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REPORT



ON

**AREA-BASED
MANAGEMENT TRAINING
NEEDS ASSESSMENT**

Conducted in:

EAST NUSA TENGGARA AND CENTRAL JAVA
PROVINCES

Submitted by:

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HRD Consultant

COOPERATION OF BANGDA-UNICEF

Jakarta - 1997

ABBREVIATION

ASIA	= Analisa Situasi Ibu dan Anak (Child and Maternal Situation Analysis).
BAPPENAS	= Badan Perencanaan Pembangunan Nasional (National Development Planning Board).
BAPPEDA Tk. I	= Badan Perencana Pembangunan Daerah Tingkat I (Provincial/First Level Regional Development Planning Board).
BAPPEDA Tk. II	= Badan Perencana Pembangunan Daerah Tingkat II (District/Second Level Regional Development Planning Board).
BKKBN	= Badan Koordinasi Keluarga Berencana (National Family Planning Coordination Board).
BP7	= Badan Pembinaan Pendidikan Pelaksanaan Pedoman Penghayatan dan Pengamalan Pancasila (Pancasila Application and Internalization Guidance Implementation Education Supervision Board). Pancasila (panca = five; sila = principle) is an Indonesian nation philosophy.
CSD	= Child Survival and Development. (See: KHPA).
FWP	= Family Welfare Promotion. (See: PKK).
KHPA	= Kelangsungan Hidup dan Perkembangan Anak (child survival and development).
KHPPIA	= Kelangsungan Hidup, Perkembangan dan Perlindungan Ibu dan Anak (maternal and child survival, development and protection)
LBW	= Low Birth Weight.
MCSDP	= Maternal and Child Survival, Development and Protection. (See: KHPPIA).
MPO	= Master Plan of Operation.
MPSA	= Manajemen Pembangunan Sosial Area (Area Social Development Management).
NFPCB	= National Family Planning Coordination Board. (See: BKKBN).
NTB	= Nusa Tenggara Barat (West Nusa Tenggara), is one of 27 Provinces of Indonesia.
NTT	= Nusa Tenggara Timur (East Nusa Tenggara) is one of 27 Provinces of Indonesia.
PIA	= Paket Informasi Area (area information package).

- PKK = Pembinaan Kesejahteraan Keluarga (family welfare promotion). It is a movement for the development of community, to promote the growth of family.
- PMD = Pembangunan Masyarakat Desa (rural community development). It is a governmental office, structurally under the First Level Local Government at the provincial level, and under the Second Level Local Government at district level. At central level, it is a General Directorate, structurally is under Ministry of Home affairs.
- PUA = Paket Usulan Area (area proposal package).
- RAKERNIS = Rapat Kerja Teknis (technical work meeting).
- RCD = Rural Community Development. (See: PMD)
- RT = Rukun Tetangga. It is a community organization under/part of the RW, to assist village administration in the scope of RT.
- RTNA = Rapid Training Needs Assessment.
- RW = Rukun Warga. It is a community organization under/part of the Sub Village Administration, to assist village administration in the scope of RW.
- TP-PKK = Tim Penggerak Pembinaan Kesejahteraan Keluarga (Family Welfare Promotion Motivating Team)

SUMMARY

Rapid Training Needs Assessment in the frame of Area-based Management Training modules development had been conducted in Nusa Tenggara Timur (NTT) and Central Java provinces. These included the Timor Tengah Utara and Timor Tengah Selatan districts of NTT province, and Banyumas and Purbalingga districts of Central Java province.

The general objectives of this RTNA are to gather information which would form basis for intervention to strengthen the MCSDP Team organization, MCSDP Team building, and to improve MCSDP Team capacity through training, and to gather information which would be relevant for other interventions, not necessarily training.

The RTNA was conducted using two approaches, group discussion among team members and questionnaire accomplishment by individual members. The group discussion took place during a day's session in the BAPPEDA of 1st and 2nd levels offices in the 2 provinces and 4 districts. Except for the province of NTT, the discussion with Health, National Family Planning Coordination Board, Rural Community Development officials of provincial level while observing the MCSDP technical work meeting in Kupang. The RTNA activities included observation of MCSDP Field Workers Training in Bandung, to find out the linkage of the training with the proposed Area-based Management Training. The RTNA also included the review of the past management training efforts on MCSDP supported by UNICEF.

Many issues and problems were identified during the RTNA activities.

Firstly, issues and problems identified from the review results of past management training efforts on MCSDP supported by UNICEF, covering issues and problems related to: the planning system (1. the quality of village and district project proposals was still low, still in the form of shopping lists; 2. the district situation analysis, which should be used as basis for all sectoral agencies planning projects, it seems had not been used yet; 3. there were many different planning systems, they were as many as the number of agencies; related to the project monitoring system (the current monitoring system could not be used to monitor the project, the monitoring system was not effective, because: 1. the monitoring only covered narrow scope of the project; 2. the monitoring at sub-districts and villages was disfunction; 3. the project officer more often resided in the provincial capital and Jakarta than in the project location; related to the district situation analysis (1. none of the three data systems gave real picture of district's issues and potentialities; 2. there was no mechanism or dispersal system in distributing information to agencies in the districts; related to the integration between sectoral agencies (there was no integration among agencies within the same program, it was caused by: 1. there was no common understanding nor practice between agencies, as to what integration could and should be; 2. the sectoral agencies in Jakarta had too far clout and too much role in determining type and location of project in the districts; 3. there was no common perception between district sectoral agencies concerning the key issues and potentialities of their district; and related to the data collection tools and other equipments (there was a gap/discrepancy between tasks and kinds of equipment needed to perform the tasks currently available in a given office. For example, one of BAPPEDA's roles is to collect, analyze and document data. They worked without computer, it was so difficult.

Secondly, issues and problems encountered by the MCSDP Team as a body in managing (planning, implementing and evaluating) MCSDP programmes and activities in the area, identified from the accomplished questionnaire data and audio-tape document, covering issues and problems related to: personnel or MCSDP Team membership (1. involving many Sections, each Section had many its own works; 2. unreadiness personnel to manage the MCSDP activities; 3. the MCSDP members were always changed, one of its causes was that the SK of MCSDP Team only listed the names of sector); related to the understanding on MCSDP programme (1. low understanding of MCSDP Team members on MCSDP programme; 2. the MCSDP Team had not known exactly the the Team functions yet); related to the institution (the MCSDP Secretariat was disfunctioning, until today it seems that the MCSDP Team did not exist, was not clear where is it should be?); related to the information system (1. less direction and information on MCSDP causes the MCSDP Team members' understanding on MCSDP is low and didn't know what they should propose; 2. they were unreadiness and not accuracy data, and low covering data of resources to manage the MCSDP activities); related to the project proposal {1. too many proposals, whereas the budget was limited; 2. the PUA was developed in a hurry; 3. the realization of project location was not as proposed; 4. there was no realization of proposed project; 5. there was time differentiation between the DIP (Daftar Isian Proyek = Project Filling List of government) completion and the arrangement of proposal to UNICEF, it made overlapping of activities; 6. less direction and information from UNICEF on the programme which will be funded by UNICEF, caused the MCSDP Team members did not know what they should propose; 7. were many proposals in PIA, but did not work and was no realization; 8. many proposed project locations were not synchronous with the priority locations of district; 9. there were many similar/overlap proposals of 2 - 3 sectors; 10. some sectors were late submitting their revised proposals}; related to the sectors Involvement (many sectors involved, whereas the budget is limited); and related to the coordination (1. sometimes there was no coordination in planning, it caused many overlap proposals among sectors; 2. coordination in district level did not work as needed);

Issues and problems encountered by individual Team members in effectively participating as representatives of their specific agencies in the MCSDP Team: 1. the MCSDP members were often changed; 2. some people involved in MCSDP activities were not MCSDP Team members; 3. Head of BAPPEDA as MCSDP Team Leader were not available. If the leader came from the local government, at least Secretary Assistant, it would be better, because his/her echelon is higher than the coordinated sectors; 4. each member/each person involved in MCSDP activities is busy with his/her own works; 5. the members of/ or persons involved in MCSDP Team were never invited for a meeting/meetings, but they were always asked data orally only; 6. there was no technical guidance; 7. the meeting invitation and information often came unexpectedly; 8. some persons did not understand the MCSDP Team functions, even they did not know that they are members of MCSDP Team; 9. most of the MCSDP Team members of provincial and district levels did not know the SK of MCSDP Team; 10. most of the MCSDP Team members of district level do not know the Blue Book.

Strengths and opportunities which serve to enhance coordination/teamship among MCSDP Team members: 1. the MCSDP activities are planned by sectors in the area; 2. many opinions come from sectors can be used as guidance; 3. the Coordination Team members are Heads of sector, they can give direction to their staffs in

implementing the MCSDP activities in each sector of them; 4. agreement between Local Government with UNICEF issued as SK of Governor; 5. share to each other, coordination, and fundings together among sectors; 6. involving all related sectors; 7. cooperation and developing planning together among sectors; 8. always integrated in implementing Team activities; often meeting informally; 9. solid cooperation and coordination; 10. MCSDP Team assistis District Head in finishing MCSDP programmes. 11. everything decided by Team, it holds the sectors together to implement the decision.

What become clear from the RTNA, that all assessed provinces had same mangement issues, and therefore the same management needs. The main problem areas are related to: MCSDP Team organization, MCSDP Team building, MCSDP Team capacity, and management system and policy.

From those main problem areas can be proposed two recommendations:

1. recommendation to Area-based Management Training Modules Development;
2. recommendation to other interventions, instead of training, covering:
 - a. strengthen the MCSDP Team organization;
 - b. MCSDP Team building;
 - c. improve MCSDP Team capacity through other interventions instead of training.

The first recommendation: Area-based Management Training Modules Development. For the target group of District MCSDP Team members, is recommended two training designs, (1) MCSDP Team Building Training and (2) Area-based Management Training; or the both united in one training: MCSDP Area-based Management Training.

The sytematic of training design will be consisted of the objectives of the Training(s) will be achieved, covering knowledge, attitude and skills domains which are needed by the target group along each phase of the management process of MCSDP activities; the target group of training is the MCSDP Technical Team of district level; the subjects of training based on the objectives of training, will be covering training subjects related to MCSDP policies, team building, management either in general or specific related to MCSDP programme, and some applied analytical theories such as SWOT, force field analysis, gender analysis, participatory rural appraisal, ZOPP; the training approach, considering to all target group are adult, will be used participatory andragogical approach, which in the instructional process supported by participative learning methods, such as group and plenary discussions, individual and group works, brainstorming, case study, simulation, role-playing, game, etc., and participative media, such as metaplan materials, flannelgraphs and flexyflan, flip chart with their hardwares, scenario of role play, and others related. Paticipants per class should be about 20 persons, with training duration 7 - 8 effective days.

Should be noted, that in accordance with not only for the District MCSDP Technical Team members, their capabilities should be improved, also for others related such as for for the MCSDP Coordination Team members, Head of MCSDP Secretariat, government heads/officials, at least through orientation; and in accordance with the broad of Indonesian area vertically and horizotally and the application of botom up planning, should be considered that this training is a part of large training system, to cope with all stages from national to village level and the whole areas of 27 provinces. In

the long run this training with other related trainings/orientations should be disseminated to the rest provinces, out of UNICEF assisted provinces, from national level to village level.

The second recommendation: implementing other interventions, instead of training.

a. Strengthen the MCSDP Team organization

To strengthen the MCSDP Team organization, firstly, by reviewing the MCSDP organization system, covering foundations of organization structure, Team job design, work settings, and job stress, human resource policies and practices for the Team, and organizational culture. Secondly, considering to organizational change and development. Thirdly, improve the MCSDP Team SK, with paying attention to foundations of individual and group behavior, values, attitudes, and job satisfaction, ability and motivation, communication and group decision making, leadership, power and politics, and conflict. And in order the MCSDP activities are running well, should be built-in in the SK monitoring, supervision, evaluation and reporting system.

b. MCSDP Team building

To improve the performance of MCSDP Team it is essential to move into one of performance improvements, that is team building. This is a logical development since conventional management training is concerned only with the dissemination of management concepts and individual skill development. As the statements of Henry Ford (1863-1947): "Coming together is beginning; keeping together is progress; working together is success", and Franklin Delano Roosevelt (1882-1945), thirty second U.S. President, stated: "People acting together as a group can accomplish things which no individual acting alone could ever hope to bring about", it is clear that to have a success people should be working together.

Team building is an organized effort to improve team effectiveness. It may relate to defining and clarifying policies/goals; to reviewing and refining procedures; to seeking out ways to be more innovative and creative; to improving management practices in such areas as communication, decision making, delegation, planning, coaching, career development, and incentives; to improving relationships between team members; to improving external relations (with customers, suppliers); to improving relations with other work teams; and to improving products and/or services.

To do team building it can be conducted through training activities, as stated on the first recommendation, and/or through supervision/guide during the work activities.

c. Improve MCSDP Team capacity through other interventions instead of training.

To improve the capacity of MCSDP Team through other interventions instead of training, can be achieved through some ways, such as apprenticeship at the developed MCSDP Team of other district or province, guiding and counseling in the job/MCSDP activities situation at the district level, comparative study to the developed MCSDP Team of other district or province, and by sending brochures / news letters / technical manuals, etc.

Here is the end of the summary of RTNA results, it's hoping to be inputs in improving the MCSDP management, either for UNICEF assisted provinces in the short run, and for the rest provinces in the long run.

TABLE OF CONTENTS

	Page
Table of Contents	
Summary	
Part I. Introduction to Training Needs Assessment	1
A. Background	1
B. Objectives of Training Needs Assessment	1
Part II. Training Needs Assessment Methodology	3
Part III. Description of Training Needs Assessment	4
A. Instruments Arrangement	4
B. Instruments Arrangement Resources	4
C. Description of Instruments	5
D. Rapid Training Needs Assessment Respondents, Location and Duration	5
Part IV. Training Needs Assessment Result	5
A. Review Result of Past Management Training Efforts on MCSDP supported by UNICEF	8
B. Actual and Desired Working Mechanism of the MCSDP Teams at Provincial and District Levels	15
C. Issues and Problems	25
D. Strengths and Opportunities which Serve to Enhance Coordination/Teamship Among MCSDP Team Members	27
E. Desired Specific Training Subjects	28
Part V. RECOMMENDATION	29
A. Recommendation to Area-based Management Training Modules Development	29
B. Recommendation to Other Interventions	31
1. Strengthen the MCSDP Team Organization	31
2. MCSDP Team Building	32
3. Improve MCSDP Team Capacity through Other Interventions Instead of Training	32
Attachment.	

PART I

INTRODUCTION TO TRAINING NEEDS ASSESSMENT

A. BACKGROUND

Under the UNICEF - Indonesian Government MPO 1995-2000, the Maternal and Child Survival, Development and Protection (MCSDP) Team is intended to be the coordinating/management mechanism at the central, provincial and district levels for planning, implementation and evaluation of MCSDP-related programmes. The MCSDP Team, coordinated by Ditjen BANGDA (Direktorat Jenderal Pembangunan Daerah = General Directorate for Regional Development and BAPPEDA (Badan Perencanaan Pembangunan Daerah = Regional Development Planning Board) at national and provincial levels, respectively, have now been mainly involved in planning MCSDP programmes.

Now that implementation of programmes has been initiated, the Team has become fully involved in the continuing management cycle of planning-implementation-evaluation. Considering this, there is a need to enhance the knowledge, attitude and skills of MCSDP Team members in all levels for managing and coordinating the cycle. There is also a need to strengthen teamwork among members. In order to identify the content and methodology for enhancing knowledge, attitude and skills, a rapid training needs assessment (RTNA) was conducted at provincial and district levels, mainly in NTT (Nusa Tenggara Timur) and Central Java provinces. Additional data were gathered through observation of the MCSDP Field Workers Training in West Java provinces and Questionnaire accomplishment by the MCSDP Team Members of NTB (Nusa Tenggara Barat) and South Sulawesi provinces.

B. OBJECTIVES OF TRAINING NEEDS ASSESMENT

1. General Objectives

The RTNA general objectives are to gather information which would form basis for intervention to strengthen the MCSDP Team organization, MCSDP Team building, and to improve MCSDP Team capacity through training and to gather information which would be relevant for other interventions not necessarily training.

2. Specific Objectives

- 1) To review the past management training efforts on MCSDP supported by UNICEF.

- 2) To identify issues and problems encountered by the MCSDP Team as a body in managing (planning, implementing and evaluating) MCSDP programmes and activities in the area;
- 3) To identify issues and problems encountered by individual Team members in effectively participating as representatives of their specific agencies in the MCSDP Team;
- 4) To identify strengths and opportunities which serve to enhance coordination/teamship among MCSDP Team members;
- 5) To identify specific knowledge and skills areas of MCSDP Team members which can be improved via training and other types of interventions.

.PART II

TRAINING NEEDS ASSESSMENT METHODOLOGY

The RTNA was conducted using two approaches, group discussion among Team members and questionnaires accomplishment by individual members. The simulation approach was also prepared to actualize the MCSDP Team activities they used to do. This approach would be used if enough time and the findings of data and information, by using the two approaches stated above, were still not enough as needed.

The group discussions took place during a day's session in the BAPPEDA of 1st Level and 11nd Level offices in the 2 provinces and 4 districts. Except for the provincial level of NTT, the discussions with Health, BKKBN (Badan Koordinasi Keluarga Berencana Nasional = National Family Planning Board) and PMD (Pembangunan Masyarakat Desa = Rural Community Development) officials of provincial level, took place while observing the RAKERNIS KHPPIA (MCSDP Technical Work Meeting) in Kupang. The interviews and discussions were conducted on an individual basis with Team members. These interviews and discussions were documented on audiotape .

The RTNA activities included observation of Pentaloka Setrawan KHPPIA (MCSDP Field Workers Training and Workshop) which was conducted in Lembang, Bandung, in order to find out the linkage of the training with the Proposed Area-based Management Training. In this activity the consultant only observed the training activities and discussion with the trainers. They and their trainees were not asked to accomplish the RTNA Questionnaire, because they were not MCSDP Team Members.

The accomplished questionnaires from each RTNA location were immediately given/sent to the consultant. And the last two cassettes of Central Java provincial level discussions recording were sent to the consultant on the 27th of June 1997, so by the date the complete RTNA data could be processed and analysed.

PART III

DESCRIPTION OF TRAINING NEEDS ASSESSMENT

A. INSTRUMENTS ARRANGEMENT

The training needs assessment activities aimed to gather information which will serve as inputs to developing Area-based Management Training Modules to strengthen the MCSDP Team Members performance. The RTNA instruments were developed to identify the ideas and suggestions of the MCSDP Team Members of Provincial and District levels in the form of descriptive and scale completion, and open respondents' necessary suggestions.

The RTNA respondents to the interviews were the members of MCSDP Teams of provincial and district levels of NTT (Nusa Tenggara (NTT), West Java and Central Java provinces. In addition, questionnaires were completed by Team members of South Sulawesi and NTB provincial and district levels.

B. INSTRUMENT ARRANGEMENT RESOURCES

The basis for development the RTNA instruments are:

1. UNICEF's Term of Reference for Area-based Management Training - 16 August 1997.
2. Project Proposal of District MCSDP Team Area-based Management Training Modules Development - April 1997.
3. Master Plan of Operations & Plan of Operations, Country Programme Cooperation between Government of Indonesia and UNICEF on Maternal and Child Survival Development and Protection 995 - 2000.
4. Cooperation Agreement between Provincial Government of East Java and UNICEF No. 81/847.SP/014/1995 and UNICEF - 3, for Maternal and Child Survival Development and Protection, 1995 - 2000.
5. Pedoman Pelaksanaan Program Kerjasama Pemerintah Daerah Tk. I dengan UNICEF di 7 Propinsi Terpilih (Implementation Manual of Cooperation Program of First Level Local Government with UNICEF in 7 selected Provinces)- 1996.
6. Pedoman Dasar Tata Cara Pengelolaan Dana Bantuan UNICEF (Basic Manual of UNICEF Funds Management) - 1996.
7. Modul Pelatihan MPSA Program KHPA (Training Modules of Area Social Development Management of Child Survival and Development) - 1993.
8. Hasil Penjajagan Kebutuhan Kapasitas Manajemen Program KHPA di Sulawesi Selatan (Results of a Needs Assessment Study Aimed at Strengthening the Management capacity of the CSD Program in the Province of South Sulawesi) - 1991.

C. DESCRIPTION OF INSTRUMENTS

The RTNA used three kinds of instrument. The first kind of instrument (Questionnaire I), is a Questionnaire on MCSDP Management of provincial and district levels, with mostly open ended questions. This Questionnaire consists of 3 parts, the first part contains 36 questions related to the work methods of MCSDP Team covering arrangements of PUA and PIA, administration/finance, and general. The second part contains 9 questions related to the MCSDP functions and tasks/activities. And the third part contains 17 questions related to the MCSDP Team individual and sectoral memberships.

The second kind of instrument, is a rating scale Questionnaire consisting of three parts. The first part contains competencies, which assumed as needed by MCSDP Team members in implementing MCSDP programmes. This part consists of management aspects of planning (17 statements), organizing (11 statements), implementing (7 statements), and controlling (11 statements). This part includes a blank space for respondents' suggestions on competencies other than those stated above.

The second part contains training subjects which are considered to be able to increase knowledge and improve attitude and skills of MCSDP Team members (9 statements), plus a blank space for respondents' suggestions on training subjects they need.

The third part is a general suggestions sheet. The suggestions is on the Area-based Management Training Development aspects, such as the suggestion on training objectives, target groups, subjects of training, training approach with learning methods and media, and duration of training.

The third kind of instrument is a Guide of Group Discussion, Group Work and Simulation.

D. RAPID TRAINING NEEDS ASSESSMENT RESPONDENTS, LOCATION AND DURATION

1. RTNA Respondents

The RTNA respondents were the members of MCSDP Team of provincial and district levels of NTT, Central Java, South Sulawesi provinces, and the Trainers of MCSDP Field Workers Training at BPKB Jayagiri, Lembang, Bandung.

Number of respondents

a. by RTNA Area:

1). NTT Province			
MCSDP Team of Provincial level	6 persons		
MCSDP Team of District level	<u>23 persons</u>		
			29 persons
2). NTB Province			
MCSDP Team of Provincial level	—		
MCSDP Team of District level	<u>4 persons</u>		
			4 persons

3).	South Sulawesi Province		
	MCS DP Team of Provincial level	7 persons	
	MCS DP Team of District level	<u>8 persons</u>	15 persons
4).	Central Java Province		
	MCS DP Team of Provincial level	9 persons	
	MCS DP Team of District level	<u>26 persons</u>	<u>35 persons</u>
	Total of respondents		83 persons =====

b. by RTNA activities/methods:

1)	For the questionnaires completion		
a)	NTT Province		
	MCS DP Team of Provincial level	6 persons	
	MCS DP Team of District level	<u>23 persons</u>	29 persons
b)	NTB Province		
	MCS DP Team of Provincial level	—	
	MCS DP Team of District level	<u>4 persons</u>	4 persons
c).	South Sulawesi Province		
	MCS DP Team of Provincial level	7 persons	
	MCS DP Team of District level	<u>8 persons</u>	15 persons
d).	Central Java Province		
	MCS DP Team of Provincial level	9 persons	
	MCS DP Team of District level	<u>26 persons</u>	<u>35 persons</u>
	Total of respondents		83 persons =====

2).	For the individual and/or group interviews and discussions		
a)	NTT Province		
	MCS DP Team of Province	3 persons	
	MCS DP Teams of two Districts	<u>23 persons</u>	29 persons
b).	Central Java Province		
	MCS DP Team of Province	12 persons	
	MCS DP Teams of two Districts	<u>26 persons</u>	<u>38 persons</u>
	Total of respondents of point 2)		67 persons

Note to point b.2):

- a) For the provincial level of NTT only 3 persons were interviewed, while three other persons, in the same time, were participating the RAKERNIS KHPPIA (Rapat Kerja Teknis KHPPIA = MCSDP Technical Work Meeting).
- b) For the provincial level of Central Java, except group interviews and discussions, we also conducted individual interviews and discussions with the Head of Provincial Level Religion Department and his staff, and with a staff of Provincial Rural Community Development Office, without gave back the questionnaires.
- c) Not all participants of interviews and discussions group, either of NTT district level or Central Java provincial and district levels, participated in answering interviews and involving discussions. They were the new members of MCSDP Team, who didn't involve in the last year MCSDP activities, and those who were not Team members, only instructed staffs to substitute in attending the meeting.

3). Additional respondents from observation of MCSDP Field Workers Training:

- a) Trainers, came from sectors and NGO 7 persons
- b) Participants, 2 parallel classes, they were field workers of sectors 72 persons

2. RTNA Location

a. East Nusa Tenggara (NTT) Province

- 1) Provincial level : Kupang
- 2) District level : a) Soe
b) Kelamenanu

b. Central Java Province

- 1) Provincial level : Semarang
- 2) District level : a) Purwokerto
b) Purbolinggo

c. West Java Province: Lembang, Bandung.
(For observation of MCSDP Field Workers Training).

3. RTNA Duration

The RTNA duration covering RTNA preparation including instruments development, RTNA activities, data processing and analysis, was planned for one month, that is from May 1 to 31, 1997, but actually the RTNA activities in the field took 5 weeks

Because of unpredictable situation (especially relating to the last general election), technical reasons such as the complexity of RTNA results that was more management needs assessment than training needs assessment, and needed to transcribe the audio cassettes and the long processes of work contract development and fund transferring (e.g. the consultant received the work contract very late and the advance payment which was needed by the consultant to do RTNA in its locations and to prepare fast computer(s), especially for data processing, came to the consultant's account on July 23, 1997), so that the RTNA data processing and analysis could be finished by the end of July 1997.

PART IV
TRAINING NEEDS ASSESSMENT RESULTS

A. REVIEW RESULT OF PAST MANAGEMENT TRAINING EFFORTS ON MCSDP SUPPORTED BY UNICEF

There were past management training efforts on MCSDP supported by UNICEF, such as:

1. Area Social Development Management Training on CSD Program (ASDMT - CSD = Pelatihan MPSA Program KHPA)

a. A five day training, implemented in Bali, September 26 - 30, 1993, in the frame of Cooperation between the Government of R.I and UNICEF through General Directorate for Regional Development.

b. The objectives of training:

General Objectives:

To increase knowledge and to develop skills of participants on CSD program management, to increase awareness on the meaning of development program and its benefits to the community, and to avoid sectoral attitudes and opinions in area social development program.

Specific Objectives

- 1) To increase knowledge and to develop skills in applying the development planning arrangement instruments;
- 2) To increase knowledge and to develop skills in applying methods, techniques and procedures of government work implementation;
- 3) To increase knowledge and to develop skills in arranging CSD Program;
- 4) To increase knowledge and to develop skills in identifying potentialities/opportunities and problems of development;
- 5) To increase knowledge in defining program location priority;
- 6) To increase knowledge in defining the key elements of program arrangement;
- 7) To increase knowledge and to develop attitudes and skills in implementing steady coordination.

c. The participants were CSD Program Implementors, came from related sectors of district level of 5 UNICEF assisted provinces. Number of participants: 30 persons.

d. The resource persons/trainers came from General Directorate for Regional Development and Education and Training Agency of Ministry of Home Affairs, UNICEF Staffs, and related sectors of South Sulawesi Province.

e. Training Curriculum:

1) Training subjects.

a) Micro Lab (3 Sub Items)	180 minutes.
b) Basic Policy on Government of RI-Unicef Cooperation Program.(3 Sub Items)	180 minutes.
c) Area Social Development Management Basic Concept and Cycle (2 Sub Items)	90 minutes.
d) CSD Program Planning (6 Sub Items)	810 minutes.
e) CSD Program Operational Coordination and Supervision (2 Sun Items)	210 minutes.
f) CSD Program Controlling (2 Sub Items)	180 minutes.
g) Training Follow-up Planning and Training Wrap-up (2 Sub Items)	120 minutes
h) Area Social Development Management Dynamics I, II and III	90 minutes.
- Opening and Closing Ceremony	135 minutes.

1,995 minutes.

f. Training duration: 1,995 minutes or 45 lesson hours (1 lesson hour = 45 minutes) = 5 day training.

g. The results of training: Trained 30 CSD programme implementors.
The impact of the training: No data.

2. Area Development Management Training (ADMT = LMPA / Latihan Manajemen Pengembangan Area) rounds II to V.

a. These four round ADMTs were one of Area Social Development Programs, were implemented in 5 UNICEF assisted provinces to support the CSD programs, from 1985 to 1986 in the frame of Cooperation between the Government of R.I and UNICEF, through General Directorate for Regional Development.

b. The objectives of this training were to increase knowledge and to develop CSD programmes implementators' skills and understanding.

c. The participants came from Bappeda of provincial and district levels, Health of Department and Local Government, Rural Development, Education & Culture and Agriculture of Local Government for Food Plantation and Fishery.

The number of participants:120 persons (average: 30 participants per round/class), mostly were 25 - 45 years old (96 persons). Their education: 60.5 % were degree, 24.4 % were under degree, and the rest, 15.1 %, were Senior High School. The position of them: 31.1 % were echelon 2, 19.1 % were echelon 3, 31.1 % were echelon 4, and 17.5 % were staffs.

d. The training management of these trainings mainly conducted by the National Training Committee (NTC). At each round of training, the NTC assisted by related Provincial Training Committee (PTC), shown as the table below:

Table 1. Central and Local Training Committee

No.	Communittee Structure	Central Level	Prov'I Level
1	General Responsible Person	√	-
2	Daily Responsible Person	√	-
3	Secretary	√	-
4	Treasurer	√	-
5	Members	√	-
1	Head of Committee	-	√
2	Vice Head of Committee	-	√
3	Secretary	-	√
4	Treasurer	-	√
5	Members	-	√

The PTC of each province was developed to assist NTC in managing training implementation. The existency of NTCs were really very useful, especially in defining training locations.

By looking to committee structure, it seemed that the Central Committee was not enough to manage national level trainings. It needs more specific components of the committee, to make clearer each committee member's authority and responsibility.

- d. The resource persons/trainers came from BAPPENAS, University of Gajah Mada, related Units of Ministry of Home Affairs, Provincial FWP Motivating Team and FWP Motivating Team of Lombok Tengah District, Bina Swadaya NGO, Health Department of Provincial level, BAPPEDA of Provincial level, UNICEF, and Education & Culture Department of provincial level.
- e. Training Curriculum:
 - 1) Training subjects.
 - a) Area Social Program Management.
 - b) CSD Program Formulation and Arrangement.
 - c) Program Implementation in the Area.
 - d) Monitoring and Evaluation.
 - e) Management effectivity.
 - f) Field Practise.
 - g) Community Participation
 - 2) Learning approach, methods and media
 In general the implementation of ADMT based upon the andragogical approach. The training instructions stressed to the experiential learning process. This approach supported by participative learning methods and media.
- f. Training duration, in average of four round trainings = 36 sessions or 72 lesson hours (1 lesson hour = 45 minutes) = 8 day training.

- g. The results of trainings, based on the pretest and posttest, shown there was increase of learning from 1.9 (bad to enough) to 3.6 (good to very good).

The effect of those trainings should benefit the organization (better performance of CSD program implementors and sectoral staffs) and to the community (better health service to the related people), those should come from the performances of ex-trainees in supporting CSD programmes implementation in 5 UNICEF assisted provinces; and the impact in the long run should contribute to the global results, maybe to the health of nation, economic growth, etc.

In fact, based upon the results of 1991 needs-assessment study aimed at strengthening management capacity of the CSD programme in 4 districts, Jeneponto, Takalar, Polewali, and Mamuju of South Sulawesi province, can be identified that the effect was not as needed.

The study stated, that the previous studies, a management assessment of CSD training programs during PELITA IV (the Indonesian government fourth Five-year Development Plan) and the Block Grant Study, had revealed that the CSD program funded by UNICEF was not able to achieve programme goals because of management limitations.

The needs assessment study in 4 districts of South Sulawesi province, in the frame of cooperative effort between the General Directorate for Regional Development and UNICEF, identified that all 4 districts had the same management issues and problems. Two main problem areas were the capabilities of the managing staff and the management system or policy. (See: C. Issues and Problems).

3. Family Welfare Promotion Program Informer and Manager Training (Latihan Penyuluh dan Pengelola Program PKK / LP3PKK)

- a. A five day training, implemented in 5 UNICEF assisted provinces, since 1987 to 1989, in the frame of Cooperation between the Government of R.I and UNICEF, through Family Welfare Promotion (FWP) Motivating Team (Tim Penggerak PKK) of Central level.

And then followed by the implementation of this training in the rest provinces (22) funded by APBN, APBD I and II, until 3 to 4 years after 1989.

The LP3PKK based upon its modules which were finalized at the end of 1986.

As a whole, this training was part of a staged training system from national to village levels. To conduct this training system, included its orientation for PKK Motivating Team members of all levels, the PKK Trainers of National, Provincial and District levels were recruited.

Note:

Family Welfare Promotion Motivating Team is under supervision of Ministry of Home Affairs.

b. The objectives of training:

General Objectives:

To increase knowledge and to develop attitude and skills of FWP program informers and managers on extension and management of FWP 10 Basic Program.

Specific Objectives:

- 1) To increase knowledge on prosperous family and FWP 10 Basic Program;
- 2) To increase knowledge and to develop skills in organizing management of FWP 10 Basic Program;
- 3) To increase knowledge and to develop skills in doing extension;
- 4) To increase knowledge and to develop skills on management and leadership;
- 5) To increase knowledge and to develop attitude and skills in doing supervision, reporting, monitoring and evaluation of FWP activities;
- 6) To increase knowledge and to develop attitude and skills on FWP participation in MCSDP efforts.

c. The participants were FWP Field Workers of Sub District.
Number of participants were 30 persons per class.

d. The trainers were the FWP Trainers of District level.

e. Training Curriculum:

1) Training subjects.

- | | |
|--|--------------|
| a) Group Process (3 Sub Items) | 135 minutes. |
| b) Movement Stabilizing of Family Welfare Promotion (FWP) | |
| (1) Definition and Mechanism of FWP Movement | |
| (2) FWP Administration | 135 minutes. |
| c) Prosperous Family and 10 Basic Programs of FWP (2 Sub Items) | 135 minutes. |
| d) Extension (2 Sub Items) | 270 minutes. |
| e) Management and Leadership | 225 minutes. |
| f) Supervision, Reporting, Monitoring and Evaluation (3 Sub Items) | 225 minutes. |
| g) FWP Participation in CSD Efforts | |
| (a) Five Programs in CSD Efforts | |
| (b) Linkage of FWP 10 Basic Programs to CSD | |
| (c) FWP Participation in CSD and Its Implementation | |
| (d) Activities Implementation in POSYANDU (Health Integrated Service Post) | 360 minutes. |
| h) Field Practice (3 Sub Items) | 495 minutes |
| - Opening and Closing Ceremony | 90 minutes. |

2,160 minutes.

- f. Training duration: 2,160 minutes or 45 lesson hours (1 lesson hour = 45 minutes) = 5 day training.
- g. The results of training: A large number of Sub-district FWP Field Workers. They are still functioning at the moment.

No exact data of the results, but it can be explained in estimation.

For the results of LP3PKK can be estimated as follows:

There are about 3,529 Sub Districts in the Republic of Indonesia. A Sub District has minimum 4 ex-trainees of LP3PKK (based on 4 POKJAs/Working Groups), it will be 14,116 FWP field workers. In fact, it will be more than the number, like in Central Java there is a Sub District has 40 villages, so it needs more than 4 field workers to cope with the activities for all villages.

The LP3PKK was followed by Trainings for the members of PKK Groups of Dusun/Lingkungan (Sub Village), RW (community institution under Sub Village), RT (community institution under RW), and Dasawisma (PKK Group of ten houses).

These trainings used their own modules.

All FWP Motivating Team members from National, Provincial, District, Sub District, and Village levels, to Sub-Village/RW/RT FWP Groups members and Dasawisma Cadres at Village level had been participated in those trainings of each level.

Those who are stated above work in a system. The FWP registration implementation begin from the bottom, from Dasawisma to upper levels, that is:

- from Dasawisma to RT FWP Group;
 - from RT FWP Group to RW FWP Group;
 - from RW FWP Group to Sub Village FWP Group; and
 - from Sub Village FWP Group to Village FWP Motivating Team;
- and so on until reach the Central level.

Those are done periodically.

The FWP administration has many kinds of administration book. Some of those books supports the MCSDP activities, e.g. at each level of Dasawisma, RT & RW FWP and Sub Village FWP Groups, there is a "Buku Catatan" (Note Book). It registers pregnant mothers, infants birth and mortality, and pregnant mothers mortality and "nifas" (in English: parturition?).

At FWP Motivating Team of Village level, there are 2 books, the first book registers: number of visitors to POSYANDU (Health Integrated Service Post), number of infants born and die; the other book registers: POSYANDU activities data.

The data of those 3 books are used for the POSYANDU activities. In urgency situation the data sent to the related PUSKESMAS (Community Health Center).

There are some other books which are indirectly support the MCSDP activities.

The effect of those FWP trainings is that the FWP Motivating Team work successfully in supporting the programmes of Health Department and NFPCB/BKKBN, contributed in decreasing IMR, MMR, etc. There were many prizes given to the FWP Motivating Team from many World Institutions.

(About the results of other trainings, of the system, are not estimated here. Just should be noted, that there are about 63.000 villages in Indonesia, from this number can be counted how many Sub Villages, RWs, RTs, and Dasawismas, and then how many people involved in. It will be very large number).

4. Other trainings were the Training and Orientation for POKJANAL POSYANDU (POSYANDU Operational Working Group) members and others related of provincial, district and sub district levels, on CSD programs.

These trainings were in the frame of cooperation between Government of RI and UNICEF through General Directorate for Rural Community Development.

Further information: no data.

The relation of those trainings stated above with the area-based management training modules is in the same program and training target groups.

Even the name of the past program was Child Survival and Development, abbreviated as "CSD", and the actual program is Maternal and Child Survival, Development and Protection, abbreviated as "MCSDP", but the activities of CSD in the past and MCSDP at the moment are quiet similar relatively. For example, the CSD activities focused on the child, in the implementation it also took care to the mother's survival and development since her pregnancy, because the relation between the health of a child/an embryo with the health of his/her mother/ pregnant mother is very close. It also means that the past CSD programmes also protected mother not only child.

From the similarity of training participants, can be explained that the people involved in the past CSD programme came from about 7 sectors, they were the participants of those trainings, which are at the moment the 7 sectors also involve in managing the MCSDP programme.

At the moment, the people involve in MCSDP programme come from the 7 sectors stated above plus about 15 sectors, as shown by the table below.

Table 2. Involvement of Sectors, Local Government and Institutions in CSD and MCSDP Trainings

No.	Sectors/Local Govt/Institution	Past CSD	MCSDP
1	Local Development Planning Board (BAPPEDA)	✓	✓
2	Education & Culture	✓	✓
3	Rural Community Development (PMD)	✓	✓
4	Health	✓	✓
5	Agriculture	✓	✓
6	Fishery	✓	✓
7	General Directorate for Regional Develop't	✓	✓
8	(BANGDA)	-	✓
9	National Family Planning Coordination Board	-	✓
10	(BKKBN)	-	✓
11	Family Welfare Promotion Motivating Team (TP-	-	✓
12	PKK)	-	✓
13	Statistical Office	-	✓
14	Religion	-	✓
15	Information	-	✓
16	Industry	-	✓
17	Public Works	-	✓
18	Police Departement of provincial level	-	✓
19	Plantation	-	✓
20	Social	-	✓
21	Man Power	-	✓
22	Trade	-	✓
23	BP7	-	✓
24	Local Government Secretariat	-	✓
25	Cattle	-	
26	Transmigration	-	

So, the participants of proposed Area-based Management Training will be 7 sectors plus other sectors/selected sectors (not all indirect sectors officials necessary to be trained).

B. ACTUAL AND DESIRED WORKING MECHANISM OF THE MCSDP TEAMS AT PROVINCIAL AND DISTRICT LEVELS

1. Actual Working Mechanism, and other related, of Provincial and District MCSDP Team

To know the actual working mechanism, first of all should review the Decision Letters of Governors and District Heads of two provinces and four districts which regulate the organizations and activities of MCSDP Teams, and

then the working mechanism itself which would be affected by the Decision Letters application.

a. Decision Letters Review

Each of MCSDP Team of the RTNA locations, of provincial level of East Nusa Tenggara (NTT) with its district level of North Central Timor (TTU) and South Central Timor (TTS) and of Central Java with its district level of Banyumas and Purbalingga, has Surat Keputusan/SK (Decision Letter) of MCSDP Team. The SK of provincial level was signed by the Governor, and of district level was signed by the District Head (Bupati).

The SK, in general, regulates three teams, Coordination Team (CT), Technical Team (TT), and MCSDP Secretariat, with each functions.

At provincial level, the Coordination Team of NTT Province involving 11 persons who come from Local Government, BAPPEDA, 5 sectors, and UNICEF. (There is not FWP-Motivating Team in this SK, even its involved very actively in the MCSDP activities).

The Technical Team consists of Service Presentation Group, involving 6 person who come from BAPPEDA and 5 sectors; Group Leader comes from Kesehatan; Advocacy and Motivating Community Group; involving 6 persons who come from BAPPEDA, 2 sectors, and FWP-MT; Group Leader comes from BAPPEDA; and Group of Increasing Management Capacity of Community, involving 6 persons who come from Local Government, BAPPEDA, 2 sectors, and FWP-MT. The SK also listing the person names of sektors and institutions involve in CT and TT; Group Leader comes from Religion.

Members of the CT of Central Java is much more than NTT province. In the MCSDP Team of Central Java, there are lot of sectors and institutions are posted in, such as Public Works, Industry, Plantation, Police Department of Provincial level, Transmigration, FWP Motivating Team (FWP-MT), etc.

The CT involving 30 persons who come from the Local Government (Governor, Vice Governor, Secretary as Directing Persons), BAPPEDA, 12 sectors, NFPCB, and FWP-MT. The Team Leader comes from BAPPEDA.

The TT involving 26 persons who caome from Local Government, BAPPEDA, 12 sectors, and FWP-MT; its Team Leader comes from BAPPEDA.

The Secretariat involving 17 persons of BAPPEDA.

At the district level, the SK of TTS District, is not an SK of "MCSDP Team". It is only an SK of MCSDP Project. The SK regulates Project Officer & Staffs, Supervisor Team, Implementation Technical Team. The SK listing person names who are involve in the project, including the honorarium of them from Rp. 25,000 up to Rp. 50,000/person/month.

The Project Officer comes from People Welfare Section of Local Government, the Treasurer and Administration Staffs come from BAPPEDA.

The Supervisor Team involving 11 persons who come from Local Government (District Head as Responsible Person/RP, Loc. Govt. Secretary as Vice RP), Head of BAPPEDA as Supervisor, and Head of Health and other 7 sectors as each Program Responsible Persons.

The TT involving 16 persons who come from 8 sectors. (There is neither Local Government nor BAPPEDA); the Team Leader comes from Health.

The SKs of TTU, Banyumas and Purbalingga districts are MCSDP Team SKs.

According to the SKs, the TTU district has not Technical Team. The CT involving 15 persons who come from Local Government (District Head as Responsible Person, Secretary as Directing Person, and Secretary Assistant of Development Administration as Vice Directing Person), BAPPEDA, and 10 sectors; the Team Leader comes from BAPPEDA; and the Secretariat involving BAPPEDA and Health.

The CT of Banyumas district involving 32 persons who come from Local Government District Head as Responsible person, Secretary as Directing person), BAPPEDA and 17 sectors and FWP-MT; the Team Leader comes from BAPPEDA..

The TT consists of Service Presentation Component, involving 9 persons who come from Local Government, BAPPEDA, 6 sectors, and FWP-MT; the Component Coordinator comes from Health; Social Mobilization Component, involving 8 persons who come from Bappeda, 4 sectors, and FWP-MT; the Component Coordinator comes from RCD; and Local Government and Community Capacity Development Component, involving 6 persons who come from Local Government, BAPPEDA, and 3 sectors; the Component Coordinator comes from BAPPEDA.. The Team Leader of TT comes from BAPPEDA with Vice Team Leader comes from Local Government, and Team Secretary comes BAPPEDA.

The CT of Purbalingga district involving 21 persons who come from Local Government (District Head as Supervisor, Local Government Secretary as Adviser), BAPPEDA, 16 sectors, NFPCB, and FWP-MT. The CT Leader comes from BAPPEDA.

The TT involving 11 persons who come from Local Government, BAPPEDA, 6 sectors, NFPCB, and FWP-MT. The TT Leader comes from BAPPEDA.

Should be noted, that according to the discussion results most of the MCSDP Team members of district level do not know the SK of MCSDP Team, also about the Blue Book.

From all persons, whom we discussed with/interviewed face to face, only FWP-MTs members, either provincial or district levels especially of Central Java, knew well the SK. The FWP-MTs proactively "hunting" the SK to BAPPEDA office of its level, and they really used the SK as the basic of

managing the MCSDP activities. They did also upon the "Blue Book" (Implementation Guide Book on Program Tripartite RI-UNDP-UNICEF). They talked rightly the contents of the SK and the book.

It seems that the SK of each level and Blue Book were not disseminated to each member, even to the old member who involved in the programme since last year. Or maybe the dissemination of SK and the Blue Book only to the Coordination Team members, and they all or most of them did not inform the SK and Blue Book to their related staffs.

they actually know

According to the Blue Book (Implementation Manual of Cooperation Program 1st Level Local Government and UNICEF in 7 Selected Provinces), most of MCSDP Members didn't know it, because they received the photo-copied book, the colour was changed into white or gray. So, if ask them should use the title of the book, not the colour of the book.

(See: Table 3 and 4 on next pages)

Table 3. Involvement of Local Government, Sectors and Institutions in the MCSDP Program in Provinces of RTNA Locations

No.	Local Govt/ Sectors/Institutions	Provin'l Level		District Level			
		NTT	Central Java	TTU	TTS	Banyu- mas	Purba- lingga
1	Local Government	√	√	√	√	√	√
2	LDPB (BAPPEDA)	√	√	√	√	√	√
3	Ed. & Culture of LG	.	√	√	√	√	√
4	Ed. & Culture of Dept.	√	√	√	√	√	√
5	RCD (PMD)	√	√	√	√	√	√
6	Health of Loc. Govt.	√	√	√	√	√	√
7	Health of Dept.	√	√	√	√	√	√
8	Agriculture of Loc. G.	.	√	.	√	√	√
9	Agriculture of Dept.	.	√	.	√	√	√
10	Fishery of Loc. Govt.	.	√	.	√	√	√
11	NFPCB (BKKBN)	√	√	√	√	√	√
12	FWP-MT (TP-PKK)	√	√	√	√	√	√
13	Statistical Office	√	√	√	√	√	√
14	Religion	.	√	√	√	√	√
15	Information	√	√	√	√	√	√
16	Industry	.	√	.	√	√	√
17	Public Works of LG	.	√	.	√	√	√
18	Provinc'l Police Dept.	√	√	√	√	√	√
19	Plantation	.	√	.	√	√	√
20	Social of Loc. Govt.	.	√	.	√	√	√
21	Social of Department	.	√	.	√	√	√
22	Man Power of Loc.G.	√	√	√	√	√	√
23	Trade	.	√	.	√	√	√
24	BP7	√	.	√	.	√	√
25	Cattle	√	√
26	Transmigration	√	√

Table 4. MCSDP TEAM "SK" COMPARATION

No.	MCSDP Team "SK" of	E a c h " S K " R e g u l a t e s											Remarks
		CT	TT	Secr	Sup. Team	Proj. Off.	F u n c t i o n o f					Meet- ing	
							3	4	5	6	7		
1	2	3	4	5	6	7	8	9	10	11	12	13	14
1	NTT Province No. 37/SKEP/HKI/1997	√ (11) 1)	√ (18)	√ (5)	-	-	√	√	√	-	-	√	1) Coordinates all MCSDP activities Implementation.
2	TTU District No. BAP. 01.3/TTU/115/1887	√ (2) (10) 3)	-	√ (...)	-	-	√	-	√	-	-	√	2) Coordinates planning. 3) Without personal names.
3	TTS District No. BAP. 013.2/III/343/1996	-	√ (16)	-	√ (11) 5)	√ (4)	-	√	-	√	√	-	- With honorarium for each member, from Rp. 25,000 to Rp. 50,000 per month. 4) Coordinates planning, implemen- tation, monitoring and evaluation of project.
4	Central Java Province No. 120.2/99/1996	√ (30)	√ (26)	√ (17)	-	-	√	√	√	-	-	√	5) Coordinates all planning, implemen- tation and monitoring of project activities.
5	Banyumas District No. 463/1360/1996	√ (32) 6)	√ (26)	√ (5)	-	-	√	√	√	-	-	√	6) Coordinates planning and UNICEF Aid Administration.
6	Purbolinggo No. 444/864/1996	√ (23) 7)	√ (11)	√ (...)	-	-	√	√	√	-	-	√	7) Coordinates planning and controls program implementation.

Notes:

- "SK" = Decision Letter
 (...) = Number of Team members.
 CT = Coordination Team (C. Java: Cooperation Implementation CT)
 TT = Technical Team (C. Java: Cooperation Implementation CT)
 Secr = Secretariat
 Sup Team = Supervisor Team
 Proj. Off. = Project Officer

In the NTT province there is an SK of MCSDP Model Villages, with its Number of 55/SKEP/HK/1997.

Based on the SK, 8 villages in 2 selected sub districts and 2 non selected sub districts in 2 districts are defined as MCSDP Model Villages to become intersectoral activities locations in the frame of developing method concept as well as its implementation.

The decision of model villages was based upon the criteria used by the RCD Office.

The operationalization of 8 model villages is the responsibility of each sector in accordance with each sector's functions through developing community active participation.

For the follow up of this SK, an implementation manual will be developed by the Head of Rural Community Development Office of provincial level.

The budget for this operation come from:

- 1) APBN (National Budget)
- 2) APBD I and II (First and Second Level Local Budget)
- 3) UNICEF
- 4) Other resources.

Table 5. MCSDP Model Villages In NTT Province

No.	Districts	Sub Districts	Model Villages
1	TTU	1) Selected Sub District: Mimafo Barat 2) Non Selected Sub District: Insana	(1) Fatunisuan (2) Oelneke (1) Subun (2) Loeraim
2	TTS	1) Selected Sub District: Amanuban Barat 2) Non Selected Sub District: Amanuban Tengah	(1) Nule (2) Nusa (1) Pene Selatan (2) Pana

b. Actual Working Mechanism and Others Related

At NTT, Central Java, South Sulawesi and NTB provincial and district levels, the actual working mechanism, and others related, of MCSDP activities which were covering of planning, implementation with its monitoring/controlling, and evaluation, which was coordinated by related Head of BAPPEDA of each level, are:

The involvement of respondents in PUA development. Based on the accomplished questionnaire data, can be identified that from 83 respondents who directly involved in the development of PUA through

coordination meetings were 57 persons (68.7 %), not involved was 25.3 %, and the rest was no answer (6 %). Based on the audio-tape document that most of those who directly involved in the development of PUA were not MCSDP Team members, and those who didn't involve were they who came to MCSDP meeting(s) as substitute persons only.

Topics were discussed in the first PUA development meeting were 1) intersectoral coordination on maternal and child problems (3); 2) MMR, IMR, under five year child mortality rate, and LBW (13); 3) MCSDP programme (14); 4) clean water and sanitation; 5) maternal and child health (4); 6) MCSDP socialization (3); 7) information on MCSDP, objectives and targets; 8) activities which should be implemented; 9) budget; 10) MCSDP scope (7); 11) development of PUA (2); 12) MOU between Local Government and UNICEF (2); 13) preparation of maternal and child situation analysis development.

About the meeting initiator, the most answers (45.8 %) stated that the 1st meeting was initiated by BAPPEDA, 15.7 % stated it was initiated by UNICEF of provincial level, 20.4 % stated it was initiated by sectors, and the rest was no answer (18.1 %). Number of meetings before the PUA was finalized, the most answers stated 3 times (27.7 %), twice (15.7 %), four times (9.6%), once or five times & more totally 19 %, and no answer 27.8 %. The subsequent meetings initiated by BAPPEDA (38.6 %), by the MCSDP Team meeting decision (14.5 %), by UNICEF and other sectors totally 20.4 %, and the rest was no answer (26.5 %).

The process of MCSDP Team defining activities which were proposed as Team activities, were: 1) BAPPEDA Head informed the objectives of MCSDP activities to sectors, and asked them to write points based on the components of Indonesian Government - UNICEF cooperation; 2) Meeting together with related sectors to identify activities. In the meeting each of sub-district presented the proposed MCSDP activities, and then it was reponed by the district sectors and defined the activities based on problems priority; 3) Pre-discussion on sectors work plan to become MCSDP Team plan; 4) A year plan developed by BAPPEDA to be puposed to UNICEF.

In accordance with the guidelines agreed upon for each agency to identify proposed activities in the PUA, the most answers (48.2 %) stated that there were guidelines, 24.1 % of the answers stated that there was no guideline, and the rest (27.7%) was no answer.

Those guidelines were: 1) Implementation Manual of Cooperation Programme Between the 1st Level Local Government and UNICEF in 7 Selected Provinces (8); 2) Decision Letters of Governors and District Heads of 2 provinces and 4 districts of RTNA locations; 3) MCSDP Team Agreement (3); 4) UNICEF Team Guide; 5) Ministry of Home Affairs Regulation No. 9/1982 (2); 6) Ministry of Home Affairs Instruction No. 4/1981 (2); 7) MOU between the 1st Level Local Government, UNICEF and General Directorate for Regional Development (3); 8) PUA Arrangement Manual; 9) P5D; 10) Planning Manual from Health Department; 11) ASIA;

12) Other guides/manuals from Bangda/UNICEF, such as related to cost index, MCSDP technical implementation (5); 13) Other guides/manuals from provincial and district levels, such as MCSDP implementation manual of Coordination and Technical Teams and PUA manual of NTT province, and MCSDP operational manual of 2nd Level BAPPEDA of TTS district.

The ways to unite the respondent's sector activities with other sector activities, were: 1) Through intersectoral coordination meeting (9); 2) The same indicators were synchronized with the technical responsibility of each sector (2); 2) Uniting activities which supported to each other, in order to reach broader target, e.g. Public Work restored healthy houses/kitchen and clean water, and RCD motivated community to use the facilities, and the Religion motivated people through religious activities.

The ways of linking one sectoral proposal with other sector's: which were funded by National Budget, Local Budget, or from Donor Agency, were: 1) By considering to the PUA of each level and funds allocation which written on the format; 2) Through RAKORBANG II (District Development Coordination Meeting), continued with RAKORBANG I (Provincial Development Coordination Meeting), and then Development National Consultation; 3) Based on the audio-tape document, they said that the MCSDP Team of provincial level went to the district level, gave information on MCSDP activities, and discussed with the district MCSDP Team. The results were brought to provincial level and discussed among related sectors.

? Those activities were done Irregularly. *Walaupun?*

The involvement of respondents in the PIA development. Based on the accomplished questionnaire data, can be identified that from 83 respondents who directly involved in the development of PIA through coordination meetings were 44 persons (53 %), didn't involve was 27.7 %, and the rest was no answer (19.3 %). Based on the audio-tape document that some of those who directly involved in the development of PIA were not MCSDP Team members, and those who didn't involve were they who came to MCSDP meeting(s) as substitute persons only.

The ways of MCSDP Team agreed on the activities of PIA, were: 1) through coordination meeting (10); 2) by unanimous agreement (5); 3) through 2 day technical work meeting (3); 4) through staged discussions; 5) through formulators team to define activities would be implemented; 6) based on the agreed PUA developed the PIA and then developed proposal (2); 7) based on the format of activities filling list.

Regarding to the meeting(s) to finalize activities in the PIA, 50.6 % of respondents stated that there was/were meeting(s); 16.9 % stated there was not any meeting; 32.5 % was no answer.

From 83 respondents only 45.8 % always attended the meetings, 15.7 % didn't always attend the meetings, the rest (38.6 %) was no answer.

According to the meetings time, many kinds of answer, such as: 1) twice a year (3); 2) in April 1996 and March 1997 (2); 3) pre-meeting before national work meeting (2); 4) every 3 months (4); 5) January 8, 1997; 6) based on BAPPEDA's invitation; 7) from the 5th to 6th of May 1997; 8) defined schedule; 9) where needed; etc. To these many variations of answer, can be concluded that in all RTNA locations either at provincial or district level there was no regular meeting(s), or they didn't know exactly how to answer.

The most of respondents (22.9 %) in last year attended the meetings 4 times (especially of district level of NTT was 47,4 % of those percentage, and of district level of Central Java was 31,6 % of the percentage), 16.9 % attended 3 times and the same percentage attended more than 4 times, 14.5 % attended twice, 8.4 % attended once, 10.8 % never attended any meeting, and the rest (9.6) didn't answer.

According to the invitation of the meeting(s), 71.1 % of respondents stated that BAPPEDA invited the meeting(s). From this percentage, 33.9 % came from district level of Central Java, 22 % came from district level of NTT, 15.3 % came from provincial level of Central Java, each of 10.2 % came from provincial and district levels of South Sulawesi, and the rest came from district level of NTB (5 %) and provincial level of NTT (3.4 %). 6 % of respondents didn't answer.

The meeting(s) was led by BAPPEDA stated by 59 % of respondents. From this percentage, 32.7 % came from district level of NTT, 24.5 % came from district level of Central Java. 14.5 % of respondents stated that the meeting(s) was/were led by Culture & Social Bureau/Section of 1st/2nd Level Local Government, the same percentage by others (UNICEF-3, Sector, and MCSDP Team Head - 3), the rest (12 %) didn't answer.

There was always prepared schedule of every meeting, it stated by 30.1 % of respondents. 42.2 % of respondents stated there was no schedule, and 27.7 % of respondents didn't answer.

31.3 % of respondents always attended the meetings constantly, 62.7 % stated that persons took turns attending the meetings. From the last percentage, 23.1 % came from the district level of NTT, 42.3 % came from the district level of Central Java. 6 % of respondents didn't answer.

(41) The results of the meetings, were: 1) not clear, the results were not documented and distributed (came from provincial level of NTT and Central Java only - 3); 2) agreements among sectors on project location, activities, program implementation, problem solving, programme follow-up, supervision, defining MMR, IMR, U5MR, LBW, data and proposal ((16), two of this respondents stated that the agreement(s) was/were not overall, because the informations at the next related meeting(s) was/were not similar with the information of the last meeting, and the participants of the meeting(s) was/were always changed, so the result(s) was/were always floating); 3) can solve problems which were faced in the implementation (2); 4) to increase the successfulness of each sector activities and implementation monitoring in the field; 5) the evaluated whole activities (6); 6) the same perception among sectors; 7) program integration and synchronization among sectors, even in the implementation was not as

Can
May?

planned because of budget limitation (5); 8) the arranged ASIA and PIA (4); 9) the understanding on MCSDP programme.

In accordance with the functions and tasks of provincial and district MCSDP Team, in general the respondents knew the functions and tasks. Those are: coordinate planning development, implementation, monitoring and evaluation of the MCSDP activities (24), conduct periodical meeting, giving assistancy, supervice and motivate community on MCSDP (3), manage the UNICEF aids administration, reporting, to increase human resources through MCSDP programme.

71.1 % of respondents stated that those functions and tasks appropriate for MCSDP Team; 2.4 % stated others (those appropriate for MCSDP Team if implemented as the schedule and each sector understand its position, MCSDP Team consists of many sectors so it needs integration in order there is no overlapping, and those based upon Cooperation Agreement). 26.5 % of respondents didn't answer.

They didn't mention the MCSDP Team functions as stated in the Cooperation Agreement, those are to assist Governor/District Head in achieving objectives and targets as stated in Article 5 of Cooperation Agreement, responsible in coordinating planning, funding, monitoring and evaluating intersectoral program implementation in the frame of MCSDP, as stated in the Cooperation Agreement; and points of tasks: to control program implementation, and to synchronize the budget plan of some funds resources.

2. Desired Working Mechanism of the Provincial and District MCSD Team

- 1) Periodic management training are needed.
- 2) Regular coordiation meetings are needed. The regular meeting should be at least in 3 months there is a meeting.
- 3) Field coordination is conducted at the pilot project location.
- 4) MCSDP Team SK should be issued or improved and disseminated to all MCSDP Team members.
- 5) Before the PUA proposed to UNICEF, should be proved by BAPPEDA.
- 6) Meeting program, firstly is presentations by MCSDP Team of district level with perception of district level; then followed by presentation(s) of provincial level with perception of provincial level. Finally discussed together.

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C. ISSUES AND PROBLEMS

There are many issues and problems derived from the review of past management training efforts on MCSDP supported by UNICEF, accomplished RTNA questionnaires, and audio-tape RTNA documentation, as follows:

1. Identified from the Review Results of Past Management Training Efforts on MCSDP Supported by UNICEF

a. Related to the planning system:

- 1) The quality of village and district project proposals was still low, still in the form of shopping lists;
- 2) The district situation analysis, which should be used as basis for all sectoral agencies planning projects, it seems had not been used yet;
- 3) There were many different planning systems, they were as many as the number of agencies.

b. Related to the project monitoring system:

The current monitoring system could not be used to monitor the project. The monitoring system was not effective, because:

- 1) the monitoring only covered narrow scope of the project;
- 2) the monitoring at sub-districts and villages was disfunction;
- 3) the project officer more often resided in the provincial capital and Jakarta than in the project location.

c. Related to the district situation analysis:

- 1) None of the three data systems gave real picture of district's issues and potentialities;
- 2) There was no mechanism or dispersal system in distributing information to agencies in the districts.

d. Related to the integration between sectoral agencies:

There was no integration among agencies within the same program. It was caused by:

- 1) No common understanding nor practice between agencies, as to what integration could and should be;
- 2) The sectoral agencies in Jakarta had too far clout and too much role in determining type and location of project in the districts;
- 3) There was no common perception between district sectoral agencies concerning the key issues and potentialities of their district.

e. Related to the data collection tools and other equipments:

There was a gap/discrepancy between tasks and kinds of equipment needed to perform the tasks currently available in a given office. For example, one of BAPPEDA's roles is to collect, analyze and document data. They worked without computer, it was so difficult.

2. Issues and Problems Encountered by the MCSDP Team as a Body in managing (Planning, Implementing and Evaluating) MCSDP Programmes and Activities in the Area

a. Related to the Personnel or MCSDP Team Membership

- low ready
ps?*
- 1) Involving many Sections, each Section had many its own works.
 - 2) Unreadiness personnel to manage the MCSDP activities.
 - 3) The MCSDP members were always changed.
 - 4) The SK of MCSDP Team only listed the names of sector, it causes the persons came to the meeting were always changed.
 - 5) The MCSDP Team had not known exactly the the Team functions yet, and low understanding on MCSDP programme.

b. Related to the Institution

- low ready
ps?*
- 1) The MCSDP Secretariat was disfunctioning.
 - 2) Until today it seems that the MCSDP Secretariat did not exist, it was not clear. Where is it should be?

c) Related to the Information System

- low ready
ps?*
- 1) Less of information on MCSDP, causes the MCSDP Team members' understanding on MCSDP is low.
 - 2) Unreadiness data to manage the MCSDP activities.
 - 3) Covering data of resources was still too low.
 - 4) Less direction and information from UNICEF on the programme which will be funded by UNICEF caused sectors don't understand what should be proposed.
 - 5) Data were not accurate.
 - 6) The MCSDP programme was not clear.

d) Related to the Project Proposal

- low ready
ps?*
- 1) Too many proposals, whereas the budget was limited.
 - 2) The PUA was developed in a hurry.
 - 3) The realization of project location was not as proposed.
 - 4) There was no realization of proposed project.
 - 5) There was time differentiation between DIP (Daftar Isian Proyek = Project Filling List) proposal arrangement, it made overlapping of activities.
 - 6) Less direction and information, by UNICEF, on the programme which will be funded by UNICEF, caused the MCSDP Team members did not understand what we should propose.
 - 7) Many proposals in PIA, but did not work.
 - 8) Many proposed project locations were not synchronous with the priority locations of district.
 - 9) There was no realization of the proposed proposals.
 - 10) Because of less of coordination there were many similar proposals of 2 - 3 sectors.
 - 11) Some sectors were late submitting their revised proposals.

e) Related to the Sectors Involment

how many PS?

- Many sectors involved, whereas the budget is limited.

f) Related to the Coordination

how many PS?

- 1) Sometimes there was no coordination, it caused many overlap proposals among sectors.
- 2) There was no coordination among sectors in planning PUA.
- 3) Coordination in district level did not work..

3. Issues and Problems Encountered by Individual Team Members in Effectively Participating as Representatives of their Specific Agencies in the MCSDP Team

how many PS?

- 1) The MCSDP members were often changed.
- 2) Some people involved in MCSDP activities were not MCSDP Team members.
- 3) Head of BAPPEDA as MCSDP Team Leader were not available. If the leader came from the local government, at least Secretary Assistant, it would be better, because his/her echelon is higher than the coordinated sectors.
- 4) Each member/each person involved in MCSDP activities is busy with his/her own works.
- 5) The members of/or persons involved in MCSDP Team were never invited for attending a meeting/meetings, but they were always asked data orally.
- 6) There was no technical guideline.
- 7) The meeting invitation and information often came unexpectedly.
- 8) Some persons did not understand the MCSDP Team functions, even they did not know that they are members of MCSDP Team.
- 9) Most of the MCSDP Team members of district level do not know the SK of MCSDP Team
- 10) Most of the MCSDP Team members of district level do not know the Blue Book.

E. STRENGTHS AND OPPORTUNITIES WHICH SERVE TO ENHANCE COORDINATION/TEAMSHIP AMONG MCSDP TEAM MEMBERS

1. From the Review Results of Past Management Training Efforts on MCSDP Supported by UNICEF

No data.

2. From the Accomplished Questionnaire Data

- 15/11/85
- a. The MCSDP activities are planned by sectors in the area.
 - b. Many opinions come from sectors can be used as guidance.
 - c. The Coordination Team members are Heads of sector, they can give direction to their staffs in implementing the MCSDP activities in each sector of them.
 - d. Agreement between Local Government with UNICEF issued as SK of Governor.
 - e. Share to each other, coordination, and fundings together among sectors.
 - f. Involving all related sectors.
 - g. Cooperation among sectors.
 - f. Developing planning together among sectors.
 - h. Always integrated in implementing Team activities.
 - i. Often meeting informally.
 - j. Solid cooperation and coordination.
 - k. MCSDP Team assistis District Head in finishing MCSDP programmes.
 - l. Everything decided by Team, it holds the sectors together to implement the decision.

F. DESIRED SPECIFIC TRAINING SUBJECTS

Training subjects based on MCSDP Team competencies, derived from the review results of last trainings, data of accomplished Questionnaire I & II and audio-tape document, are:

- 15/11/85
1. Communication and Motivation Techniques.
 2. PUA and PIA Arrangement Techniques
 3. Coordination Techniques
 3. Leadership.
 4. Group Dynamic.
 5. Data Processing and Analysis.
 6. Monitoring, Eavaluation, Supervision and Reporting System.
 7. Planning Techniques.
 - 8 Analytical Theory (SWOT etc)
 9. Problem Solving Techniques.
 10. MCSDP Program Administration.
 11. Arrangement Techniques of Indicator of Success Arrangement.
 11. Extension Media Development Techniques.
 13. Management

PART V

RECOMMENDATION

From the issues and problems derived from the review of past trainings efforts on MCSDP supported by UNICEF and the RTNA in NTT and Central Java provinces can be identified 4 main problem areas, that are MCSDP Team organization; MCSDP Team building; MCSDP Team capacity; management system and policy.

Two recommendations are proposed to solve the problems in those problem areas, recommendation to Area-based Management Training Modules Development; and recommendation to other interventions, covering: (1) strengthen the MCSDP Team organization; (2) MCSDP Team building; (3) improve MCSDP Team capacity through other interventions instead of training, as follows:

A. RECOMMENDATION TO AREA BASED MANAGEMENT TRAINING MODULES DEVELOPMENT

This first recommendation is to develop Area-based Management Training Modules, with its target group of District MCSDP Technical Team members. Regarding to the target group is recommended two training designs, (1) MCSDP Team Building Training and (2) Area-based Management Training; or the both united in one training: MCSDP Area-based Management Training.

The recommendation below is according to the united training: MCSDP Area-based Management Training. The systematic of training design will be consisted of the objectives of training, which cover domain of knowledge, attitude and skills which are needed by the target group along the management process of MCSDP activities.

1. Training Objectives

To improve team effectiveness, to increase knowledge and to develop attitude and skills of MCSDP Technical Team members on MCSDP program management.

These objectives will become general objectives of training, and will be broken down into specific objectives to achieve effective team, understanding on MCSDP management system and policy, MCSDP Team capacities.

2. The participants were MCSDP Technical Team members of the district level of 7 UNICEF assisted provinces. Number of participants per class should be not more than 20 persons.

3. The resource persons /trainers came from the 1st Level BAPPEDA and Education and Training Centre of 1st Level Local Government.

4. Training Curriculum:

4.1. Training subjects.

4.1.1. Team Building Session

2 days. 1 day

- 4.1.1.1. Starting the First Session
(It includes Micro Lab)
- 4.1.1.2. A Great Deal of Introspection
- 4.1.1.3. Other Materials of Team Building

4.1.2. Management System and Policy

1 day

- 4.1.2.1. Basic Policy on Government of RI-United Cooperation Program
- 4.1.2.2. Area Social Development Management Basic Concept and Cycle
- 4.1.2.3. MCSDP Program

basic inst. - what is kept?

4.1.3. MCSDP Team Capacities

4 days

- 4.1.3.1. Communication and motivation Techniques (Team Bldg.)
- 4.1.3.2. Coordination Techniques (Team Bldg.)
- 4.1.3.3. Leadership
 - Leadership Types
 - Lead Meeting Techniques - documentation & cycle

... except (broken ...)
active history

4.1.3.4. Monitoring, Supervision, Evaluation, and Reporting System

project interm

- 4.1.3.5. Problem Solving
- 4.1.3.6. Data Processing and Analysis
- 4.1.3.7. Planning
 - Analytical Theories (SWOT, Force Field Analysis, PRA & ZOPP and Gender Analysis)
 - Planning Techniques
 - PUA Arrangement
 - PIA Arrangement

Case

4.1.4. Training Follow-up Plan

1 day

4.1.5. Training Wrap-up and Evaluation

4.2. Training Approach, Methods and Media

4.2.1. Training Approach

The training approach, considering to all target group are adult, will be used participatory andragogical approach. The training design will be considering to the self concept of the learner, role of learner's experience, readiness to learn, and

orientation to learning. The participants should be fully participative involved in the process of learning.

4.2.2. Training Methods

The approach will be supported by participative learning methods, such as group and plenary discussions, individual and group works, brainstorming, case study, simulation, role-playing, game, ice breaking, fish-bowl, etc.

4.2.3. Training Media

and participative media, such as metaplan materials, flannelgraphs and flexyflan, flip chart with their hardwares, scenario of role play, and others related. Participants per class should be about 20 persons, with training duration 5 to 7 effective days.

4.3. Training Evaluation

In this training will be applied:

4.3.1 Reaction Evaluation

This evaluation comes from participants, to evaluate the implementation of training, includes trainers' performance.

4.3.2. Learning Evaluation

This evaluation is to measure the achievement of specific instructional objectives of each training subject.

4.4. Training Duration

The duration of MCSDP Area-based Management Training will be 7 - 8 days. Eight hours per day.

Regarding to the broad of Indonesian area vertically and horizontally, and the MCSDP program involving sectors from national to subdistrict levels with its target group at village level, should consider that this training is part of a large training system, with scope from national level to village level.

In the long run this training with other related trainings in the system should be disseminated to all 27 provinces and from national level to village level.

B. RECOMMENDATION TO OTHER INTERVENTION

This recommendation covers:

1. Strengthen the MCSDP Team Organization

- a. Review the MCSDP Team SKs (Decision Letters) considering to.

- b.) Restructure the MCSDP Teams based on the echelon of Local Government officials.

The MCSDP organization should consists of:

- 1) Coordination Team, of provincial/district levels, posted by Office Head of related sectors/institutions of each level respectively. The team leader at least should be the related Assistant of I / II Level Local Government Secretary, it will be much better if the team leader is the Secretary of Local Government. The vice of Team Leader(s) come(s) from BAPPEDA and sector of each Level which its tasks are very close related to the MCSDP programme.
- 2) Technical Team posted by related non structural staffs or echelon 3 of provincial level and echelon 4 of district level. The Team Leader should comes from close related sector.
- 3) Secretariat. The staffs should come from BAPPEDA or plus sectors of each level. The leader can come from BAPPEDA or sector. The Secretariat location should be at PPEDA Office of each level.
- c. Develop each Team tasks based upon the Blue Book and local needs.
- d. Improve the SKs based on the results of a, b and c stated above.

2. MCSDP Team Building.

To improve the performance of MCSDP Team it is essential to move into one of performance improvements, taht is team building. This is a logical development since conventional management training is concerned only with the dissemination of management concepts and individual skill development. As Henry Ford (1863-1947) stated: "Coming together is beginning; keeping together is progress; working together is success", also Franklin Delano Roosevelt (1882-1945), thirty second U.S. President, stated: "People acting together as a group can accomplish things which no individual acting alone could ever hope to bring about", it is clear that to have a success people should work together.

Team building is an organized effort to improve team effectiveness. It may relate to defining and clarifying policies/goals; to reviewing and refining procedures; to seeking out ways to be more innovative and creative; to improving management practices in such areas as communication, decision making, delegation, planning, coaching, career development, and incentives; to improving relationships between team members; to improving external relations (with customers, suppliers); to improving relations with other work teams; and to improving products and/or services.

3. Improve MCSDP Team Capacity through Other Interventions Instead of Training: Missunderstanding of MCSDP programme and specific aspect of management which affect the MCSDP will be a serious constraint in the implementation of the programme itself.

This activity conducted through:

- a. supervision
b. guidance and counseling

- c. apprenticeship
4. Developing management capacity. Developing the management capacity is done via two methods, human resources development and on the job training.
 5. District situation analysis, beginning with data collection to draw up village profile. Suggested using the Village Profile which was developed by the General Directorate for Rural Community.
 6. The selection of priority location should be based on the district situation analysis.
 7. Improving the quality of project proposals, the process should be through following mechanism:
 - a. Institutionalizing MUSBANG Desa and Temu Karya LKMD and UDKP Discussion;
 - b. Improving the quality of District RAKORBANG;
 - c. Regularizing and making consistency the system of proposing projects;
 - d. Improving the development planning from the village to sub-district and district.
 8. Improving the quality of monitoring system, through the following process:
 - a. Reviewing the monitoring formats which are used up to the moment;
 - b. Institutionalizing the monitoring system as it operates at the sub-district and village levels;
 - c. Formulating the monitoring indicators of district, sub-district and village levels;
 - d. Improving the management information system.
 9. Inform the SK and Blue Book to their related staffs.
 10. The SK of each level and Blue Book suggested to be disseminated to all members

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KTT- net band
in dist. ritual.

OBJECTIVES OF RTNA

- 1) General
- 2) Specific

METHODOLOGY OF RTNA

- 1) Questionnaires on Management issues accomplished by (#) MCSDP Team Members
in NTT, NTB, SulSel, Jateng (p.5) : # prov.
district
- 2) Group Discussions among (#) MCSDP Team Members in NTT & Jateng
prov.
district
- 3) Questionnaires on Training accomplished by (#) MCSDP Team # prov.
district

DATE OF INTERVIEWS

NTT -

JATENG -

PREVIOUS TRAININGS CONDUCTED ON MANAGEMENT

what were they

where were they conducted

who/how many participants

what was evaluation

RESULTS OF RTNA

1) Actual Working Mechanims

(a) Review of SK

- Do all have Sks ~
- What do Sks have in common?
- What are the main differences of Sks?
- What are weaknesses of Sks?
- What are strengths of Sks?
- What is difference between SK and actual implementation of SK?

b) Development of PUA (Actual Experience)

- Were Rs involved in PUA development?
- who initiated PUA development?
- How process of PUA development done?

Meeting together

Each agency identifies activities

- Were there guidelines?

c) Development of PIA

- Who initiated
- were Rs involved in development of PIA?

- how was PIA developed?
 - Meeting together
 - Each agency identifies activities

d) Rs opinions re. PUA/PIA development (p.23-24)

2) Desired Working Mechanism

What are the ideas - how many Responses (%)

3) Issues & Problems Encountered by Team as Body (p.26-27)

Categorize the issues & % of Rs

Qualitative answers in group discussions to support questionnaire responses

4) Issues & Problems Encountered by Individual Members (p.27)

- team members often changed (%)
- Head of BAPPEDA not available (%)
- each member busy with his/her own work (%)
- no technical guidelines (%)
- most do not know SK (%)
- most do not know Blue Book (%)
- invitations came unexpectedly (%)
- no invitations to meetings - data only asked orally (%)

5) Strengths & Opportunities (p.28)

TRAINING

Training Needs Revealed (p.28)

RECOMMENDATIONS :

1) SK

- revision
- dissemination

2) Changes within Sectors involved in Team

- each Sector assign specific post or person
- include monitoring of Sector

3) Changes in Working Mechanism of Team

- Coordination by BAPPEDA
- change in procedures?
- change in structure?

4) Training or Capacity Building

- team building
- training in :