

EvSum442

INDONESIA LAN/RIPA TRAINING PROJECT

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The Project

The main aims were to train Indonesian public administration officials (from central government, provincial government and state corporations) in Organisation and Methods (i.e. basic management techniques); and to create a capacity within LAN, the Indonesian National Institute for Administration, to carry out such training. RIPA (the Royal Institute of Public Administration) ran about 80 training courses in London and Indonesia between 1972 and 1986. The total cost of the project is estimated at £4.4m in 1986 prices.

The Evaluation

The project was suggested for evaluation by TETOC in the British Council, who were responsible for managing it from 1977. The evaluation was carried out by a member of Evaluation Department and an independent consultant specialising in public administration training in Indonesia.

The purpose of the evaluation was to examine the design, appraisal and implementation of the project and to assess its impact. A questionnaire survey was carried out of 200 alumni from the courses with a response rate of 53%. Discussions were held in UK and Indonesia with some 160 people, including over 100 alumni and their line managers.

Overall Conclusion

Successful: satisfactory results with most objectives achieved and no major shortcomings while at acceptable cost.

The evaluators judge the project to be a success with some qualifications noted below. The benefits are judged to have been worth the cost; though the same results could probably have been achieved at a lower cost.

The Main Findings

- The project was appropriately identified. However, project design was deficient in failing to quantify the scale of the need for training in O&M, which Indonesian organisations required it, and the precise contents of the training courses. There was no thorough appraisal of the relative merits and cost-effectiveness of UK as opposed to in-country training.

- Too much direct training was carried out by consultants, with insufficient attention to materials and course development. Insufficient attention was given to the desirability of having a representative of the consultants resident in Indonesia in the early years; and to encouraging language training for the consultants.
- Insufficient attention was given to briefing the superiors of the trainees on the objectives and expected benefits of the courses.
- Notwithstanding weaknesses in design and implementation, the impact of the project was extremely positive. Of 14 Indonesian organisations with staff trained under the project visited during the evaluation, all except one demonstrated a positive impact. Some have seen a major impact, with demonstrable examples of improved administrative efficiency resulting from the project.
- LAN now have the capacity to run advanced O&M training courses. However, public expenditure constraints make it difficult to obtain funds to run courses.
- The cost-effectiveness of the courses run in London rather than Indonesia appears questionable. The cost per participant of a course in London was over three times that of a similar course run in Indonesia.

Lessons

- The use of a project framework (which had not been developed at the time the project started) would have facilitated better project design and implementation.
- At the outset of training projects, the relative cost per participant of training in the UK, in the recipient country, and where appropriate training in a third country, should in general be assessed.
- Training and institutional development projects in Indonesia (and other countries of similar size and complexity) should normally be planned on a time horizon of at least 5 years.
- At the outset of large in-country training projects, the implementing agency should in general have a representative resident in the country concerned.
- ODA should encourage language training for consultants.
- Training projects should where feasible make explicit provision for briefing supervisors of trainees on the objectives and expected benefits of the training.