

ICA 02336

REPORT ON THE
ICA/FAO/DEKOPIN/INKUD COURSE ON
THE IMPROVEMENT OF THE CAPABILITY
OF NATIONAL COOPERATIVE ORGANIZATIONS
IN PROJECT IDENTIFICATION AND PLANNING

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1. INTRODUCTION

1.1. General Information

The Indonesian Cooperative Council (DEKOPIN), which is the cooperative movement apex organization in Indonesia, is a member of the International Co-operative Alliance (ICA) and as such also participates as an active member in the ICA Sub Committee for Agriculture for South East Asia.

The renewed efforts of the ICA, through its Regional Development Co-ordination Unit, to establish closer links with both its member organizations and the Food and Agricultural Organization of the United Nations has during the last one year taken a concrete shape.

This report, prepared by the Co-operative Development Adviser of ICA Regional Office for South East Asia on behalf of DEKOPIN, covers the first step in a series to create a coordination of assistance, provided by a movement to movement approach and involving the FAO, ICA and the Indonesian Co-operative Council.

The department of co-operatives of the Ministry of Co-operatives, Government of Indonesia fully agreed to that the project was carried out. With a successful implementation in Indonesia, other Countries in the region like Thailand, Phillipines and Bangladesh are also hoping for this type of assistance via ICA.

2. BACKGROUND OF THE PROJECT

The representative of DEKOPIN at the 22nd meeting of the ICA Sub-Committee for Agriculture for South East Asia, held at Kuala Lumpur, Malaysia on July 23, 1985 requested together with delegates from Thailand, the Phillipines and Malaysia that the ICA Regional Office should assist the National Cooperative Organizations in improving their capability in project identification and planning. It was agreed that such skills and abilities must be developed from within the Cooperative movement and that the efforts for project identifications would reach and benefit members of primary cooperative societies. It was also agreed that these efforts should not only aim at the agricultural cooperative sectors but also other types of cooperatives.

The Swedish Cooperative Centre, a non-governmental organization which obtains its funding from both the Swedish Cooperative Movement and the Government agreed to assist ICA with technical expertise and funding for parts of this program.

Consequently, an agreement was reached on June 7, 1986 between DEKOPIN and ICA to hold a course on Project Identification and Planning in Indonesia during the period January 12 - February 6, 1987.

An exploratory mission consisting of the Regional Development Officer and the Cooperative Development Adviser of the Development Coordination Unit of the ICA RO for South East Asia visited Indonesia during the period of September 21 - October 13, 1986 and made up the final plans and action program for the course together with DEKOPIN. The National Federation for Village Cooperative Units, INKUD and FAO which assisted the project with parts of the funds and also technical personnel input. It was also then agreed that the ILO MATCOM material on Project Preparation and Appraisal which was being translated into Bahasa Indonesia would be used and tested for the first time in Indonesia. All these arrangements had prior to that been endorsed by the head offices of the respective international organizations involved.

3. ORGANIZATIONAL RESPONSIBILITY

- 3.1 The project was aimed at evolving 4 project identification surveys with subsequent development of the material into project proposals which should reach the ordinary members of primary cooperative societies and which could be supported either by Indonesian cooperatives and Banks or foreign aid agencies. This was done by providing training to Research and Planning Officers as well as Trainers of the Indonesian Cooperative Movement in a suitable mix of theory, practicing and on-the-job-training, both in field research, writing up the project proposals and presenting them to a forum of cooperative development support agencies.
- 3.2 With so many agencies involved and for carrying out such a complex task within a relatively short period of time such as one month, there was a need for a considerable good organization. As can be seen in the "Project Organization chart" two committees were formed, i.e. the Organizing Committee and the Steering Committee for the project.

The Organizing Committee, consisting of 5 employees of DEKOPIN and one coopted lecturer of the Indonesian Institute for Cooperative Management, IKOPIN, was responsible for the practical and administrative tasks including those of the local funding and expenditures.

The steering committee, chaired by the ICA Regional Cooperative Development Adviser together with two ICA Consultants (Indonesian Nationals), two lecturers from IKOPIN and assisted by two Associate Experts of the FAO INS/83/018 Rural Cooperative Development Project, was responsible for both the technical quality of the training imparted as well as the day to day execution of the project.

- 3.3. In all undertakings during the execution of the training the Chairman of the Steering Committee also represented the FAO and ILO interests.
- 3.4. During 2nd to 4th week the organization of the training was arranged as in Appendix No. 2. Consequently, two of the ICA Consultants and two Lecturers from IKOPIN acted as Field supervisors and each one of them lead a team of 4 course participants. The Cooperative Development Adviser of ICA functioned as Field Coordinator with the two FAO Associate Experts as Assistants.
- 3.5. The training was carried out in close collaboration with DEKOPIN, INKUD, IKOPIN, PUSLATPENKOP, the Cooperative Department, FAO and ILO.
- 3.6. DEKOPIN, thus provided two Indonesian resource persons as counterparts from IKOPIN and mobilized the necessary support from the Ministry of Cooperatives and the member organizations.
- 3.7. ICA provided three Consultants with substantial theoretical and practical experience in identification and planning of projects as well as with local knowledge. Most of the training methodology and material was derived from the ICA team.
- 3.8. IKOPIN provided very good accomodation and class room training facilities during two of the course weeks.
- 3.9. Letters of Introduction for field research by the four teams and the Field Coordinator were issued by the Department of Cooperatives in west Java where the field work was carried out.

- 3.10. FAO supported the activities with Funds, manpower and transport facilities.
- 3.11. PUSLATPENKOP during the final week made classrooms and accomodation facilities available to the course.
- 3.12. The ILO/MATCOM training manual on Project preparation and appraisal translated into Bahasa Indonesia was reproduced and used for the first time.

4. OBJECTIVES

The objectives of the training on project identification and planning were defined seen from the point of view of the participants. Consequently, after the training, the participants should be able to:

- identify potential project objects,
- prepare for and carry out field survey for project identification and planning,
- make appraisal of project proposals according to required criteria by banks and cooperative support agencies,
- prepare a project proposal and negotiate agreements for implementation by the cooperatives, banks and/or potential support agencies.

5. ACTIVITIES

5.1 Preparation

The Regional Development Officer and the Cooperative Development Adviser of the ICA Regional Office visited Indonesia during the months of October and November, 1986. During this visit the plan and the budget for the training was drawn up and funds to the tune of US \$ 7.750.00 was negotiated with FAO on behalf of DEKOPIN by the ICA team. In mid-November the CDA of ICA Regional Office also visited IKOPIN in Bandung for the purpose of negotiating suitable premises for the training, accommodation, and board and lodging. The invitations for participation in the training were sent out by DEKOPIN to cooperative training centres all over the country and PUSKUDs. The first

screening of participants was to be done by 30 November 1986. On 21 December, 1986 the Cooperative Development Adviser of ICA Regional Office for South East Asia arrived in Indonesia to join DEKOPIN and

FAO in finalising the preparation for the training. In Appendix 3 is shown the itinerary of the Cooperative Development Adviser in detail for the period 20 December, 1986 to 25 February, 1987.

Before the training started on 6 January 1987, the Cooperative Development Adviser (CDA) assisted in securing the necessary funds for the whole training program, final selection of participants and engaging competent resource persons as well as obtaining the necessary agreement with IKOPIN for the provision of suitable venues for the training. Accommodation and meals as well as administrative support personnel were also provided by the IKOPIN under the same arrangement.

5.2. The Training Programm

On 11th January 1987 the course participants arrived for registration at IKOPIN, Bandung. Appendix 4 shows the details of the first week of the training. After a brief course introduction to the participants, the opening ceremony was held. It was shared by the Chancellor of IKOPIN and attended by the President of DEKOPIN, the FAO representative to Indonesia, the Director Training of DEKOPIN, the Chief Technical Adviser of the ILO/Swiss Cooperative Management, Training and Member Participation Project/KUD (INS/84/MO2/DDA), the ILO/MATCOM Liaison Officer and the Chairman and Chief Executive of the INKUD (Indonesian Federation of Cooperative Village Units) as well as the CDA of ICA.

- 5.3. During the first week the training concentrated on providing the participants with necessary theoretical knowledge in ranking of potentiality of activities suitable for cooperative development. This was coupled with practical exercises during which the participants in four groups and under the leadership of one resource person respectively selected potential objects of activities for further feasibility study and analysis. Appendix 5 shows the group composition. After having identified the study object, further theoretical knowledge was given to the participants in study design and data requirements. Identification of sources of data required and data collection techniques were also

thoroughly gone through in the classroom. Other areas covered, both in theory and practical exercises, were data processing techniques, costing and project financing, forecasting and projection

techniques as well as project analysis and appraisal techniques. Report writing was covered during the classroom sessions too. Throughout the week both the theoretical sessions and practical exercises were geared towards the four study objects which had been selected by the course participants already in the morning of the second course day. In practice this meant that participants together with the resource persons during the first week simply evolved a full fledged field study design so that before the weekend, all the four teams were ready for their field surveys. 5.4. On Saturday, during the first week, the participants also had the opportunity to visit and study the Cooperative Housing Project of KUD SINAR JATA. This provided them with very valuable material for comparison with the project objects which they themselves had selected.

- 5.5. During the second week the four study teams made field surveys of their respective project objects. Consequently, team 1 studied the possibility of one CUD in the area of Tasikmalaya starting a fish hatchery for subsequent fish breeding in ponds. Team No. 2 studied the production of knitwear such as men and ladies sweaters etc. in a cooperative in Southern Bandung. Team No. 3 had selected to study fish production in ponds with subsequent marketing of two KUDs in Sukabumi. Team No. 4 studied the possibility of two KUDs in Majalengka promoting production of soyabeans and providing marketing services to the farmer members.

During the five field days all teams held discussions every evening about the results of the day, the problems encountered in obtaining relevant and accurate data and the solutions to such problems. The resource person assigned to a specific team was responsible for the quality of such deliberations.

In addition to this, the CEA of ICA Regional Office visited all the field teams and held consultations both with the resource person as well as with the participants. In this way, certain problems occurring in one team could be discussed with the other team members and unnecessary duplication of such problems could be avoided. The two FAO Associate Experts assisted CDA in performing this coordination and the three of them held daily meetings in Bandung over the telephone. Finally, during the second week also initial data validation and processing took place already while the teams were in the field.

5.6. During the third week all the teams were back again at IKOPIN. Tabulation of data, validation of data collected as well as analysis took place. A draft report was also prepared by each team and presented in the class room for criticism and comments. Thereafter, the final reports were produced. Throughout the week the Steering Committee met daily to discuss progress of work of the teams, their problems and possible solutions to be applied. The work schedule for this week is also given in Appendix No. 6.

5.7. During the weekend between the third and the fourth week the training program moved to PUSLATPENKOP (the National Centre for Cooperative Training and Education) in Jakarta. Hence, the fourth week of the program was conducted in those premises. Lectures on the concept of cooperative management consultancies and self-help and self-financing activities within the cooperative movement with special reference to leadership development were given by Experts of the ILO/Swiss Cooperative Management Project. The feasibility reports and the project documents were also finalised by the four teams under the leadership of the resource persons. During this week the Regional Development Officer of the ICA Regional Office for South East Asia coordinated the training activities.

At the end of the training the team leaders selected by the respective groups made presentations of the readymade project documents to a forum of bankers, government officers, cooperative leaders and foreign support agencies. This forum gave very valuable comments and guidance to the participants and training organisers on possible shortcomings and scope for improvement of the project proposals.

In order that the project proposals would be implemented in the future the course participants and the organisers selected a committee consisting of the two participants from DEKOPIN, INKUD and PUSKUD in West Java.

Also, it was agreed with the resource persons that the project documents would be translated in full from Bahasa Indonesia into English and submitted to international agencies concerned with cooperative development in Indonesia.

5.8. The closing ceremony was held on 6 February, 1987 and chaired by the President of DEKOPIN, Ex-Minister of Agriculture. The program for the last week of training is given in Appendix No. 7.

5.9. Immediately after the closing ceremony the President of DEKOPIN was interviewed both by the TV and newspaper reporters. During the interview Prof. Ir. Soedarsono Hadisapoetro expressed his gratitude to ICA, FAO and ILO for the initiative taken to start this type of training in Indonesia. He also suggested that this type of training is very essential for the management of cooperatives at all levels because it improves the ability of the decision makers in analysing projects and investment objects in a scientific and systematic manner. He went on to say that if this program is launched on a national basis, the experiences of wrong investment decisions in the cooperatives would be minimized and instead correct investments could be made, further enhancing the economy of the cooperatives and subsequently the whole cooperative resource basis.

It was also the opinion of Prof. Soedarsono that properly identified projects will not only give direct benefit to participating members but also increase members participation in the activities of the cooperatives. In other words, with proper project identifications, efficient implementation of projects and proper utilization of surpluses from such projects the cooperatives will surely grow in terms of number of members, and volume of business as well as that the members own supervision and control of their cooperative will be enhanced.

It was also the opinion of Prof. Ir. Soedarsono that this program could further assist the cooperatives to go into analysis of bigger and more important projects, for example in the field of processing of agricultural produce. The image of cooperatives in the eyes of the public could thus be considerably promoted.

6. EVALUATION & RESULTS OF THE TRAINING

- 6.1. The summary statement of the whole training program, its venues, participants, resource persons, course contents and finance is given in Appendix 8.
- 6.2. The schedule for the implementation of the whole program including the preparatory work is also given in a condensed form in Appendix No. 9.
- 6.3. The budget for the training is provided in Appendix 10.

6.4. The participants attending this training were drawn from the provincial KUDS and the Cooperative Training Institutes from five provinces and the capital city of Jakarta. The age of the participants ranged from 26 to 42 years. Appendix 8b shows the list of the participants and is a result of the compilation of data from a pre-training questionnaire (Appendix No. 11) which was filled in by 15 of the 16 trainees. From the same pre-training questionnaire it has been evaluated that six of the participants have had enough and relevant prior training and education. It was assessed by the resource persons that those six trainees would be able to participate actively in the course. They would also work with relevant cooperative organizations so that the chances for implementation of the knowledge, skills and attitudes derived from this training would be implemented in their respective organizations.

The resource persons further felt that five other trainees had only little training and education relevant to this course. They are all trainers in cooperative training institutes and, therefore, they will not be directly involved in identification and planning of projects in reality. However, they could make use of the experiences gained through the training in their own training and education programs in their respective duty stations.

Two of the trainees did not have relevant training and education to participate in this training program. This assessment was made by the resource persons. Further, these two trainees are working with agencies where they are not likely to make use of the knowledge and experience gained through this training. The final conclusion of the resource persons was that further implementation by those two trainees is unlikely. The conclusion which can be drawn out of this is that as this training costs around US \$ 1,000.00 per participant, it is very necessary that the selection of future participants will be done more carefully.

6.5. During the first week theoretical exercises were blended with practical tasks in a suitable mix. In order to create as complete a logical sequence as possible two steps were taken. Firstly, a lesson planning sheet was used by the resource persons to draw up a plan for each topic and subject. An example of such a lesson plan is given in Appendix 12. This gave a chance to the lecturers giving a session after another lecture to read out

from the plans all the steps which had been taken before so that he could link his own session with the previous topic in an efficient way. The lecturer giving the next session could subsequently follow the same procedure and so on.

In order to create a situation whereby all participants would have a chance to follow the training adequately a daily training materials evaluation was made at the end of each day. Thus, daily evaluations were compiled and discussed in the evening of each day by the steering Committee providing for daily monitoring of the programs of work of the whole team of resource persons. The Steering Committee was then able to make necessary adjustments of the following day's training sessions and topics so that it would to the largest possible extent fulfil the needs of the participants. The form for the daily training materials evaluation is given in Appendix 13.

As a result of these evaluations it could be seen that in general all the topics presented were termed very relevant and useful by the participants as to the inclusion of three topics which had originally not been put into the program. Also, shortage of time in the case of number of topics were indicated by the participants and extra coaching could, therefore, be given to those participants who required more training. It also appeared from the daily evaluations that the training materials presented were good and efficiently presented. The general opinion of the participants was, that they would be able to achieve the fixed training objectives through the sequence of the sessions and topics outlined in the time schedule. The majority of the participants also thought that the training material and knowledge which they obtained day by day would also be used by them in their working situation back home. The final conclusion which can be drawn from the use of this evaluation form is that this training program can be expanded to cover the whole country without any major changes of the first week of the program.

- 6.6. During the second week when field studies were made, the field coordinators and the resource persons held discussions on the problems encountered in obtaining the data and information required. In addition to this the resource persons also produced brief reports on the activities of their respective team covering the whole week. An example of such a field study report is given in Appendix 14.

6.7. also. the Assistants of the field coordinator made their own reports on their findings during their visits to the field study team. In one of those reports which is given in Appendix 15 it may be noted that:

- (a) The four team members melt into a very homogeneous working group during the week.
- (b) Supervision and guidance by the resource person was very effective, without the resource person taking over the tasks of the team members,
- (c) Some of the team members seemed to rely too much on statements and statistics of government offices instead of trusting the primary data obtained from the individual farmers during interviews,
- (d) The work discipline in the team was very good,
- (e) The interviews and sampling techniques of the team were excellent.

From the above it may be concluded that the training which participants had received during the first week, together with a continuous and very attentive coaching by the resource persons in the field were complementing and are really necessary ingredients to make this type of training successful.

6.8. Finally, at the end of the training an overall final training program evaluation was made. Only 15 of the 16 course participants were able to participate in this evaluation because the father of one of the participants passed away two days before the end of the course and, therefore, he was allowed to go home one day in advance.

Appendix 16 gives the results of this evaluation in detail. However, the following main points can be drawn out from the evaluation:

- (a) All the participants have felt that the training program as a whole was either very relevant or relevant. None of them has said that the training program was not relevant.
- (b) The topics during the first week had been presented in a systematic manner and the number of topics were also termed sufficient by the participants. However, the duration of the class room training was too short according to 9 of the 15 participants. They suggest that the class room training and the practical exercises

before going to the field should be extended to about 10 days.

- (c) From this follows that each topic could be given over 1.5 to 2 hours. The training methodology during the first week was good but six participants have suggested that more case studies should have been used.
- (d) The total amount of handouts and training material provided was sufficient according to 13 of the participants while two were suggesting that they would require some more material.
- (f) Similarly, 8 participants feel that their skills in project identification and planning have improved very much while 7 state that their skills in this field have improved fairly well.
- (g) 7 of the participants are of the opinion that their behaviour and attitudes towards the tasks of identifying projects and planning for projects have changed very much. 7 other participants feel that their behaviour/attitudes have been changed to a fair extent. One participant claims that his behaviour and attitude towards this type of work has not changed. The possible explanation for this kind of response could be that this person after only one week's training would not feel that he has gained very much from the training or he simply has not been serious enough while filling up the form.
- (h) The number of the facilitators and resource persons have been termed sufficient according to 14 of the participants.
- (i) The relation and collaboration between participants and the resource persons was very good to fairly good.
- (j) The field survey and report writing sessions have been considered very relevant (4 participants) and relevant (11 participants).
- (k) As a whole, all participants feel that the class room training was relevant to the tasks of the field survey and report writing.
- (l) The planning and preparation was found very good or good by 12 of the participants while 3 (probably one team) felt that improvements could be made.

- (m) Similarly, 10 of the participants felt that the duration of the field study week was sufficient while 5 of the participants, probably consisting of one team, expressed the view that the field survey was too short.
- (n) Also, the time available for report writing was termed too short by 7 of the participants. 10 days for the report writing has been suggested as more suitable than only one week as given in the above training program.
- (o) After discussions with the resource persons on these shortcomings it was felt that one project proposal was possibly a little bit too complex to be tackled in such a short period of time as one month and especially as this work was carried out by participants who underwent training. It would be a completely different situation if the study had been carried out by experienced researchers.
- (p) The facilities for the field surveys were felt sufficient by all participants.
- (q) Data collection was done very effectively according to the 3 participants and effectively enough according to 12 participants.
- (r) The field supervisors, i.e., the resource persons and the coordinators were considered very helpful by 11 of the trainees while 4 of them stated that they gave sufficient assistance to the teams.
- (s) The capability of the participants after finishing the whole training program were improved according to the following:-

	<u>Fully able</u>		<u>Not yet fully able</u>		<u>Not able at all</u>	
	<u>Total</u>	<u>%</u>	<u>Total</u>	<u>%</u>	<u>Total</u>	<u>%</u>
a) Project identification	15	100	-	-	-	-
b) Project planning	15	100	-	-	-	-
c) Project evaluation	12	80	3	20,00	-	-
d) Study design	15	100	-	-	-	-
e) Collecting data	15	100	-	-	-	-
f) Tabulating data	14	93,33	1	6,67	-	-
g) Analyzing data	13	86,64	2	13,34	-	-
h) Report writing	15	100,00	-	-	-	-
i) Oral presentation of the report	13	93,33	1	6,67	-	-

From the above it can be seen that all the participants are fairly confident that they can do project identification, planning study design, data collection and report writing. However, three of the participants considered that they still have some shortcomings in the case of project evaluation. One participant feels that he is still in need of assistance in data tabulation and 2 participants feel that they would need more training on data analysis. It is very encouraging to note that none of the participants has suggested that he or she is not capable at all to do any of the tasks covered by this training program.

6.9. The participants general comments suggest the following:

-Handouts should be distributed a few days before the presentation of a specific subject so that participants would have a possibility to study and comprehend the contents. This would facilitate faster understanding during the class room sessions and in following exercises.

-The duration of the theoretical-com-practical exercises in the classroom environment should be extended with 2 to 3 days.

-Area survey data should be made available to the

- Area survey data should be made available to the participants and resource persons on the very first day of the training.
- More time should be allocated for exercises and discussions.
- In order to facilitate the field surveys the letters of introduction to the various authorities concerned should be issued one week before the start of the field survey so that the parties concerned in the field would receive them on time and they could prepare themselves for the visit of the survey team.
- The time allocation for the field surveys should be adjusted according to complexity of the study object.
- The typing and secretarial facilities should be adequate, and such support service personnel must stand by throughout the third and fourth weeks of the program. Thus, unnecessary delays and irritation among the team members working under time constraints can be avoided.

6.10. The finances were provided by ICA, FAO, DEKOPIN and INKUD. ICA provided arifares, salaries and stay in Indonesia for its Regional Development Officer during the period of two weeks and for the Regional Development Adviser for a period of 5 weeks. The ICA also contributed with honorarium to two of the resource persons for the whole period as well as funds for the translation of the project proposals. The FAO supported the whole training program with both funds to the tune of US \$ 7,750.00 and two Associate Experts for the whole training period to act as Assistants to the Coordinator of the program. DEKOPIN and INKUD ensured adequate facilities in terms of classrooms, group rooms, accommodation, food and transport as well as two resource persons from IKOPIN in Bandung. The government was supportive in all aspects regarding the approvals of the FAO funding of the whole training program, as well as in obtaining the necessary concurrence for carrying out the field research.

7. PROJECT PROPOSALS

7.1. The main objective of the training has been to enable the participants in groups of 4 to produce one project proposal by each group. These proposals were also presented by the course participants themselves to a forum of cooperative support agencies, including banks, governmental bodies and foreign support agencies.

7.2. The following project proposals were consequently presented by the four teams of participants:-

- I) Cooperative fish hatchery and fish fingerling production for supply to cooperative members doing fish breeding in ponds in the area of Tasikmalaya, West Java in Bandung.
- II) Cooperative knitwear production for possible exports in Bandung, West Java.
- III) Promotion of fish breeding in ponds by members of cooperatives in Sukabumi, West Java.
- IV) Production and marketing of Soyabeans in Majalengka, West Java.

7.3. During the presentation of the above project proposals the cooperative support agencies expressed their appreciation of the comprehensiveness and good quality of the project proposals. They further congratulated the course organisers, resource persons and the participants for the good work they had done. The representatives of the banks and other support agencies suggested that this kind of training is necessary in order to uplift the standard of investment analysis and financial management of the cooperatives.

7.4. In order to ensure that the project proposals would be implemented in practice, a committee was formed at the end of the course. This committee consists of participants who are presently working in DEKOPIN, INKUD and PUSKUD of West Java. This committee will be charged with the responsibility of continuing the preparation for the start of the above projects as well as to do continuous monitoring when implementation of the projects are on. Those staff members will also in the future be responsible for coordination at a national and provincial level of future training programs in project identification and planning. They will also be more and more involved in assisting the member organisations both at secondary and primary levels in identifying viable projects and investment objects. Ultimately, it is hoped that DEKOPIN and INKUD will create a structure of consultancy services to the member organisations.

- 7.5. In order to facilitate a proper dialogue with foreign agencies supporting cooperative development an agreement has been made between DEKOPIN and the ICA to have all the above project proposals translated from Indonesian into English. The English versions of those project proposals will be used in convincing foreign donors of the viability of this training program which was carried out in Indonesia as a pilot activity.

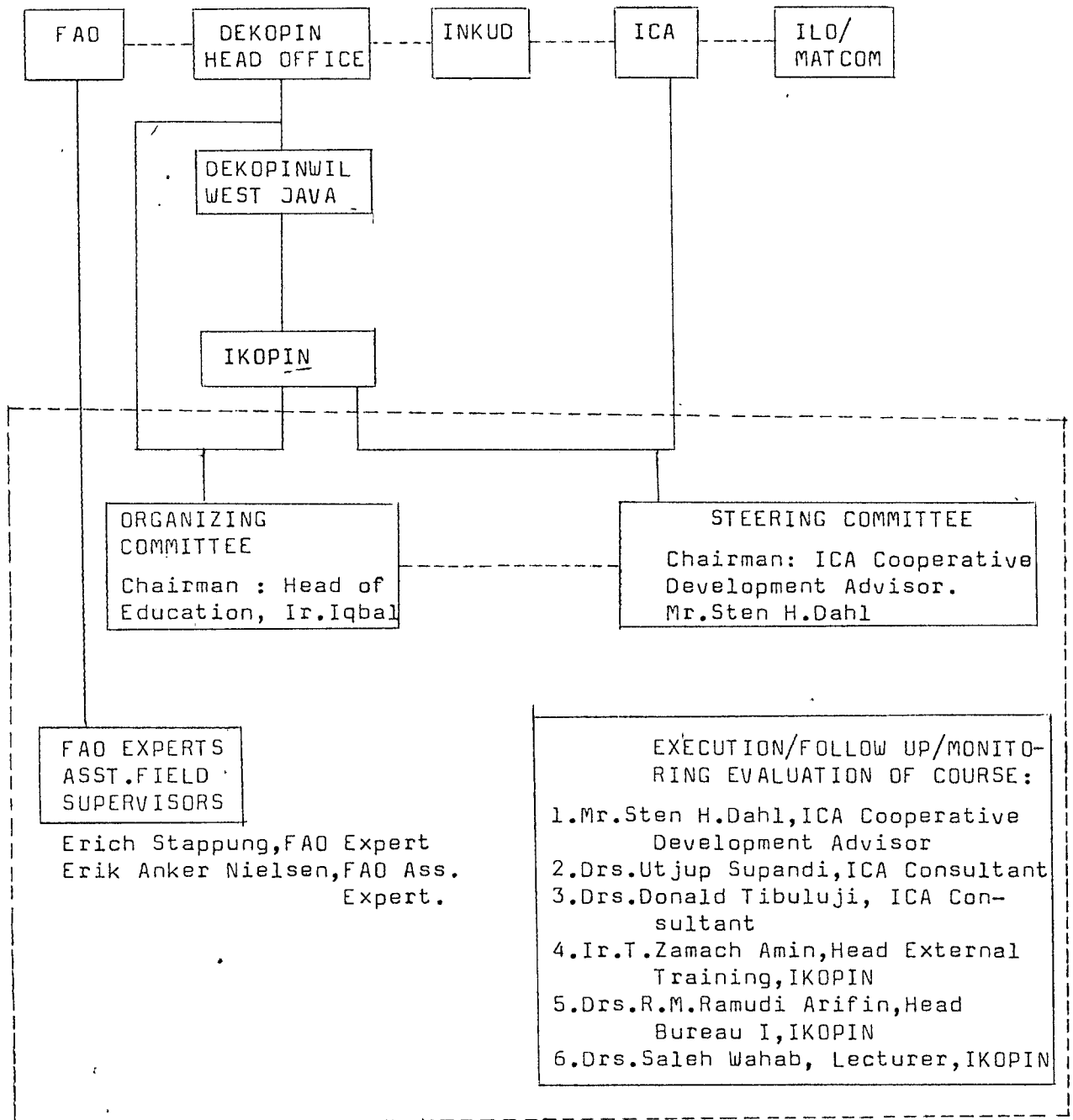
It has further been agreed that DEKOPIN with the assistance of ICA will prepare a national training program proposal for improvement of the capability of the cooperatives in project identification, planning, implementation, monitoring, and evaluation activities. DEKOPIN together with INKUD will, therefore, in the future develop a network of competence in this field including the ability of the provincial cooperative training institute in carrying out this type of training independently.

8. CONCLUSIONS AND MAIN RECOMMENDATIONS

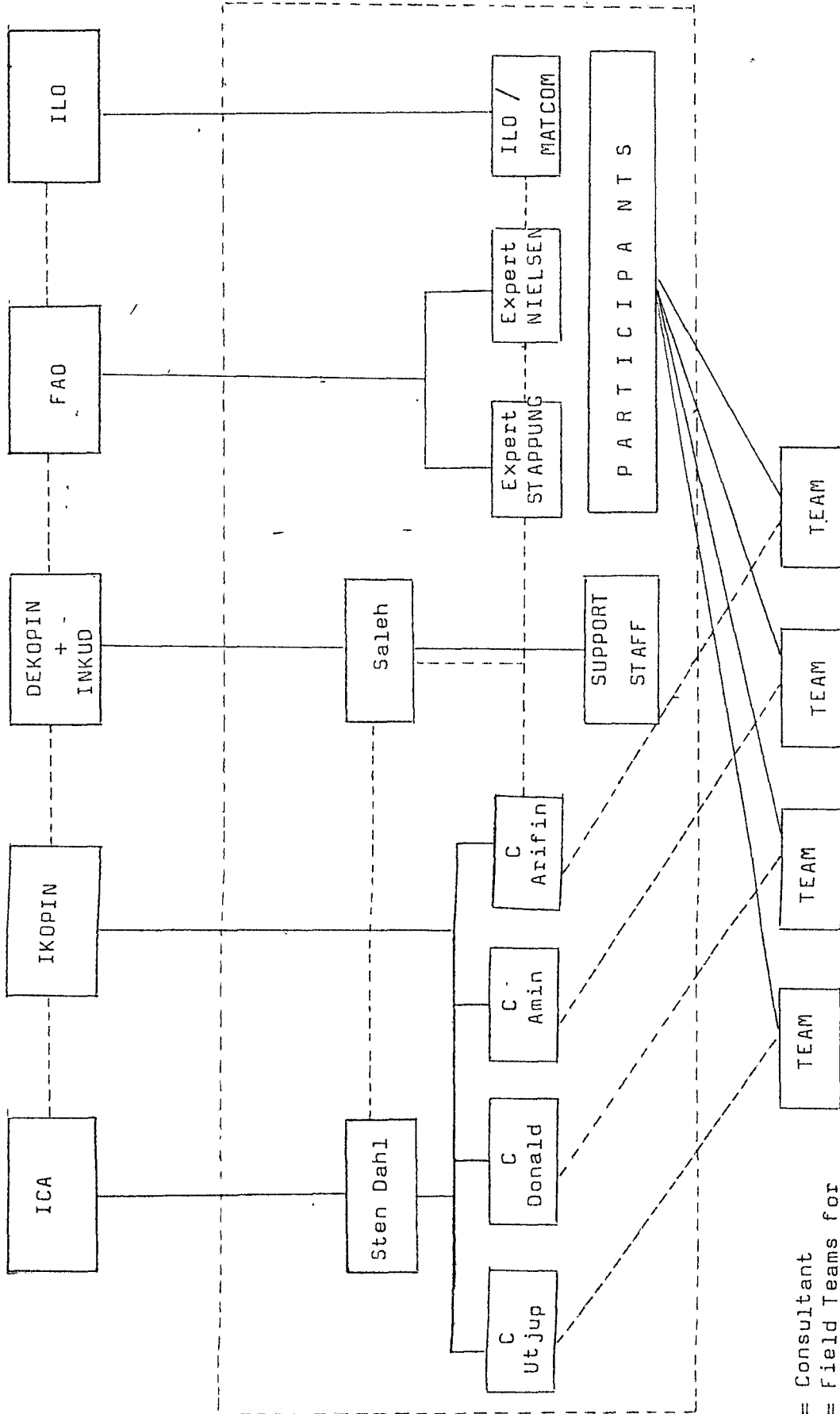
- 8.1. The above training program has been carried out very successfully in spite of time, financial and manpower constraints. Bankers and foreign support agencies have concluded that this type of training is very necessary for development of the capability of the cooperative movement in Indonesia in financial and project management. The participants and resource persons have together with the support agencies suggested that this type of training must be institutionalised and should cover the whole country. DEKOPIN, INKUD and the PUSKUSs together with the Ministry of Cooperatives have recognised the need for a consultancy service to be built up within the cooperative movement structure. As a part of this development the training in project identification and planning becomes very important.
- 8.2. In view of the above it is suggested that DEKOPIN, INKUD and ICA in collaboration with other donor agencies well carry out a study to determine the structure of a national training program in project identification and planning. This study should also define the resource constraints and suggest how such constraints would be alleviated. A time frame as constraints would be alleviated. A time frame as well as budget should also be drawn up so as to complete a comprehensive program proposal. Such a program proposal should then be negotiated with suitable donor agencies for funding and technical support.

- 8.3. The ICA should assist DEKOPIN and INKUD in monitoring of the above four project proposals so as to ensure their implementation. In addition, a system for monitoring the progress of the trainees after their return to their respective places of work should also be developed. The main intention of the training must be that the participants in their daily work are using the knowledge, skills and attitudes which they have acquired during their training. The focusing of the aforementioned monitoring system must be to enable DEKOPIN and INKUD to enhance the progress of former trainees to do this work.

PROJECT ORGANIZATION CHART



TRAINING ORGANIZATION CHART



C = Consultant
 TEAM= Field Teams for
 Project Identification & Planning.

ITINERARY MR. STEN DAHL, COOPERATIVE DEVELOPMENT
ADVISOR OF ICA REGIONAL OFFICE, SOUTH-EAST ASIA
20/12 1986 - 24/2 1987

<u>Date</u>	<u>Time</u>	<u>A c t i v i t i e s</u>
20/12-86	21.30	A 147 NFC - IGI Airport
21/12-86	15.00	Arrival Jkt, Garden Hotel
22/12-86	08.30 - 12.15	Meeting DEKOPIN/INKUD on making Check list of tasks of prepara- tion Meeting DEKOPIN and CTA ILO/Swiss.
22/12-86	12.30 - 14.30	Coop.Dev.Project re:Assistance MATCOM Material and Resource persons.
22/12-86	15.00 - 16.30	Meeting Team Leader FES Comap on assistance- Resource person for the course.
23/12-86	08.30 - 12.00	Meeting, the Chairman INKUD and Liaison persen, DEKOPIN.
23/12-86	12.30	Meeting Acting Res Rep of FAO for funds - US\$ 7.750,-
23/12-86	15.30	Return to Hotel Garden
23/12-86	15.45 20.15	Departure for Bandung Arrival Bandung
24/12-86	08.30	Meeting with FAO Coop.Development project in Bandung on Resource per- ons and other support for the course. Schrechenberger, Nielsen, Ade.
	12.00	Meeting at DEKOPINWIL with Chairman of Koperasi Jasa Audit (KJA) West Java regarding possible assistance from the Manager on Financial Manage- ment.
	18.00	Meeting Drs.Utjup Supandi regarding his replacement for the consultancy tasks.
25/12-86	-	Public Holiday.Birthday of Jesus Christ, Our Saviour.

<u>Date</u>	<u>Time</u>	<u>A c t i v i t i e s</u>
26/12-86	-	Leave ½ day
26/12-86	17.00 - 20.00	Meeting Candidate from Universitas Padjadjaran for replacement of Dr. Utjup Supandi as ICA Counsultant.
26/12-86	20.00 - 22.00	Telephone to Mr.Erich Stappung in Switzerland to request him to arrive earlier for course preparation.
27/12-28/12	-	Saturday - Sunday
29/12-86	-	L e a v e
29/12-86	18.00- 22.00	Travel to Bandung and back for meeting with Drs.Utjup Supandi and Drs.Donald, ICA Consultants
30/12-86	18.00 -22.00	Meeting Drs.Utjup in Bandung and attempted telephone to Erich Stappung in Switzerland.
31/12-86	08.45 - 17.00	Meetings at DEKOPINWIL and IKOPIN together with Drs.Utjup Supandi, Consultant.
4/1-1987	18.00	Meeting with Consultant Drs.Donald L.Tibuluji regarding plans and preparation for the course.
5/1-1987	06.00 11.00- 16.00	Travel to Jakarta by Taxi together with Consultants (Donald & Utjup) Meeting at DEKOPIN-Report on progress of preparation for the course.Sten Dahl/Amon selection of course participants and programme for this week.
6/1-1987	08.30 11.30 12.30	Meeting FAO Res.Rep.and on funds for the course. Meeting CTA ILO/Swiss Project and ILO MATCOM Liaison officer their participation and material Meeting Al Nagha PUSLATPENKOP for preparation.

<u>Date</u>	<u>Time</u>	<u>A c t i v i t i e s</u>
6/1-1987	14.30	Interview at DEKOPIN with candidate for resource person from FES/COMAP.
7/1-87	08.30	Preparation together with Utjup SUPANDI and Donald TIBULUJI on Material for course.
	14.00	Meeting IKOPIN representatives on course participants and programme.
8/1-87	09.00	Meeting IKOPIN representatives on preparation of course programme ordering equipment.
9/1-87	--	At IKOPIN Jatinangor Directing to the course on Project Identification and Preparation.
10/1-17/1, 1987	07.00	At IKOPIN Jatinagor "
15/1-87	07.00	Immigration-Telex-Tel.offices
17/1-18/1,87		- Travel to and attend meeting with ILO at Jakarta on the ILO MATCOM material which was used during our ICA course.
		- Meeting with Dr.Skaaret on Training of trainers seminar at PUSLATPENKOP.
18/1-87		Return from Jakarta to Cimahi(Sunday)
19/1-87		Meeting E.Nielsen,FAO,Bandung and Head of the Small Enterprise Dev.Project Mr.Farouq, Bank Indonesia.
19/1-20/1-87		Travel to Majalengka field team supervision.
21/1-87	07.00	Meeting with Field Team Bandung re Knitting Coop.project proposal at Department of Cooperatives,Bandung.
	09.30	Meeting at Koperasi Produksi Breien and Konfeksi, Jl.Soekarno Hatta 90 Bandung with the Survey Team.
22/1-87	07.00	Travel to Sukabumi

<u>Date</u>	<u>Time</u>	<u>A c t i v i t i e s</u>
22/1-87	10.00	Visits to KUD Cisaat II,III, and V
	14.00-18.00	Meetings with Subteam on Fish breeding.
23/1-87	07.00	Travel to Bandung
	09.30-10.30	Meeting Mr.Saleh Wahab at IKOPIN on course administration.
	10.30	Travel to Tasikmalaya
	13.30	Visits to Fish Hatchery/Breeding sites of Dept.of Fisheries in Singaparna and Tasikmalaya.
	21.00	Return to Bandung IKOPIN Brief Meeting with Team members on results of field studies and work plans.
24/1-87	08.00-18.00	Discussions with Field teams and Supervisors on Field research result at IKOPIN
25/1	-	Sunday
26/1-29/1	08.00-18.00	Tabulation Analysis of Field Data and preparations of draft project documents.
30/1-87	08.00-19.00	Presentation of the 4 Draft project documents and discussions for possible improvements.
31/1-87	08.00-13.00	Revision of Field reporting and project proposals
	13.00-15.00	Finalizing summaries for classroom.
	15.00-18.00	Finalizing all administrative matters at IKOPIN and preparation for whole group travel to Jakarta.
1/2-87	13.00-17.00	Sunday travel to PUSLATPENKOP, Jakarta
	17.00-19.00	Meeting with course participants and Consultants for checking on arrangements

<u>Date</u>	<u>Time</u>	<u>A c t i v i t i e s</u>
2/2-87	08.00-09.30	Meeting Mrs.Els Klinkert ILO/ MATCOM Liason Offices.
2/2-87	09.30-12.30	Lectures by ILO/Swiss Project Experts on latest Development of Cooperative Consultancy and Member Education Services.
	13.00-17.00	Finalization of the 4 Project propo- sals.Meeting with Lectures of PUSLAT- PENKOP and ILO/MATCOM Liason Officer planning for conducting Training of Trainers in using MATCOM material in Rural savings and credit.
3/2-20/2	08.00-18.30	Conducting of Seminar on Rural Sa- vings and Credit by use of MATCOM material which was simultaneously also adapted to the Indonesian Con- ditions.
20/2-87	18.00-22-00	Travel to Bandung
21/2-87	09.00-13.00	Meeting at DEKOPINWIL West Java with Translators of the 4 Coop.Develop- ment Project Proposals.
22/2-87	14.00	Travel to Jakarta (Sunday)
23/2-87	09.00	Meeting with FAO Res.Rep.to present the report.
	12.00	Meeting with ILO Res.Rep.to present the Report.
24/2-87	09.00-11.00	Meeting with Prof.Soedarsono, President of DEKOPIN on new national project proposal for Project Iden- tification and Planning.
	13.00-17.00	Preparation for Malaysia/Thailand/ Phillipines
25/2-87		Packing and travel to Malaysia.

ICA/DEKOPIN/INKUD/FAO COURSE
ON PROJECT IDENTIFICATION AND PLANNING
AT IKOPIN, JATINANGOR

TIME TABLE
2 January - 17 January 1987

Appendix No. 4

Time	Monday 12.1.1987	Tuesday 13.1.1987	Wednesday 14.1.1987	Thursday 15.1.1987	Friday 16.1.1987	Saturday 17.1.1987
08.00 - 09.00	101 Course Introduction (SD)	201 Project Identification (SD)	301 Identifying Sources of Data (US/Team)	401 Operational Costs (DLT)	501 Report Writing Techniques I (SD)	601 Preparation for Field Survey (Team)
09.00 - 10.00	102 Opening Ceremony (DEKOPIN)	202 Project designs (SD/US)	302 Data Collection Techniques I (TZA)	402 Projections of Balance Sheet & Profit/Loss (US)	502 Report Writing Techniques II (SD)	602 Report on Coop Management-India (Team)
10.00 - 10.30	Break (OC)	Break (OC)	Break (OC)	Break (OC)	Break (OC)	Break (OC)
10.30 - 11.30	103 Basic Coop. Knowledge (RMA)	203 Project Identification Exercise (SD)	303 Data Collection Techniques II (TZA)	403 Cash Flow Projections (DLT)	503 Jumaat Prayers	603 - DO -
11.30 - 12.30	104 Basic Project Knowledge I (SD/US)	204 Study Design I (SD/US)	304 Data Processing Techniques (TZA)	404 Investment Criteria I (US)	504 Jumaat Prayers	604 - DO -
12.30 - 13.30	Lunch (OC)	Lunch (OC)	Lunch (OC)	Lunch (OC)	Lunch (OC)	Lunch (OC)
13.30 - 14.30	105 Project Knowledge II (RMA)	205 Study Design II (SD/US)	305 Projection Techniques (SW)	405 Investment Criteria II (US)	505 Field Survey Preparation (OC & SC)	605 Study Visit KUD Sinar Jaya (Team)
14.30 - 15.30	106 Technical Project Aspects I (DLT)	206 Data Requirements I (DLT)	306 Costing & Project Financing (US)	406 Economics of Projects I (US)	506 Field Study: Job description Tasks (OC & SC)	606 - DO - (Team)
15.30 - 16.00	Break (OC)	Break (OC)	Break (OC)	Break (OC)	Break (OC)	Break (OC)
16.00 - 17.00	107 Non-Technical Project Aspects (US)	207 Data Requirements II (DLT)	307 Sales Projection (DLT)	407 Economics of Projects II (US)	507 Field Study Schedules & Facilities (OC & SC)	
19.30 - 22.00	108 Group Studies of Material (Base Line Survey) (SD)	208 Group Work: Study Design	308 Group Work: Sales Forecasting (SW)	408 Group Work: Project Analysis (US)		

SD = Sten Dahl, ICA RMA = RM. Ramudi Ariffin, IKOPIN OC = Organizing Committee
 US = Utjup Supandi, ICA SW = Saleh Wahala, IKOPIN SC = Steering Committee
 DLT = Donald L. Tibbitts, ICA TZA = T. Zamach Amin, IKOPIN

Appendix No.5

FIELD STUDY COMPOSITION

Field Coordinator : Sten H. Dahl (ICA RO SEA)

Assistant Field Coordinator : 1. Erich Stappung (FAO INS/83/018)
2. Erik Nielsen (FAO INS/83/018)

Team I : 1. Anwar Prabu (PUSKUD JABAR)
2. Choiril Muchtar, M* (IKPI JAKARTA)
3. Zafril Gani (PUSKUD SUMBAR)
4. Ny. Artha Simamora (INKOPKAR Jakarta)

Field Supervisor: RM, Ramudi Ariffin

Team II: 1. Mabruhi* (BPUK DEKOPIN)
2. Fachrudin Jafar (AKOP Ujung Pandang)
3. Sanata Prayojana (PUSLATPENKOP)
4. Sri Ulfah Nuriah Goenardjo (DEKOPIN PUSAT)

Field Supervisor: Donald L. Tibuluji

Team III: 1. Imran Agus* (AKOP SUMBAR)
2. Zainal Samaun (PUSKUD ACEH)
3. Arie Yoso Purnomo (IKOPIN, Jatinangor)
4. Ny. Inne S Soeparman (DEKOPINWIL JABAR)

Field Supervisor: T. Zamach Amin

Team IV: 1. Suyanto (IKOPIN, Jatinangor)
2. Suhaemi (PUSKUD BENGKULU)
3. Asep Sumaryana* (IKOPIN, Jatinangor)
4. Amon Sitohang (INKUD)

Field Supervisor: Utjup Supandi

*) Team Leader

ICA/DEKOPIN/INKUD/FAO COURSE
 ON IMPROVEMENT OF THE CAPABILITY
 OF NATIONAL CO-OPERATIVE ORGANIZATIONS
 IN PROJECT IDENTIFICATION AND PLANNING

Appendix No. 6

WORK SCHEDULE FOR FIELD SURVEY,
 REPORT WRITING AND PRESENTATION
 19 JANUARY - 1 FEBRUARY 1987.

Ser.	Dates	Activities	19	20	21	22	23	24	25	26	27	28	29	30	31	1	Expected Result	Responsible Person
1.	Data Collection in the field	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	Data	Field Supervisor
2.	Data processing at IKOPIN	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	Tables and graphics	"-
3.	Report writing and reproduction of 1st draft	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	Draft report	"-
4.	Presentation and discussion	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	Comments and inputs for improvement	"-
5.	Revision and reproduction	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	Final report	Steering Committee

Jatinangor, 10 January 1987

ICA/DEKOPIN/INKUD/FAO

COURSE ON PROJECT IDENTIFICATION AND PLANNING

PROGRAMME

Mon, 2 Feb. 1987

09.30-12.30

Lectures by ILO/Swiss Project Experts.

14.00-16.00

Finalisation of Project Reports and, Preparation by the 4 Teams for Presentation to Cooperative Development Support Agencies Meeting on 4-2-84.

Tue, 3 Feb.

08.10-12.30

Finalisation and Preparation (Contd.).

14.00

Preparation for Presentation Continued.

Wed, 4 Feb.

09.30-11.00

Presentation of two Projects by Team Leaders to the Meeting of Cooperative Development Support Agencies.

11.30-13.00

Presentation of the two remaining projects.

14.00-17.00

Discussion on Individual Project basis with Interested Support Agencies.

Thur, 5 Feb.

09.00-12.30

Discussion on Individual Project Basis with Interested Support Agencies Continued.

Friday, 6 Feb.

10.00

Closing of the Course.

ICA/DEKOPIN/INKUD/FAO COURSE ON
IMPROVEMENT OF THE CAPABILITY OF NATIONAL
COOPERATIVE ORGANIZATIONS IN PROJECT IDENTIFICATION AND PLANNING

1. Period : January 12 - February 6, 1987.
2. Program : a) One week - theory and classroom exercises
/ b) One week - Collection of primary data in the field (on - the - job training).
c) One week - data tabulation, compilation, analysis of data, report and project formulation.
d) One week - discussions with banks, Government officials and foreign aid agencies (floating of project proposal)
3. Venues : a) First week and third week at IKOPIN Bandung.
b) Second week in the field.
c) Fourth week at PUSLATPENKOP Jakarta.
4. Participants: 4.1. Qualifications
- a) Having knowledge in statistics.
 - b) Having knowledge in economics or business administration.
 - c) Having cooperative experience.

4.2. The Participants were drawn from the below organization as follows:

<u>Organization</u>	<u>Number of Participants</u>
INKUD	1 person
PUSKUD (West Java, Bengkulu Aceh and West Sumatra)	4 persons
DEKOPIN	2 persons

DEKOPINWIL West Java	1 person
INKOPKAR Jakarta	1 person
IKPI Jakarta	1 person
IKOPIN, AKOP West Sumtra, AKOP and South Sulawesi	5 persons
PUSLATPENKOP	<u>1 person</u>
Total	16 persons

5. Resource Persons and Field Supervisors

- a) ICA RO Cooperative Development Adviser
- b) ICA Local Experts (2)
- c) DEKOPIN/IKOPIN Local Experts (3)
- d) FAO Associate Experts (2)

6. Course Contents

In training on project identification and planning we have to know and have to do the following:

- a) Baseline surveys, Area studies and results thereof, outlining potentiality for cooperative development.
- b) Components of project identification studies in cooperative development activities, how we measure benefits ect.
- c) Study the - Present situation of organizational aspects, management, administration, operations and problems.
 - Production aspects (from rawmaterials to reeady made products).
 - Marketing aspects.
 - Financial aspects.
 - Institutional aspects (Bank, Government and Cooperative organizations).

d) Projections of all aspects in a proposed project are done and we will need primary and secondary data. In connection therewith discussions are held on what types of data are needed and - how to obtain data required,

- how to compile data (statistical know how),
- how to analyse data,
- how to draw conclusion and make recommendations and in connection therewith to take into account among other factors: economics of scale, skills, linkages, rawmaterials, regional development etc.

e) Project identification study reports and project documents:

- Layout and contents (different formats and models as per need of the sponsors);
- Techniques of writing (simple and clear);
- Knowledge about rules and procedures of banks (BUKOPIN) and other aid organization, and how to get credit or other assistance from them.

7. Finance

- a) Each one of the expert organizations, i.e. ICA, FAO, ILO provided for the costs of their experts concerned.
- b) Request for finance were made from FAO.

ICA/DEKOPN/INKUD/FAO COURSE
ON PROJECT IDENTIFICATION AND PLANNING

LIST OF PARTICIPANTS

No.	Name	Sex	Status	Edu- cation	Age	Institution	Present Position	No of yrs i/this pos	Training
1.	Amon Sitohang	M	M	Ir.	30	INKUD	Head of Planning Dept	4	MIS UI Livestock Industries
2.	Anwar Prabu Mangkunegara	M	?	M.Ps.	31	PUSKUD-WJ	Head Councelling/Dev.	?	TOT Leadership/UNPAR /IKOPIN UNISBA
3.	Artha Simamora	F	M	B.Sc.	36	INKOPAR	Staff, Educ./Train.	2	Coat A/C, Marketing
4.	Asep Sumaryana	M	S	M.S/E	26	IKOPIN	Team Leader	4	AMSAC, Ind. Ec.
5.	Chairil Muchtar M.	M	M	B.Sc.	35	IPKI	Asst. Manager	3	Ec. & Div. Studies
6.	Fachruddin Jafar	M	M	M.BA	33	AMKOP-SS	Lecturer in Coop.Ec.	7	Trainers, PPK Managem.
7.	Imran Agus	M	M	B.Sc.	30	AKOP-WS	Lecturer, Ec & Man	1	Marketing, Manp. Dev.
8.	Ine Soetrisna Soeparman	F	S	Sec.S	36	KJA-WJ	Audit Staff	?	Book keeping, Org. Mang.
9.	Mabruri	M	M	M.DE	29	DEKOPIN	Ass.Manager Coop.Dev.	4	Management
10.	Sanata Prayojana	M	S	M.PA	29	PUSLATPENKOP	Head Reporting Section	?	Training needs ident.
11.	Suhaimi	M	?	Ac.Co- op	42	PUSKUD-B	Secretary	?	Management Consultancy
12.	Suyanto	M	?	Ir.	26	IKOPIN	Lecturer	?	Computer I, Risk Man. English, Reg. Planning
13.	Sri Ulfah Nuriah Goen	F	M	Ak.	31	DEKOPIN	Staff Counsel/Dev.	2	-
14.	Yoso Arie Purnomo	M	S	M.Ec.	28	IKOPIN	Lecturer	4	-
15.	Zafrul Zamzami	M	M	B.Sc.	36	PUSKUD-WS	Head of PPK-Padang	4	?
16.	Zainun Syamsun	M	M	B.Sc.	33	PUSKUD-A	Staff A/C:s Finance		Accountin & Adm.

Ir. = Agr. Engince
 MPA = Master in Public Administration
 MPA = Master in Development Economics
 MDE = Master in Socio Economics Agruculture
 M S/E = Master in Socio Economics Agruculture
 M S/E = Master in Psychology
 MPA = Academy
 WS = West Sumatra
 SS = South Sulawesi
 WJ = West Java
 B = Bengkulu
 A = Aceh
 CMC = Coop. Management Consultants
 PPK =

SCHEDULE FOR IMPLEMENTATION

<u>Ser.No.</u>	<u>Period</u>	<u>Activity/Narration</u>
1.	15 Nov. - 25 Dec. 86	<ul style="list-style-type: none">- Application period- Selection of participants- Task to be given to participants before entering the training/course in the form of short report about:<ul style="list-style-type: none">a) Problems and needs of coop. development in the area of operation of the organization of the candidate.b) Problems in project identification and planning. Expectations of the course to be taken by the participants, outlining the plans of the organization and how the training will be used.
2.	25 Dec. 86 - 5 Jan'87	<ul style="list-style-type: none">- Selection of participants.
3.	5 Jan - 10 Jan'87	<ul style="list-style-type: none">- Preparatory meetings between ICA/DEKOPIN/INKUD/FAO/IKOPIN and resource persons.- Preparation of training material.
4.	11 Jan '87	<ul style="list-style-type: none">- Registration at IKOPIN Bandung.

5. 12 Jan - 17 Jan'87 - Theoretical part and preparation for the field trip.
6. 18 Jan'87 - Travel to the field in Groups with Team Leader and local experts.
7. 19 Jan - 24 Jan'87 - Actual field study for primary and secondary data collection (assistance with transportation required).
8. 25 Jan'87 - Return to IKOPIN Bandung.
9. 26 Jan - 31 Jan'87 - Data compilation, etc.
- Report and document writing (typing assistance required)
10. 1 Febr'87 - Travel to Puslatpenkop Jakarta.
11. 2 Febr - 6 Febr'87 - Summing up and discussions with Banks, Government and Potential Promoters/Donor Agencies.
12. 6 Febr- 20 Febr'87 - Report writing and meetings with FAO and ILO.

BUDGET FOR COURSE ON IMPROVEMENT
OF THE CAPABILITY OF NATIONAL COOPERATIVE
ORGANIZATION IN PROJECT IDENTIFICATION AND PLANNING

I. Participants Travel Costs

1. PUSLATPENKOP	1 person	Rp	17.000,-
2. BALATKOP, West Java	1 "	Rp	2.000,-
3. INKUD	1 "	Rp	17.000,-
4. PUSKUD BALI - -	1 "	Rp	215.000,-
5. PUSKUD West Sumtra	1 "	Rp	225.000,-
6. DEKOPIN-Business Pro. Dept	1 "	Rp	17.000,-
-Youth Dept.	1 "	Rp	17.000,-
-Women Dept.	1 "	Rp	17.000,-
-Planning Dept.	1 "	Rp	17,000,-
7. BUKOPIN	1 "	Rp	17.000,-
8. Workers Coop Federation	1 "	Rp	17.000,-
9. Fisheries Coop Federation	1 "	Rp	17.000,-
10. IKOPIN	1 "	Rp	-
11. AKOP West Sumatra	1 "	Rp	225.000,-
12. AKOP South Sulawesi	1 "	Rp	305.000,-
13. Local Experts	4 "	Rp	<u>75.000,-</u>
	<u>Total</u>	Rp	<u>1.200.000,-</u>

II. Loding Costs

1. Participants

- a. Ikopin : 14 days x 15 person @ Rp 6.000,- = Rp1.260.000,-
- b. Field : 6 days x 15 person @ Rp10.000,- = Rp 900.000,-
- c. Puslatpenkop: 6 days x 15 " @ Rp10.000,- = Rp 900.000,-

2. Local Experts

26 days x 4 persons @ Rp 25.000,- = Rp2.600.000,-
Total = Rp5.660.000,-

III. Pocket Allowance and Food

1. Participants

a) Food, Field Trip 6 days x 15 x Rp 10.000 =Rp 900.000,-
b) Pocket Allowance 26 days x 4 x Rp 2.000 = Rp 780.000,-

2. Local Experts

a) Food 26 days x 4 persons x Rp 6.000,- = Rp 624.000,-
b) Pocket Money 26 days x 4 x Rp 5.000,- = Rp 520.000,-
Total = Rp 2.824.000,-

IV. Field Trip Transportation cost

4 minibuses (including patrol and driver) Rp 960.000,-
x 6 days x @ Rp 40.000,-

V. Secretarial Services

1. Training Materials

25 batches + Files @ Rp 15.000,- = Rp 375.000,-

2. Stationery for 10 days

pens, photocopies 15 @ Rp 2.000,- = Rp 300.000,-

3. Reports

4 teams x 50 copies x 100 pages

@ Rp 25 + (50 covers @ Rp 1.000) + Rp 550.000,-

Total = Rp 2.225.000,-

VII. Miscellaneous and unforeseen cost Rp 400.000,-

GRAND TOTAL (I+II+III+IV+V+VI+VII) Rp12.549.000,-

1 USD = Rp 1,620,- ----- USD 7.746,-

Note : - Each one of the experts organizations i.e. ICA, FAO and ILO will provide for the costs of their experts concerned.

- 3 -

- Request for funds will be made from:
 - a) BUKOPIN
 - b) INKUD
 - c) Other possible donors.

TRAINING ON PROJECT IDENTIFICATION AND PLANNING

ICA/DEKOPIN/INKUD/FAO/IKOPIN/ILO

PRE-TRAINING QUESTIONNAIRE

1. Name : _____
2. Place & Date of birth : _____
3. Organisation : _____
4. Address : _____

5. Position : _____
6. Final education : _____
7. Courses followed in the past : _____

No.	Course	Place	Period	Year

8. Tasks and duties which you carry out and are responsible for in your present daily work.

9. Obstacles and short-comings experienced by you in carrying out your above tasks and duties.

(a) Personal short-comings and hindrance.

(b) External problems experienced.

10. Main problems faced by your organisation.

No.	Work area/subject	Type of problems

11. Projects which have been implemented by your organisation during the last two years.

12. Project(s) being implemented by your organisation at present.

13. Project(s) which will be implemented in the future by your organisation.

14. Indicate your role in :

(a) Project(s) which have been implemented.

(b) Project(s) which are presently being implemented:

(c) Project(s) which will be implemented in the future:

15. Benefits expected from this training :

(a) Personally for yourself :

(b) For your organisation :

(c) For other parties concerned :

Cooperative Project Identification and Planning Course		TOPIC : What is project?			
<p>OBJECTIVE (Please relate the objective to the work/task) :</p> <p>After this lesson the participants should be able to:</p> <ul style="list-style-type: none"> -identify and list the project characteristics -differentiate between project activities and non project activities. -recognize the important role of project preparation and appraisal 					
3 STEP No.	4 EXPLAIN/INFORM ABOUT- ACTIVATING/EVALUATING QUESTIONS What do I have to do ? in order they may achieve the	5 STUDENT ACTIVITIES and the participants ?	6 REFERENCE MATERIAL	ESTIMATED TIME MINUTES	
1.	Explain the lesson objectives	-		5	
2.	-	State the meaning/definition of project based on their own knowledge & experiences		5	
3.	Write down the definitions of project on the white board	-	White Board	5	
4.	-	Compare, criticise and discuss their own project definition		10	
5.	Summarize the results of discussion and give guidance until to the final definition of project	-	Project Preparation & Appraisal -	5	
6.	-	Indicate the elements of project which include in project definition	MATCOM	5	
7.	List the elements of project and develop it through discussion connected with the role of project planning and appraisal	-	White Board	25	
				TOTAL	60
<p>TEACHER'S HINTS :</p> <ul style="list-style-type: none"> -Break for 2 minutes between points 4 and 5 -Help the participants to find out, analize, and conclude the solution of their tasks or problems. 					
<p>LECTURER : Utjup Supandi 12 January 1987</p>					

<p>TRAINING ON PROJECT IDENTIFICATION AND PLANNING</p> <p>ICA/DEKOPIN/INKUD/FAO/IKOPIN/ILO</p>	<p>DAILY TRAINING MATERIALS EVALUATION</p> <hr/> <p>Day & Date</p>
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1. Indicate below the sessions/topics including the training material which according to your opinion was very useful. (Put stress on the material rather than on the presentation or training methodology).

Session No.	Topic
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.....
.....
.....
.....

2. Indicate the topics including the training material which according to your opinion was less useful/beneficial.

Session No.	Topic
.....
.....
.....
.....
.....

3. Give below other subjects/topics which have not been covered today, but according to your assessment need to be added in the training for tomorrow or later this week.

Session No.	Topic
.....
.....
.....
.....
.....

4. State the topics which you would need further time and training on in order that you may benefit fully from this training.

Session No.	Topic
.....
.....
.....
.....

5. Is the general outline and development of the main training material logical and concrete enough? YES/NO. If NO, what improvements would you suggest?

.....
.....
.....
.....
.....

6. According to your opinion, will the objectives fixed for this training be achieved, considering the training and training material you have received upto now? Please give your comments.

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.....

7. Would you think that after this training, the training material and knowledge which you have obtained from this course can be used by you in your working situations and would you also be prepared to use it in practice? Please give your frank opinion and comments on the training and material received upto now.

.....
.....
.....
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.....

8. Kindly explain how you will use the knowledge and skills which you have received from today's training and training material.

.....
.....
.....
.....
.....

Participant's name :

Address :

.....
.....

FIELD SURVEY REPORT

1. Study Object: Increasing the income of soyabean farmers through cooperation between primary and secondary cooperatives in Kabupaten Majalengka.

2. Personnel :
 - Utjup Supandi - Field supervisor
 - Asep Sumaryana - Team leader (IKOPIN)
 - Suyanto - Member (IKOPIN)
 - Amon Sitohang - Member (INKUD)
 - Suhaemi - Member (PUSKUD Bengkulu)

3. Duration : 19 until 25 of January 1987

4. Survey Area : Kabupaten Majalengka

5. Respondents : a) In Majalengka:
 - Kantor Koperasi
 - Dinas Pertanian
 - Bappeda
 - PPK (Pusat Pelayanan Koperasi)
 - KUD Palasah
 - Dinas Perindustrian
 - KOPTI (Koperasi Pengusaha Tahu Tempe Indonesia)
 - UPP TRI (Unit Pelaksana Proyek Tobu Rakyat Indonesia)
 - SPHB (Satuan Pelaksana Harian Bimas)
 - BPP (Balai Penyuluh Pertanian)
 - Komdes (Komisariat Desa) and Kelompok Tani Panyingkiran, Jatipamor, Cijurey, Pasirmuncang and Palasah

-Tahu entrepreneurs in the villages of
Cisambeng dan Majalengka

b) In Bandung:

- PUSKUD
- Divisi KOPTI-PUSKUD
- BULOG Jawa Barat

6. Data Collection

- Techniques :
- foto copy of written data
 - interviews
 - observations
 - questionnaires
 - meetings and discussions

7. Schedule of Activities:

<u>Date</u>	<u>Hours</u>	<u>Visit to:</u>	<u>Activities</u>
19-1-87	06.00-07.30	Majalengka	-Leave from Bandung
	07.30-10.00	-Kankopda	-Introduction and explain the study objectives
			-Collecting data of cooperative trends in the area
			-Discussion on the possibility of the project with Ka Binus and his staff
	10.00-13.30	Dinas Per- tanian	-Introduction and explain the study objectives
			-Discussion on the possibility of the project with Ka Dinas and his staff
			-Collecting data of the potentiality of soyabean

			cultivation and government programmes in agriculture
13.30-16.00	PPK/Perwakilan PUSKUD		-Introduction and explain the study objectives -Collecting data of financial sources and uses of PPK -Meeting and discussion on PPK organization, roles and functions with Ketua and managers
16.00-17.00			-Lunch/dinner
17.00-19.30	Hotel		-Rest in hotel
19.30-22.00			-Checking and evaluate the collected data in hotel
20-1-87	08.00-10.00	BAPPEDA	-Introduction and explain the study objectives -Collecting data of Kabupaten Majalengka in figures (monography, demography, landuse, etc.)
10.00-13.30	Dinas Perindustrian		-Introduction and explain the study objectives -Collecting data of tahu and tempe producers, production capacity and soyabean requirements
13.30-14.30			-Lunch
14.30-17.00	PRIMKOPTI		-Introduction and explain the study objectives -Discussion on PRIMKOPTI organization, roles, and functions zation, roles,

			and functions with Ketua and his staff
			-Collecting data of financial position, membership, and operation of PRIMKOPTI, procurement and distribution of soyabean to the members, trend of sales volume, price, and total soyabean requirement of the members
	17.00-19.30		-Dinner and rest at hotel
	19.30-22.00		-Checking and evaluating data
21-1-87	08.00-10.00	Kankopda	-Further discussion on the possibility of the project with Ka Kankopda and his staff
			-Taking appropriate data
	10.00-12.30	KUD Panyingkiran	-Introduction and explain the study objectives
			-Meeting and discussion on the possibility of piloting project of soyabean cultivation in the area
			-Collecting data of the organization, membership, activities and financial position of KUD Panyingkiran
	12.30-13.30		-Lunch
	13.30-15.00	Komdes Panyingkiran	-Introduction and explain the study objectives
			-Interview and discussion on the soyabean cultivation in

the area, marketing, price,
seed, fertilizer,
production, sources of
finance, etc. with Ketua
Komdes, Ketua Kelompok Tani
and soyabean farmers

15.00-16.30	Komdes Ci- jurey	-	-dito-
16.30-18.00	Komdes Jati- pamor	-	-dito-
18.00-19.30	Komdes Pasir- muncang	-	-dito-
22-1-87	08.00-10.00	Desa Maja- lengka and Desa Tonjong	-Interview with soyabean traders and tahu tempe producers concerning production, sales volume, marketing area, channel of distribution, price trend, operational cost, etc.
	10.00-12.00	Desa Cisem- beng	-Interviewing the tahu tempe producers
	12.00-13.00	BPP	-Collecting data of PPL (total numbers, roles, function) -Discussion on the possibility of the piloting the project of soyabean cultivation
	13.00-14.00		-Lunch
	14.00-16.00	KUD Palasah	-Introduction and explain the study objectives -Discussion on the

possibility of the project
with Ketua KUD and his staff

-Collecting data of
organization, operation,
activities, and financial
position of KUD

18.00 Bandung -Return home

23-1-87 08.00-10.00 PUSKUD Jabar -Introduction and explain
the study objectives

-Discussion on the
possibility of the project
with managers and Bulog
officers

-Collecting data of
organization, roles,
functions, operation,
activities and financial
position of PUSKUD

10.00-11.30 Divisi Kop- -Introduction and explain
ti/PUSKUD the study objectives

11.30-13.30 -Prayer and lunch

13.30-14.30 PUSKUD Jabar -Further discussion with
PUSKUD

24-1-87 08.00-10.30 Kanwil Per- -Introduction and explain
tanian the study objectives

-Collecting data of soyabean
programme

25-1-87 -Rest

FIELD STUDY GROUP I

Kabupaten Tasikmalaya 19-23 January 1987

Field Supervisor : Ariffin

Team Leader : Anwar

Members : Muchtar, Gani, Ny. Artha.

A. PROGRAMME

Monday, 19 January, 1987

1. Objective

- a) Selection of KUD/Cooperative
- b) Identification of KUD/Cooperative proposals to improve or expand existing business-project outline

2. Activities + Findings

- a) Meeting Kakandepkop (incl, Kasi Binus and Kasi Binagramm) ---- 3 KUDs proposed by Dankop which have potentials to develop fish hatchery.
- b) Visit to KUD Cisangong (KUD Chairman, secretary and manager) ---- KUD prior interest in a buffalo (Kerbau) distribution scheme.
- c) Visit to KUD Singaparna 1 (KUD Chairman) ---- KUD request support for marketing of poultry farmers products.
- d) Visit to KUD Leuwisari Timur (KUD Chairman) ---- KUD interest in fish hatchery development.

3. Evaluation and Conclusions

Most clear and well defined proposal from KUD Leuwisari (Fish hatchery)

Team will concentrate on this proposal.

Working hours " 8.00 a.m. - 10.30 p.m.

Tuesday, 20 January, 1987.

1. Objective

- a) Integrated support of technical government offices and (secondary) PUSKUD towards KUD proposal.
- b) Member participation in KUD decision to start Fish hatchery business.

2. Activities

- a) 2 team members. Meetings with Kepda Dinas Perikanan Kab. Tasikmalaya and his staff.
- b) Visit to dinas Fish hatchery in Singaparna.
- c) 2 team members. Preparation of visits to members groups (fish farmers) in KUD area with KUD based.
- d) Visit to fish breeders in KUD area

3. Evaluation

Support by Dinas Perikabab (extension training) to establish KUD fish hatchery will be provided.

Working hours : 8.00 a.m. - 10.00 p.m.

Wednesday, 21 January, 1987.

1. Objective

Members opinions about KUD fish hatchery proposals.

2. Activities

Meetings in three villages with member groups, KUD
Chairman, manager and cashierer. (incl. complete team). 60
KUD members participated.

3. Evaluation/Conclusions

Members ask KUD

- a) to supply good quality fish fry/fingerlings
- b) to take over their fresh fish marketing
- c) to organize technical extension to fish farmers

Working hours : 8.00 a.m. - 7.00 p.m.

Thursday, 22 January 1987.

1. Objective

- a) Define fish hatchery location with KUD and Dinas Perikanan
- b) Data analysis

2. Activities

- a) Visit to Dinas Perikanan and KUD ---- 2 Team members
- b) Data analysis

3. Evaluation/conclusions

Location probably on land owned by Dinas Perikanan in KUD area.
Draft outline of project

Working hours: 8.00 a.m. - 12.00 p.m.

Friday, 23 January, 1987.

1. Objective

- a) Completion of missing data
- b) Draft project design

2. Activities

a) Visit to KUD Leuwisari (Chairman)

b) Data analysis

Working hours : 4.00 a.m. - 11.00 p.m.

b. COMMENTS

1. 4 individual persons melt to a homogenous working team during this field week.
2. Supervision very effective teaching the members without taking over their tasks.
3. Trend of some members to rely too much on statements and statistics of government offices instead of primary (farmer) sources
4. Work discipline very good
5. Interviews : Technique of sample taking excellent.

THE RESULT OF TRAINING PROGRAMME EVALUATION

I. Class Room Training

1. Time availability for participants to attend the training programme :

	<u>Total</u>	<u>%</u>
a) Too long	1	6,67
b) Sufficient	10	66,67
c) Too short	4	26,66

2. The attractiveness of the training programme to the participants :

	<u>Total</u>	<u>%</u>
a) Very attractive	11	73,33
b) Attractive	4	26,67
c) Not attractive	-	-

3. Joining the same training programme :

	<u>Total</u>	<u>%</u>
a) Ever joined	3	20,00
b) Never join	12	80,00

4. Relevancy of training programme to the participants position :

	<u>Total</u>	<u>%</u>
a) Very relevant	7	46,67
b) Relevant	8	53,33
c) Not relevant	-	-

5. Relevancy of training programme to the education background of the participants :

	<u>Total</u>	<u>%</u>
a) Very relevant	7	46,67
b) Relevant	7	46,67
c) Not relevant	1	6,66

6. The reason for joining the training programme :

	<u>Total</u>	<u>%</u>
a) Own willingness/inisiative	4	26,67
b) Superior order/instruction	10	66,67
c) Replace/Substitutue some one	1	6,66

7. Properly of the plan of training programme :

	<u>Total</u>	<u>%</u>
a) Very good	2	13,33
b) Good	9	60,00
c) Not so good	4	26,67

8. Relevancy of topics to the training programme objectives :

	<u>Total</u>	<u>%</u>
a) Relevant	14	86,64
b) Little bit relevant	1	6,67
c) Not relevant	1	6,67

9. Sequence of the topics :

	<u>Total</u>	<u>%</u>
a) Systimatic	12	80,00
b) Little bit systimatic	3	20,00
c) Not systimatic	-	-

10. Types and quantity of topics :

	<u>Total</u>	<u>%</u>
a) Too many	-	-
b) Sufficient	14	93,33
c) Too little	1	6,67

11. Topics which are not relevant to the objectives of training programme :

-
- N o n e .
-

12. The duration of classroom training (1 week) :

	<u>Total</u>	<u>%</u>
a) Too long	-	-
b) Sufficient	6	40,00
c) Too short	9	60,00 (2 weeks)

13. The duration of each topic presentation :

	<u>Total</u>	<u>%</u>
a) Too long	-	-
- b) Sufficient	6	40,00
c) Too short	9	60,00 (2 hours)

14. Training methods used in this training programme :

	<u>Total</u>	<u>%</u>
a) Sufficient	9	60,00
b) Not sufficient	6	40,00 (can studies)

15. The attractiveness of topic presentation :

	<u>Total</u>	<u>%</u>
a) Very attractive	-	-
b) Attractive	13	86,66
c) Little bit attractive	2	13,34

16. Sufficiency of handouts material :

	<u>Total</u>	<u>%</u>
a) Too many	3	20,00
b) Sufficient	10	66,67
c) Too little	2	13,33

↓

17. Types, quantities, and usages of AVA :

	<u>Total</u>	<u>%</u>
a) Good	1	6,67
b) Fairly good	13	86,64
c) Not so good	1	6,67 (slides)

18. Facilities of training :

	<u>Total</u>	<u>%</u>
a) Satisfied	3	20,00
b) Sufficient	11	73,33
c) Not satisfy	1	6,67

19. Increasing of knowledge after finishing the class-
room training :

	<u>Total</u>	<u>%</u>
a) Much increase	10	66,67
b) Little bit increase	5	33,33
c) Not increase	-	-

20. Increasing of skill after finishing the class room
training :

	<u>Total</u>	<u>%</u>
a) Much increase	8	53,33
b) Little bit increase	7	46,67
c) Not increase	-	-

21. Changes in behaviour/attitudes after finishing the
classroom training :

	<u>Total</u>	<u>%</u>
a) Much change	7	46,67
b) Little bit change	7	46,66
c) Not change	1	6,67

22. Cooperation/collaboration among the facilitators :

	<u>Total</u>	<u>%</u>
a) Harmonize	3	20,00
b) Fairly harmonize	2	13,33
c) Not so harmonize	10	66,67

23. Number of facilitator :

	<u>Total</u>	<u>%</u>
a) Too many	-	-
b) Sufficient	14	93,33
c) Not sufficient	1	6,67

24. Relation and collaboration between participants and facilitators :

	<u>Total</u>	<u>%</u>
a) Very good	5	33,33
b) Fairly good	10	66,67
c) Not so good	-	-

II. Field Survey and Report Writing

1. Relevancy of classroom training to the field survey and report writing :

	<u>Total</u>	<u>%</u>
a) Very relevant	4	26,67
b) Relevant	11	73,33
c) Little bit relevant	-	-

2. Planning and preparation for field survey :

	<u>Total</u>	<u>%</u>
a) Very good	1	6,67
b) Good	11	73,33
c) Not so good	3	20,00

3. The duration of field survey (1 week) :

	<u>Total</u>	<u>%</u>
a) Too long	-	-
b) Sufficient	10	66,67
c) Too short	5	33,33

4. Facilities of field survey :

	<u>Total</u>	<u>%</u>
a) Satisfied	-	-
b) Sufficient	15	100,00
c) Not satisfy	-	-

5. Effectiveness of data collection :

	<u>Total</u>	<u>%</u>
a) Very effective	3	20,00
b) Effective	12	80,00
c) Not so effective	-	-

6. The roles of supervisors in field survey and report writing :

	<u>Total</u>	<u>%</u>
a) Very helpful	11	73,33
b) Helpful	4	26,67
c) Not so helpful	-	-

7. The duration of report writing :

	<u>Total</u>	<u>%</u>
a) Too long	-	-
b) Sufficient	8	53,33
c) Too short	7	46,67 (10 days/14 days)

III. Others

1. Difficulties in attending/joining classroom training :
 - time availability for theory presentation is too short.
 - " " " discussion " " " "
 - sources of data limited
2. Difficulties in field survey :
 - absent of officers
 - local dialect
 - vehicle
3. Difficulties in report writing :
 - not yet usually to write the report
 - the ability to write the report still low
 - more time
4. Constraint factors in joining classroom training :
 - time.

5. Constraint factors in field survey :

- dialect/language

6. Constraint factors in report writing :

- Facilities in Jakarta.

7. The capabilities of participants after finishing overall training programme :

	<u>fully able</u>		<u>Not yet fully able</u>		<u>Not able at all</u>	
	<u>Total</u>	<u>%</u>	<u>Total</u>	<u>%</u>	<u>Total</u>	<u>%</u>
a) Project identification	15	100	-	-	-	-
b) Project planning	15	100	-	-	-	-
c) Project evaluation	12	80	3	20,00	-	-
d) Study design	15	100	-	-	-	-
e) Collecting data	15	100	-	-	-	-
f) Tabulating data	14	93,33	1	6,67	-	-
g) Analizing data	13	86,64	2	13,34	-	-
h) Report writing	15	100,00	-	-	-	-
i) Oral presentation of the report	13	93,33	1	6,67	-	-

8. Recommendation/Suggestion for :

a) Classroom training

- Handouts should be distributed a few days before presentation.
- Selection of facilitators (more qualified) should be more particular.
- The plan of training program should be improved.
- Time lengthened.
- Facilitators should be ready.
- Availability of area data should be complete.
- Facilitators relationship/familiarity with the cooperative situation should be adequate.
(there is unfairly competition)
- Report writing techniques presentation should be directed towards the objective.
- More exercises required.
- More time for discussions required.

b) Field Survey

- Time and funds should be increased.
- Study object should be fixed firmly before going to the field.
- Letters of introduction for surveys should be provided earlier.
- Data of cooperatives in Jabar (West Java) should be available from the course start.

c) Report Writing

- More time and facilities should be provided.
- Collaboration among the facilitator should be improved.