to long-term HRD strategy?
- (3) Procedural Indicators: Are Agency’s HRD guidelines, manuals, procedures available? Are they revised to meet the changing needs of the sector?
- (4) Resource Indicators: Are sufficient financial resources made available to enable managers to practice HRD? Is there money for training needs assessment; for training program design, for training implementation, for evaluation? Are funds available for HRD specialists to travel in support of provincial or district HRD? Are the numbers of suitably qualified HRD staff in the Agency’s focal point, directorates and provincial/district offices adequate to support sustainable HRD activities?

- (5) Behavioral Indicators: Does the Agency through its Directors carry out systematic manpower planning? Are updated job descriptions used for hiring new staff? Are staff skills matched with the requirements of the job? Are training needs assessments undertaken? Do the directorates practice trainee selection based on needs assessments, undertake training program planning, supervise implementation and conduct training program evaluation? Are impact assessments to evaluate the value of training carried out?

The critical test of HRD/HRM capacity is measured by the Behavioral Indicators. If Agency managers practice human resource management and thereby support human resource development, they reflect institutional HRD/HRM capacity. However, behavioral indicators, above, cannot fully measure HRD capacity unless adequate funding is made available to carry out the programs indicated. The institution must make HRD funding a priority.

INDONESIA
Tree Crops Human Resource Development Project
(Loan 2992-IND)
Aide Memoire

February 9 - 16, 1996

1. A World Bank mission consisting of Ms. M. Masuda (Operations Analyst) and Mr. C. Maguire (Senior Institutional Development Specialist) visited Indonesia from February 9 to 16, 1996 for the preparation of an Implementation Completion Report (ICR) of the Tree Crops Human Resource Development Project (Loan 2992-IND). The mission held discussions with officials from the Directorate General of Estates (DGE), Agency for Agricultural Education and Training (AAET), Lembaga Pendidikan Perkebunan (LPP-Estates Training Institute), and MENPAN (State Ministry for Administrative Reform). A list of people met with during the mission is given in Attachment. The mission would like to express its sincere appreciation for the cooperation and hospitality extended by the officials of the Government of Indonesia.
2. One purpose of the mission was to provide advice to the DGE for preparing its own evaluation input to the ICR. A Draft Report, January 1996, was received from the Project Implementation Unit (PIU). The final report along with a summary not to exceed ten pages are to be submitted to the Bank as soon as possible but not later than May 31, 1996. The report and the summary should be independent evaluation reports by the Borrower on the project's execution and initial operation, cost and benefits, Bank's and Borrower's performance of their respective obligations under the Loan Agreement, the extent to which the objectives of the project were achieved and their sustainability, and lessons learned. The summary will be attached unedited to the ICR. If the report submitted exceeds ten pages and is not accompanied by a summary, the ICR will simply note the existence of the full report but it will not be made a part of the ICR. The mission strongly encourages that a summary be submitted to the Bank to ensure that the Borrower's views are fully reflected in the ICR.
3. The mission also reminded the DGE to submit a plan for the 'operational phase' of the project, including performance indicators to monitor operations and development impact. The 'operational phase' is the period after the project has been completed. It has been agreed that the operational phase plan will be submitted by March 15, 1996.
4. The other purpose of the mission was to make the final review of project implementation prior to preparation of a draft ICR. During a previous mission the project management had been given a copy of the new ICR procedures and had been requested to provide certain information and complete various tables about project activities and accomplishments to assist the Bank in its ICR preparation. The requested materials were provided to the mission prior to or during its visit and were discussed.

5. The mission reviewed project implementation covering, inter alia, aspects of project design, implementation, planning, organization and costs; project developmental impact, benefits and sustainability. Special attention was paid by the mission to assessing the sustainability of HRD capacity established in the DGE. DGE was apprised of the preliminary findings of this review which are summarized below:

- (a) The project substantially achieved its objective of strengthening capacity of the DGE to manage its human resources. Members of a core counterpart team acquired HRD (human resource development) knowledge, skills and technology through advanced studies overseas, and, by working with the technical assistance team, gained practical experience in planning and implementing a variety of HRD related activities. DGE senior managers have deepened their understanding of HRD concepts and a number of them have adopted an HRD approach in the management of their staff.
- (b) A manpower study was completed satisfactorily and, for the first time the DGE has very comprehensive data on its large complement of human resources. Recommendations of the study have been accepted by DGE although managers did not immediately make wide use of the data for planning purposes. Later, however, the findings of the study were used for preparation of Repelita VI strategic plans and some of the recommendations such as those relating to staff recruitment, performance evaluation and career development are being pursued. At project completion the study is being used to review the distribution of staff throughout the subsector.
- (c) The MIS component was not very successfully implemented and at project close only Personnel and Statistics databases are being used. Implementation problems include a failure to fully brief Directors on the capabilities of the MIS, a tradition of maintaining individual data bases, shortage of funds to collect and process data from the field and delays in purchasing and installing the system and in debugging the software. While attempts were made to get the system operational, the Ministry of Agriculture developed and introduced a ministry database which made large parts of the DGE MIS redundant.
- (d) The DGE fellowship program was successfully completed although the cost of hiring the services of private companies to manage placement and supervision of the trainees was expensive. Despite indications that most of the trainees would pursue studies with an HRD component only one candidate obtained an HRD masters qualification. Nevertheless, those who qualified in other fields have contributed and continue to contribute successfully to implementation and continuing development of HRD in the DGE.
- (e) Staff of AAET who obtained project supported Master's degrees (8 in all) were appointed as Master Trainers at key inservice training centers (ISTCs) and continue to serve after project closing. The Master Trainers have designed and

modified training curricula for all major tree crops. Fifty AAET staff participated in an in-country estate crops study tour and benefited from having been able to compare and contrast a variety of approaches and management styles and so improve teaching at their centers.

- (f) The LPP subcomponent was largely successful especially in increasing staff capacity in a number of fields through advanced degrees and by providing regional and in country study visits to broaden exposure to advances in various aspects of estate crop technology. The education and training, and consultancy activities of LPP have been enriched as a result of these project related programs. Consultancy was provided for the development of a Financial Management training series at LPP. However, due to shortage of time, the consultant was unable to complete a key item in his terms of reference namely, designing and producing computer based case studies to be used in conjunction with the course materials. While the course materials have proven to be useful and the Financial Management series popular, LPP recognize that the computer based cases are an essential part of the package and will eventually have to be produced if the series is to continue to be attractive and useful to client trainees.
- (g) Purchases of equipment and books for AAET and LPP were made according to SAR specifications and, apart from delays in delivery, have proved beneficial in the training programs of both institutions. Book purchases were modest for there is limited trainee ability to read materials in foreign languages and appropriate technical books in Bahasa Indonesia are not readily available.
- (h) A comprehensive program of farmer leader training was designed, planned and implemented first in fourteen provinces and, after the mid-term review, in twenty-six provinces. Farmer leader training was preceded by needs assessments and supported by specially designed flipcharts and teaching/learning materials. Special attention was paid to training trainers in order to assure training of the highest possible quality. Attempts are being made to assess the impact of technology and estate crop husbandry training given to farmer leaders on smallholder application of these technologies at farm level. If farmers are found to be using the targeted techniques and technologies the project will have a measure of the success of farmer leader training and the ability of farmer leaders to transfer technology to farmers. The result of the ongoing survey will be included in the DGE draft ICR.
- (i) Prospects for sustainability of HRD activities and improved management of human resources are bright as indicated by a significant increase in understanding and support for HRD on the part of DGE senior management. Continuing commitment for HRD activities has been assured for the next financial year and is likely to continue beyond 1997. There are also plans to include an HRD component in a future externally funded project to develop a "second phase" of the now closed TCHRDP. The post project period commences as momentum for

the development of human resources nationally increases and, with the capacity now available in the DGE, progress should continue to be made in improving HRD and the management of human resources.

- (j) The project has had significant impact within and outside the DGE. Internally there is visible support for improved HRD in the decision to fund the continuation of HRD programs and to keep the PIU HRD group together to coordinate and manage existing and future projects' training components. Externally, TCHRDP experience has been followed with interest by MENPAN which consider it a very successful pilot. However MENPAN believes that the pilot would have greater visibility and impact if it were replicated in a ministry or in a number of ministries.
- (k) The project produced a number of reports and manuals designed to provide detailed references for HRD practitioners. There has been demand for these documents by other DGE projects and from other parts of the Ministry. Translation of some of the reports to Bahasa Indonesia will further increase the impact of the project.

Future contribution of the HRD trained staff to DGE HRD.

6. The mission strongly supports management's decision to keep the HRD group together and to use their skills and experience to better manage training in existing and future DGE projects. The following tasks carried out by the group would greatly enhance the impact of HRD in the DGE:

- (a) Review of all existing training components to identify areas of overlap and duplication. For example, identifying components which target the exact same trainee target group; development of curricula where similar or exactly the same material has been developed in earlier projects; design of flip charts when there are existing examples which could, with modification, be used; development of course materials when useable examples from earlier or ongoing projects exist; design and preparation of manuals and handbooks when there are already many examples to use directly or with some modification.
- (b) Monitor training components to ensure that all training is based on training needs assessment and that the impact of training is measured.
- (c) Ensure that long-term higher degree training is based on future needs of the DGE and that candidates are selected with a clear vision of their contribution to the DGE on their return.
- (d) Participate as active members of future project preparation teams to supplement training/HRD specialists in order to ensure the design of training/HRD

components which meet the needs of the DGE, the subsector and the identified trainee target groups.

- (e) Continue to raise awareness of senior staff on HRD and HRM through short seminars.
- (f) Undertake continuous technology assessment so that new and promising technology can be fed into the DGE training system at headquarters and in the provinces. As an outcome of this assessment, a rolling program describing technology advances should be arranged for Echelon 1 and 2 staff.
- (g) Work with the Personnel Department and ORTALA Divisions to maintain good training records and continuously update job descriptions.
- (h) Identify staff with good training ability and provide training of trainers programs for them in order to raise the quality of training offered to staff.
- (i) Continue the process of creating capacity at Provincial, Kabupaten and Kecamatan levels to undertake training needs assessments, training program content identification, training program proposals, management of the implementation of training programs and evaluation of training impact.

7. The agreed upon schedule of activities and submissions related to ICR production is as follows:

- (a) The DGE will provide the Bank with its plan for the operational post-project phase by March 15, 1996 and the final version of the Borrower's evaluation report as soon as available but not later than May 31, 1996.
- (b) The Bank will provide the DGE with the Bank's draft ICR for comments by July 31, 1996.
- (c) The DGE will provide comments on the Bank's draft ICR by August 31, 1996.

8. Comments and suggestions discussed at the wrap-up meeting on February 16, 1996:

- (a) The meeting accepted the proposed timetable for production of the draft ICR, a summary document and a plan for the operational post-project phase. These will be submitted to the Bank by May 31, 1996 and March 15, 1996, respectively.
- (b) Suggestions for future activities of the HRD group contained in the draft Aide Memoire were accepted and the mission was informed that some of these suggestions were already being implemented.

- (c) DGE policy now clearly indicates that staff qualifications and experience will be utilized to the fullest extent. All future long-term training will be authorized with the understanding that the trainee, on graduation, will be employed in a position where his/her skills can be applied within the DGE.

- (d) The mission was informed that limited technical assistance was required to consolidate the gains made under the TCHRDP and to further extend the HRD concept to provinces not covered during project implementation. DGE requested the mission to ask the appropriate Bank authorities if some of the Japanese Grant Fund earmarked for the TCSDP could be used for hiring the required technical assistance. It appeared to the DGE that the objectives of the Grant Fund for TCSDP fitted the objectives of broadening and strengthening HRD in the sub sector. The mission agreed to raise the matter on its return to Washington.

Attachment: A List of GOI Officials Met

A List of GOI Officials Met

Directorate General of Estates

Mr. A. Rante Tondok	-	Director General of Estates
Mr. Achmad Mangga Barani	-	Secretary to Director General
Mr. Nogoseno	-	Director of Planning
Mr. Basran Madry	-	Director of Plant Protection
Mr. Alauddin	-	Director of Production
Mr. M. Ta'dung	-	Director of Agribusiness
Mr. Saardi Markamin	-	Director of Seed Development
Ms. Herdiennariati	-	Project Manager
Ms. Irmijati Nurbahar	-	PIU
Mr. Budiharto	-	PIU
Ms. Nenny Prastiwi	-	PIU
Mr. Abdul Azis	-	PIU
Ms. Asterius Sinaga	-	PIU

Agency for Agricultural Education and Training (AAET)

Mr. Maman Rivai	-	Head of Planning Division
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Lembaga Pendidikan Perkebunan (LPP)

Mr. Hilman Nadjib	-	Director
Mr. Aris Munandar	-	Head of LPP Campus, Yogyakarta
Mr. Mustofa Kamal	-	Head of Planning & Evaluation Division

Ministry of State for Administrative Reform (MENPAN)

Mr. Waluyo Ratam	-	Assistant to the Minister
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**IMPLEMENTATION COMPLETION REPORT
INDONESIA
TREE CROPS HUMAN RESOURCE DEVELOPMENT PROJECT
(Loan 2992 - IND)**

DGE Contribution To The ICR

I. BACKGROUND

1.1. The beginning of the Human Resource Development (HRD) Idea in the Directorate General of Estates (DGE) was in the early 1983 after the World Bank (WB) assisted by the Food and Agricultural Organization (FAO) conducted a survey to review the implementation of the Third Five-Year Development Plan of Agriculture sector (Repelita III). From the survey it can be concluded that the major constraints in the development of the tree crops subsector were institutional and manpower deficiencies. This finding had been followed by a series of studies to formulate a proposal of human resource development project which would be implemented by the DGE and financed by the WB through establishment of a strong manpower unit in the DGE.

1.2. Originally the cost of the proposed project was estimated at US\$ 77.8 million. However, due to the economic difficulties confronted by the GOI, the cost was scaled down to US\$ 26.6 million by reducing the physical target in terms of area coverage i.e. from 26 provinces to only 14 provinces; tree crops commodity from 7 to 3 commodities and the number of participants covered by the project.

1.3. The proposed project was appraised in May 1986 and negotiated in July 1988. The loan was signed in October 1988 and the project started in January 1989, that was 3 years later than expected.

1.4. Due to a delay on the implementation of the project, some people targeted in the Staff Appraisal Report (SAR) as participants of training program designed in the proposed project had been changed their tasks and moved to other new tree crop projects created thereafter.

1.5. To accommodate those changes and to hold the achievement of the original project objective, therefore in the Mid-Term Review done in 1991, some adjustment had been agreed by the WB and GOI, especially for local training component such as type of training, duration of training and participants. While the other target components remained unchanged.

1.6. The modification caused the need for extended length of the project period by one year from the original closing date of December 31, 1994 to December 31, 1995, in order to

accomplish all of the targeted activities. However, at the project close, there was a total balance of US\$ 1,399,811.780 as the result of increasing dollar exchange rate.

II. PROJECT OBJECTIVES AND COMPONENTS

2.1. The main objective of the project was to improve productivity in the tree crops subsector by enhancing subsector manpower management capability and building subsector capacity to develop its human resources.

2.2. The project would include financing for consultant services, overseas fellowships, local training, training of trainers, farmer leader training, instructional equipment and materials and incremental cost to :

- a) strengthen the overall capacity of the DGE to plan, coordinate and monitor and promote manpower and training for tree crop personnel and farmer leaders through the establishment of human resource development capability within DGE;
- b) improve the quality of managerial and technical support for DGE field staff and smallholders by including 15 master's and 30 short-term study visit overseas fellowships, management training for 40 selected DGE staff and funding of a management information systems study for the organization;
- c) strengthen training delivery capacity of subsector institutions (AAET and LPP) involved in subsectoral training by training about 50 trainers specializing in the major tree crops and making provision for 3 PhD programs, 7 master's degrees, 12 short-term overseas study visit and 11 in-country study tours for LPP staff, and 7 master's degrees for AAET;
- d) improve productivity capacity of the subsector through the provision of technical, financial and management training for Disbun and PMU staff supporting the production of major export crops in fourteen provinces;
- e) undertake farmer leader/contact farmer training in group leadership and recommended practices; and
- f) build capacity for administration of manpower development in the Secretariat General of the MOA by funding 6 (six) master's degree programs.

During the implementation, a modification of some programs was made in accordance with the directions, strategies and policies of the DGE.

III. PROJECT IMPLEMENTATION

3.1. Project implementation started in February 1989 by establishing PIU under the DGE was led by a project manager and assisted by three divisions, namely: manpower development, training and monitoring & evaluation; and another two supporting divisions, i.e., administrative and financial division. The PIU staff who had been trained in the Philippines on manpower human resource development and planning for 3 three months in 1987 came from the Secretariat and Directorates within the DGE. Heads of the divisions were assigned as a counterpart of consultants recruited later on.

3.2. Consultants who were recruited to assist project in implementing its activities consisted of manpower planning specialist, training specialist and HRD/M specialist. In the effort to transfer technology from the consultants, full-time staff were selected and assigned as counterparts to work together with the consultants. Initially, the cooperation between the consultant and the counterpart was likely less satisfactory since the counterparts were also responsible for the administrative matters in the project. The problem was resolved through assigning them as a team to work closely with the consultants instead of one counterpart for one consultant. It significantly improved the effectivity of cooperation.

3.3. HRD activities were relatively new to the DGE that made the consultant assistance was essential for the counterparts to become aware, understand and internalize those concepts. The elements covered by the consultants were manpower analysis, HRD/M guidelines & framework and training management manual. Consultant services were considered to be cost effective since the manual and guidelines developed by the consultants have been beneficial for the DGE to develop its human resource. In addition, working together method between the consultants and the counterparts accelerated the process of transferring technology.

3.4. The HRD/M consultant together with staff of Secretariat General of MoA and the DGE conducted a capacity building study and came up with HRD/M guidelines and recommendations. As a follow up action, the project carried out an awareness, understanding and internalization workshop on HRD for the DGE and Disbuns staff.

3.5. Training management manual developed by the training specialist was considered effective since it had been modified to fit the circumstances. However, manpower study recommendations done by the manpower planning specialist seemed to be difficult to apply since most of the recommendations fell under the responsibilities of many agencies, i.e., Secretariat General of MoA, Ministry of State for Administrative Reform (MENPAN) and the National Board of Civil Servant Administration (BAKN). In addition, the recommendation covering career development, recruitment and promotion system for civil servant could not be modified to accommodate only one sector/subsector partially since the system is subject to the national standard. However, some of the recommendations suggesting that there should be no recruitment of any temporary staff, optimizing the use of project staff and increasing the role of

female within the DGE and approaching BAKN to gain more allotment for the DGE project staff to be promoted as civil servant from honorer status, had been applied by the DGE management.

3.6. To utilize the use of consultants to assist the project, there was an adjustment of the length of consultant services, such as the manpower planning specialist. Initially, the manpower consultant confined his survey to 12 provinces, and concerned to 3 commodities for the Disbuns and smallholder projects. In the effort to gain better insight into subsector manpower strategy and needs, the scope was expanded into 26 provinces where PTPs and private estates added to the list of institutions covered by manpower study. Therefore, international manpower specialist whose services originally 24 manmonths (mm), was expanded to 32 mm. On the other side, HRD/M international specialist whose length of services was originally 36 mm for some considerations it was reduced to 35 mm, while in the meantime project gained HRD/M domestic consultant for 6 mm. Combination of the two consultants were considered to be beneficial particularly in developing HRD-related manual.

3.7. In terms of length of services rendered by consultant for LPP, from the total number of services point of view, it was exactly similar. However, some modifications were made related to international consultant services into 48 mm which originally was 32 mm, and to domestic consultant services into 26 mm which originally was 32 mm.

3.8. Even though Managing Board which consisted of the DGE management and concerned agencies, i.e., Bappenas, AAET, was not formally established as stated in the SAR, the project always discussed, consulted and synchronized activities with the policies of the DGE and concerned agencies. These were reflected from modified programs which were adjusted towards result of discussion.

3.9. Fellowship program provided by TCHRDP covering 37 people was originally broken down into: DGE (15 masters); LPP (7 masters and 3 doctorates); AAET (7 masters); and Secretariat General of MoA (6 masters). After discussions among the parties involved, allotment was changed into : DGE (15 masters and 1 doctorate); LPP (7 masters and 2 doctorates); AAET (8 masters); and Secretariat General of MoA (5 masters). Most of field of studies taken by the fellows were relevant to the beneficiary agencies' needs, particularly for those from LPP and AAET. Only few fellows from DGE and Secretariat General of MoA changed their subject matter because they encountered difficulties to meet the requirements set up by the implementing universities. All of the master fellows completed their studies on time, even some of them completed their programs ahead of schedule and they already returned to their home agencies. For doctorate program, from three candidates, one completed, one is in the process of finishing his dissertation, and the last one is not successful.

3.10. Because of government rules and regulations, it was difficult to the DGE to provide additional remuneration or facilities immediately after the returnees were settle back to their offices. They have to show their capability and loyalty before the DGE promoted them. Meanwhile, in encouraging the returnees, the DGE management assigns them to do a special task

for strengthening structural units or projects. By doing those tasks the returnees were tested their capability of work. So far, up to the end of December 1995, some returnees from the four agencies (DGE, AAET, LPP and Secretariat General of MoA) had obtained promotions either inside or outside their previous agencies.

3.11. In performing the fellowship program, some firms were invited to assist project during the preparation and implementation of the program such as selecting universities which fitted requirements of benefiting agencies, the capability of the fellows; taking care, assisting and monitoring fellows.

3.12. To improve the capability of ISTCs in implementing training especially for the tree crops subsector, the project provided several activities for ISTC staff, among others, ToT- for 60 commodity specialists and fellowship program for 8 (eight) staff, one of them came from AAET. While all of ISTC trained staff returned to their own offices and have been involved in tree crops training, staff from AAET was promoted to the Center for Extension Service under the Secretariat General of MOA.

3.13. To improve LPP, the only training center specializing in tree crops field, the project provided several programs for its staff, namely, fellowship program, in country and abroad study tours, and ToT. The improving capability of LPP staff have been proved to be beneficial to cater training for tree crops sub sector thereafter.

3.14. Course materials for Financial Management Course (FMC) prepared by LPP have gone through some revision in order to meet the needs of PTPs and private estates. In the implementation, some problems have been emerged attributing to less satisfactory of training result, such as, incomplete software for doing computer based case studies, and some of the participant qualification did not meet the requirement.

3.15. TCHRDP provided programs to improve DGE capacity through short-term, long-term, in-house training and other local training programs. However, some changes have been made during the mid-term mission of the WB to accommodate DGE new policies in achieving its objective. The revision encompassed field of target group of training, allotment of people should be trained, and addition of areas should be covered by the project.

IV. ACHIEVEMENT OF PROJECT OBJECTIVE

4.1. The project substantially has achieved most of its objective to strengthen the capacity of the DGE in managing and developing its human resources for which eventually it would increase the productivity of tree crops subsector.

4.2. With regards to training components of the project, TCHRDP provided for DGE staff with 15 masters, 1 doctorate (overseas long term study), 60 persons participating in overseas

short-term study and 38 out of 40 people attending in-house management training. In addition, 289 DGE and Disbun staff undertook HRD workshops.

4.3. Another project component which was the improvement training delivery capacity for LPP and AAET. The implementation was successful covering fellowship program for 1 doctorate, 6 masters, 12 persons participating in overseas short term study and 11 people attending in-country study visit. While for AAET the programs were 8 master degrees and 44 commodity training specialists.

4.4. Secretariat General of MoA also gained 5 master programs through TCHRDP in building capacity for administration development.

4.5. Local training component designed to improve knowledge and skills for Disbun staff, PTP, Private estate staff, and farmer leader was conducted satisfactorily. The total number of Disbun staff trained for managerial administrative and technical aspects were 11,656 people. Training program for PTP and Private estate staff focusing on financial management was attended by 235 trainees, while technical training for assistant and mandor kebun of private estate were 93 trainees.

4.6. A number of 24,614 out of 25,557 farmer leaders was trained on tree crop production, harvesting, marketing, farmers group Organization and cooperative aspects. In the efforts to run a training effectively, the project has provided training modules and flipcharts totally of 125 and 20 titles respectively. An evaluation of the use of flipchart as training aid were found very successful in accelerating the process of transferring technology.

4.7. So far, farmer leader training, was beneficial for both trainees themselves and their members as well. A survey done by the project showed that knowledge and skill of the trained farmer leaders have been improved, particularly in the following aspects: application of weeding, fertilizing, plant protection and harvesting. Such technology then has been transferred to their group members through field discussion or farmer group meeting or any other opportunities. In general, farmers have been mastering tree crops husbandry technology both theoretically and practically will accelerate the increase of production thereafter.

4.8. After the project termination, the total amount of expenditures was US\$ 17,000,188.22 which was broken down into 5 categories as follows (as of July 1996)

- consultant	US	\$3,518,533.98
- overseas fellowship	US	\$2,785,889.91
- training of trainers	US	\$739,553.64
- local training	US	\$7,804,364.07
- equipment, vehicles and journals	US	\$2,149,176.98

Therefore, US\$ 1,399,811.78 has been canceled from the total loan.

V. PROJECT SUSTAINABILITY

5.1. After the loan terminated, the function of HRD/M has to be sustained in the DGE. DGE realizes that the activities related to HRD/M should rest on a unit in the DGE structure. However, it is not easy to create a new unit for accommodating this function within the DGE organization, because it will take a long process and discussion involving many concerned agencies, such as the Ministry of Agriculture, the Ministry of State for Administrative Reform (MENPAN). Considering that HRD activities should run continuously, before the concept of HRM unit can be materialized, the GOI has been continuing the implementation of the project using government budget and other possible budget which will be available. For the time being, the project is concentrating on training and gradually it will also cover other functions in HRD such as Organization Development, and Career Development without breaking the existing rules and regulations.

5.2. Furthermore, the manual guidelines and procedures developed by TCHRDP, were proved to be beneficial not only to the TCHRDP but also to other projects in designing their training activities.

5.3. In implementing field of study for fellowship program PIU-HRD assisted the staff in determining field of study based on the competencies needed by the DGE and the competencies mastered by those staff.

5.4. Farmer leader training was considered beneficial denoted by the tendency of increasing productivity of the farmers. A survey on effect of training done by the project, indicated that farmers groups whose farmer leaders had been trained are doing well in running their plantation. Based on this performance, some of the training material has been utilized by other project within the DGE in conducting similar training.

5.5. The participants of TOT on tree crops commodities, covering coconut, coffee and rubber were 44 people coming from ISTCs and have been involved in any tree crops training.

5.6. The role of ADOs was proved to be essential particularly after the NES/PIR project converted. They function as a bridge for several agencies that involved in development of NES/PIR. Three extension workers for each ADO have been recruited to support their tasks. In order to keep up their skills and knowledge, the DGE has been providing training or seminars for them at least once a year.

5.7. Training conducted for Echelon II DGE and Disbuns, Echelon III DGE and Disbuns or equal level to that positions on HRD concept has given the understanding of HRD concept. It

was realized that the whole concepts is not easy to implement at once, therefore DGE has implemented gradually.

5.8. There is also an increase of DGE capacity in managing HRD, improvement in the capacity of training, and increase of knowledge and skills of staff and farmer leaders. Since TCHRDP loan has been terminated on December 31, 1995, in FY 1996/1997 HRD activities will be carried out by government budget. PIU-HRD is assigned for assisting other projects in designing their training, particularly training on managerial and overseas training.

5.9. Quantitatively, economic benefit of the project is difficult to describe, since the result of training is intangible. However, cost effective has been achieved, especially DGE has been able to manage and develop its human resource properly that lead them more proactive. As impact of the project, it increased the DGE staff capacity included farmer leaders.

VI. BANK PERFORMANCE

6.1. In general supervision missions conducted during the implementation of the project, have been satisfactory. In some cases, it found difficult to convince the WB with the annual work plan proposed by the project. However, the WB usually could agreed and support it if it were felt to be important to achieve the project objective. In addition, direct communications to the WB through Washington office and RSI-Jakarta were very helpful in solving any problem related to the project implementation.

6.2. To keep the sustainability of the HRD/M activities, the WB support still be needed. Thereby, more understanding about the situation and culture of Indonesia is necessary for the WB staff.

VII. BORROWER PERFORMANCE

7.1. In the first year of the project implementation, there were some constraints faced by the project. However, through serious effort done by the manager and project staff in cooperation with all concerned agencies, the implementation can be managed smoothly since the second year and thereafter even though a lot of change took place, such as turning over of project staff and policy changes.

VIII. LESSON LEARNED

8.1. TCHRDP was a project designed mostly dealing with training. The DGE has been realized that training is an intervention used in an organization in which they find that any staff

got shortfalls in certain competencies needed to run their job. By training, their performance will increase and eventually the organization will run properly. Consequently, job description should be clear. In addition to that, training will not be attractive to the participants unless it links with rewards. Therefore, HRD functions should cover: Organization Development (OD), Career Development (CD), and Training run simultaneously.

8.2. To work on training linked with organizations development and career development will take times, since it have been formulated by national level policies on organization and career for public service organization. Therefore, the TCHRDP should not run for only certain period of project.

8.3. Based on sequence of activities the project should run, a manpower planning consultant should be recruited prior to a training consultant, so it would make him possible to bring the result of the previous studies in which the need of training would be identified.

8.4. Training will not be able to run properly without any support from all level of management, particularly, top level management.

8.5. Because of time period between the project preparation and implementation of the project was very long while some changes took place, so it led to inconsistency of program.

IX. OPERATIONAL PLAN

9.1. Operational Plan after project completion was agreed by GOI and the Bank. Since April 1996, the activities of HRD which is a continuous process at the DGE has been funded by local or GOI budget.

9.2. The PIU of HRD is acting as a unit which will support the DGE in running the implementation of the followings: Organization Development (OD), Career Development (CD) and Training and Development (T&D) within tree crops subsector. The PIU also provides some guidance to other projects within the DGE in identifying trainee target group, undertaking training need assessment (TNA), developing curricula, course materials and monitoring implementation of training as well as post evaluation of training.

9.3. In addition, PIU will continue to implement HRD seminars and workshops for those of Echelon 11, III and IV.

9.4. An institutional study is planning to be implemented in the DGE to explore the suitable place of HRD function in the DGE. The study would involve various units and concerned agencies, i.e., the Secretariat General of MOA, AAET, and Ministry of State for Administrative Reform.

9.5. Career development that is one of motivators to one in doing his job, is the responsibility of individual and Organization. In addition to the existing system of performance appraisal, the DGE will develop an instrument which will facilitate manager in appraising the performance of DGE staff. However, this concept will need further discussion and be reviewed before it tested.

9.6. To prevent projects under the DGE from doing overlap training, the process of training management will be followed covering 4 stages: i.e., preparation, planning, implementation and evaluation as long as possible. Those activities mentioned will be coordinated with other projects and for the implementation will involve either DGE staff or Disbun staff. With respect of managerial training in some ways are similar, however, the emphasis of subject matters will differentiate one to another, e.g. DGE staff training will stress on strategic management and Disbun staff training will on tactical planning.

9.7. In order to support HRD activities implementation, data and information on the tree crops sub sector human resource will be made available through establishment of Human Resource Information System (HRIS), in which the activities the PIU will be doing for the establishment comprises the planning, collecting, identification and analyzing of data and information. Furthermore, the analyzed data information will be utilized for HR data base, HR system development, and followed by try out. The system will be part of the existing Personnel Information System (SIMPEG DEPTAN).

OPERATIONAL PLAN AFTER PROJECT COMPLETION

I. INSTITUTIONAL ASPECTS

01. Loan No. 2992-IND for Tree Crops Human Resource Development Project (TCHRDP) was terminated on December 31, 1995 after it has obtained one-year extension period. The project was designed to enhance the capacity of DGE in managing and developing Human Resource within tree crops subsector, hence, DGE objectives, particularly, improvement of tree crops productivity could be accomplished. The activities that the project focused has been on HRD functions such as Organization Development (OD), Career Development (CD) and, particularly Training and Development.

02. Considering that HRD activities is a continuous process, it is imperative for the DGE to sustain the existence of PIU of HRD with its activities through local/GoI budget.

03. In order to avoid redundancy among projects within DGE in implementing training program, for the future tasks of PIU of HRD, among others, will coordinate training within DGE sub sector.

04. In accordance with the development and long-term needs, availability of HRD unit that will take care OD, CD and T&D is necessary. However, the unit has not yet been established, and the PIU of HRD will be utilized and be function as the unit.

II. MANAGEMENT ASPECT

05. As mentioned above the PIU of HRD which is funded by Gol budget is acting as the unit coordinating all technical training and managing all managerial training conducted by projects under DGE either local or foreign assisted projects. It also will continue to implement HRD seminars and workshops.

06. HRD training consisting of organization development (OD), career development (CD) and training and development (T&D) have been implemented both at the head office and provincial level in which the objective of the training was to build similar perception on HRD concept within estate crops subsector. Considering that the managers are the ones who responsible for managing and developing their staff, the participants of the HRD seminars will be those of Echelon II & III, and eventually those of Echelon IV. The seminars will be conducted every year.

07. To convince that the HRD activities will be performed professionally, the establishment of a unit which will handle development matters will be imperative. In conjunction with this, institutional study in the DGE to explore where the functions of HRD will be put is necessary to implement. The study would involve various units and concerned agencies, i.e., the Secretariat General of MOA, Agency for Agricultural Education and Training of MOA, Ministry of State for Administrative Reform (MENPAN) office.

08. Career development which is known as one of motivators to one in doing his/her job, is the responsible of individual and organization. Without neglecting the rules and regulations available at the moment, DGE will develop instruments for appraising performance of its staff and after that it will work on try out of this instrument at a certain unit. The result will be reviewed and after being revised, it will be implemented widely in the DGE. The final result will be conveyed to the office of the Ministry of State for Administrative Reform through the Ministry of Agriculture to have it reviewed for further implementation. HRIS is needed to support these activities.

09. Implementation of training management properly will prevent projects under DGE from doing redundant training, in which it will be started by undertaking TNA for staff and farmers, and the result of the TNA will be used for developing training program in the tree crops subsector. Furthermore, training evaluation consisting of on going evaluation and impact evaluation will be implemented. Those activities mentioned will be coordinated with other projects and for the implementation will involve either DGE staff or Disbun staff. With respect of managerial training for tree crops subsector, the PIU will manage, in some ways are similar, however subject matters emphasis will differentiate one to another, e.g., DGE staff training will stress on strategic management and Disbun staff training will stress on tactical planning.

10. In order to support HRD activities implementation, data and information on the tree crops subsector human resource will be made available through establishment of Human Resource Information System (HRIS), in which the activities the PIU will be doing for the establishment comprises the planning, collecting, identification and analyzing of data and information. Furthermore, the analyzed data and information will be utilized for HR data and information. Furthermore, the analyzed data and information will be utilized for HR data base HR system development, and followed by try out. The system will be part of the existing Personnel Information System (SIMPEGDEPTAN).

**TRAINING NEEDED AT THE DGE
HEAD OFFICE AND DISBUNS LEVEL**

I. Managerial Training

1. Management information System
2. Human Resource Management
3. Job Analysis
4. Organization Culture
5. Planning
6. Strategic Management
7. Agribusiness/Agroindustry
8. Public

II. Technical Training

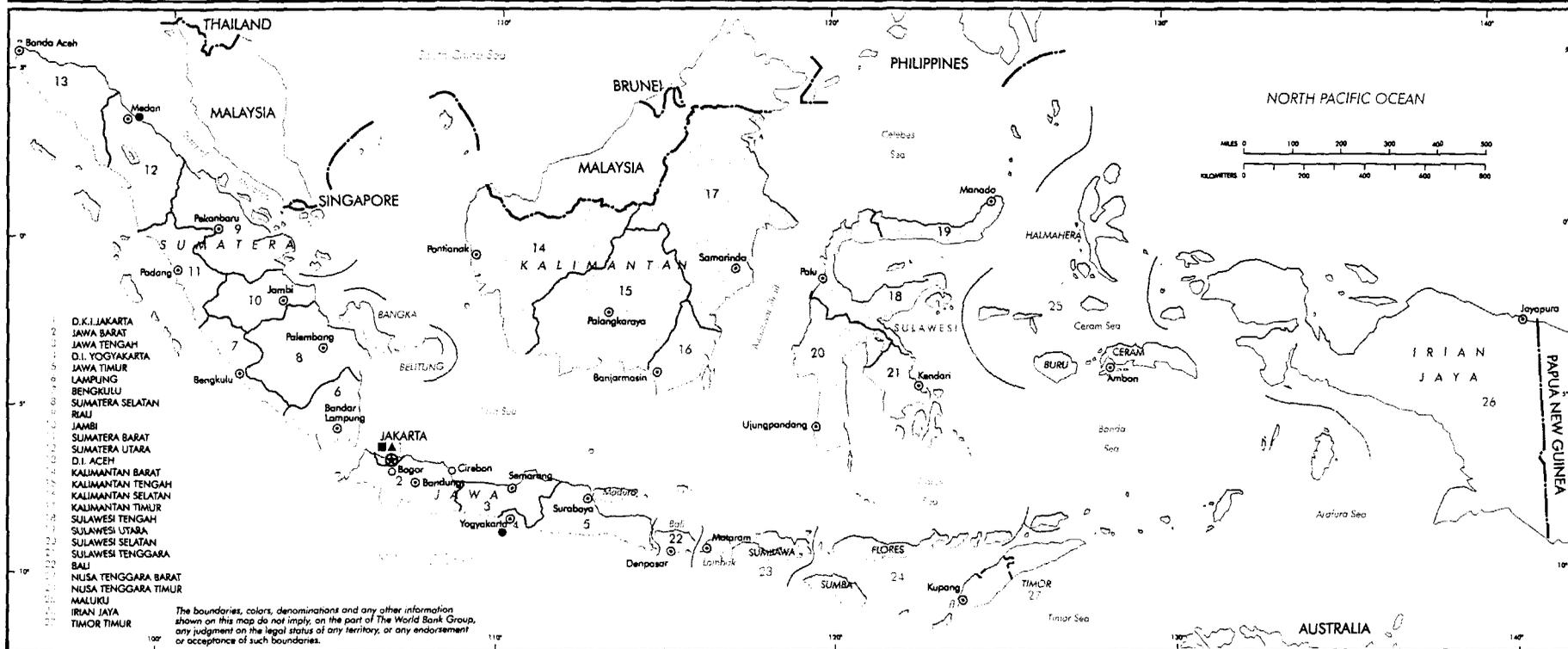
1. Statistics
2. Computer
3. Negotiation skill
4. Cultivation (seed, agronomy, plant protection, soil and climatology)
5. Agricultural technology (mechanization biotechnology)
6. Environment
7. Farm management (investment, credit, mapping)
8. Processing and marketing (market research, standardization and processing)
9. Management of Extension

III. Administrative and Financial Training

1. Finance
2. Inventory
3. Correspondence
4. Bibliography
5. Legislation
6. Administrative
7. Personnel.
8. Archives/files management

INDONESIA TREE CROPS HUMAN RESOURCE DEVELOPMENT PROJECT

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|---|--|
| <ul style="list-style-type: none"> ■ LOCATION OF DISBUN AND PMU STAFF TRAINING ■ DGE TECHNICAL AND MANAGEMENT TRAINING ▲ AAETE: TRAINING OF TREECROP TRAINERS ● LPP: FINANCIAL MANAGEMENT TRAINING, STAFF UPGRADING | <ul style="list-style-type: none"> ○ PROVINCE HEADQUARTERS ⊙ NATIONAL CAPITAL — PROVINCE BOUNDARIES - - - INTERNATIONAL BOUNDARIES |
|---|--|



IMAGING

Report No: 16148
Type: ICR