

MDF Pacific-Indonesia Company Profile 2011



PROJECT MANAGEMENT, RESULTS-BASED MANAGEMENT AND MFDR
MANAGEMENT SKILLS, LEADERSHIP AND HRM
OUTCOME MAPPING AND MOST SIGNIFICANT CHANGE
GOOD GOVERNANCE, DECENTRALISATION AND LOCAL GOVERNANCE
INSTITUTIONAL AND ORGANISATIONAL DEVELOPMENT
EDUCATION SERVICES AND COMPETENCY-BASED LEARNING

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About MDF Pacific-Indonesia (MDF-PI)

MDF ESTABLISHES ITSELF FIRMLY IN INDONESIA

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Dear readers,

MDF Pacific-Indonesia, part of the world-wide operating MDF group, has opened its doors on the 1st of January 2010 in Bali, Indonesia. This MDF office represents the MDF Group in the Indo-Pacific region (Indonesia, East-Timor, Papua New Guinea, the Pacific islands, Malaysia, Singapore, The Philippines) and brings adapted and contextualised services closer to our clients. MDF-PI is now a full-fledged training and consulting branch office on Bali, with Indonesian as well as expatriate trainers and consultants. MDF-PI delivers training programs, consultancy services and manages four long-term projects strengthening various Indonesian universities and polytechnics. This combination of managing projects ourselves and conducting short-term management training and consulting services gives us the hands-on experience and (hence) quality our clients are looking for.

OUR CLIENTS AND COURSES IN INDONESIA

MDF Pacific-Indonesia has had a very successful 2010. During the first year 200 participants joined our 15 open-subscription training programs, and a further 100 participants were trained by MDF-PI in tailor-made training programs. Next to courses on RBM and Leadership, MDF-PI is offering courses on Organisation Assessment/Strategic Planning, Training of Trainers/Teachers, Competency-Based Learning and Management Skills. New courses in 2011 will be on Outcome Mapping and Most Significant Change, as well as a course on practical implications of a Value-Chain approach. MDF-PI is proud to present you with our 2nd training and consultancy brochure, which contains all the regular open-entry training programs conducted in Bali. Please note that these programs can be delivered as tailor-made programs to your organisation as well, at any location you choose.

MDF SERVICES: COURSES ON BALI AS WELL AS TAILOR-MADE COURSES AND CONSULTING ASSIGNMENTS

- Management: leadership and management skills (management styles, conflict management and negotiation, teamwork etc.), HRM
- Project and program operational management like planning, monitoring, and evaluation methodologies

and techniques, Outcome Mapping, Most Significant Change and Results-Chains

- Organisation development, sector analysis and institutional development: SWOT analysis, organisation assessments, change management, institutional and organisational capacity building, strategic planning
- Value Chain Development/Value Chain Analysis
- Results-Based Management and Managing for Development Results (MfDR)
- Strengthening institutional management of higher education institutes
- Competency-Based Education/-Learning and Training of Trainers & Teachers

NEW: SCHOLARSHIPS TO ATTEND MDF-PI'S TRAINING COURSES IN BALI!

The Netherlands Education Support Office (NESO) in Jakarta, in conjunction with the Royal Netherlands Embassy, has made available funds for scholarships to attend MDF-PI's courses in Bali. Eligible candidates come from governmental institutions which are partners of the Dutch embassy. Unfortunately, NGO's and multi-lateral organisations are not eligible, but their government partners might be. A full list of eligible organisations is available from our office. Application for these scholarships will take place via the MDF-PI office. We trust that the courses and consulting services described in this brochure will be of interest to you and your organisation and we hope you will be inspired by it. We always welcome feedback and specific requests for tailor-made courses and/or consulting assignments not specifically mentioned in this brochure, since MDF's core values are:

- to be an impartial broker, able to listen
- to assist organisations and people, not act for them
- we don't 'teach', we facilitate

Do join us here in Bali! Our world is about people, and we hope to welcome you to it!

Yours sincerely,

Bart van Halteren

Director MDF Pacific-Indonesia

MDF Pacific-Indonesia Course Calendar 2011

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Training courses 2011

January				February				March				
03 - 07	10 - 14	17 - 21	24 - 28	31/1 - 04	07 - 11	14 - 18	21 - 25	28/2 - 04	07 - 11	14 - 18	21 - 25	28 - 01/4
		LHRM English	OAD English					OAD Indonesian	LHRM Indonesian		Project and Program Management (PM-e) English language	
											RBM English	MS English
April				May				June				
04 - 08	11 - 15	18 - 22	25 - 29	02 - 06	09 - 13	16 - 20	23 - 27	30/5 - 03	06 - 10	13 - 17	20 - 24	27 - 01/7
Project and Program Management (PM-e) Indonesian language			LGSP Indonesian	ToTCD English	ToTCD Indonesian		OM Indonesian			OAD English	OAD Indonesian	
RBM Indonesian	MS Indonesian				OM English							
CBL English	CBL Indonesian											
July				August				September				
04 - 08	11 - 15	18 - 22	25 - 29	01 - 05	08 - 12	15 - 19	22 - 26	29 - 02/9	05 - 09	12 - 16	19 - 23	26 - 30
	RBM English	LHRM English	RBM Indonesian	LHRM Indonesian	ToTCD English		ToTCD Indonesian				OM English	CBL English
October				November				December				
03 - 07	10 - 14	17 - 21	24 - 28	31/11 - 04	07 - 11	14 - 18	21 - 25	28 - 02/12	05 - 09	12 - 16	19 - 23	26 - 30
CBL Indonesian	VCD English					Project and Program Management (PM-e) Indonesian language			Project and Program Management (PM-e) English language			
OM Indonesian			VCD Indonesian			RBM Indonesian	MS Indonesian		RBM English	MS English		



**SCHOLARSHIPS
AVAILABLE**
Please see page 8:

General Course
Information

English language courses 2011

Course name	Course code	Duration	Dates 2011	Course fee (€)*
Project and Program Management, Results-Based Management and Project Cycle Management courses				
Results-Based Management	RBM-e	5 days	21 - 25 March 11 - 15 July 05 - 09 December	€ 850,-
Project and Program Management	PM-e	10 days	21 March - 01 April 05 - 16 December	€ 1.550,-
Outcome Mapping and Most Significant Change	OM-e	4 days	10 - 13 May 20 - 23 September	€ 700,-
Value-Chains: practical implementation	VCD-e	5 days	10 - 14 October	€ 1.200,-
Leadership, Management Skills and Human Resources Management courses				
Leadership and HRM	LHRM-e	5 days	17 - 21 January 18 - 22 July	€ 750,-
Management Skills	MS-e	5 days	28 March - 01 April 12 - 16 December	€ 750,-
Institutional & Organisational Development courses				
Organisation Assessment and Development	OAD-e	5 days	24 - 28 January 13 - 17 June	€ 750,-
Higher Education, Training of Trainers and Competency-Based Learning courses				
Competency-Based Learning	CBL-e	5 days	04 - 08 April 26 - 30 September	€ 725,-
Training of Trainers/Teachers and Curriculum Design	ToTCD-e	5 days	02 - 06 May 08 - 12 August	€ 725,-

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*Course fee includes training materials, lunch during course days and the training venue. The course fee excludes hotel accommodation, breakfast and dinner, transportation and applicable levies and charges (10%).

Mission and Approach

MDF TRAINING & CONSULTANCY

MDF Training & Consultancy (MDF) is a worldwide operating management training and consultancy organisation, with its head-office in The Netherlands. MDF wants to contribute to improved management of organisations responsible for policy formulation, funding or implementation of development interventions, as well as other organisations and businesses which aim to contribute to social-economic development of developing countries.

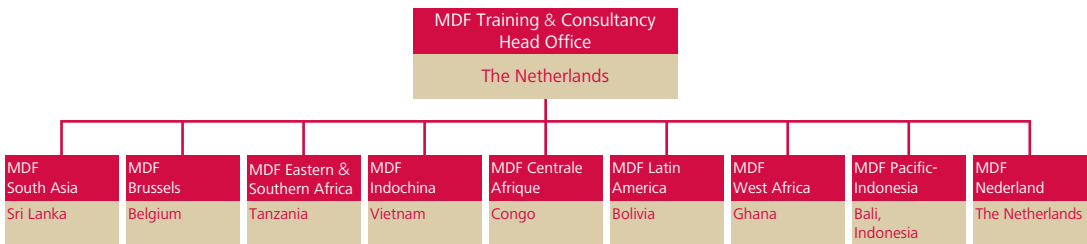
MDF's mission is to enhance management capacities of professionals and organisations through delivery of training and consultancy services, and manage development projects in an exemplary manner. Our training services include standard training courses, tailor-made courses, facilitation and workshops. With regard to consultancy services MDF is active in

most phases of project management: policy level, identification, implementation, monitoring and evaluation of development interventions. MDF aims to blend modern management theory and tools with practical experience in development programs and projects worldwide. Our approach in training as well as in consultancy is of a practical nature, rich in visual elements and characterised by participation. Because of our hands-on experience as project and program managers, we can truly say that as consultants and trainers we really 'practice what we preach'.

We deliver our services to clients belonging to a wide variety of organisations. These include donors, governments, non-government organisations and consulting firms, all involved in development interventions. Also, MDF increasingly provides its services to small and medium enterprises.

MDF PROVIDES SERVICES IN THE AREAS OF:

Strategy & planning	Results-Based Management	Human resources management
Project and program planning	(Change) management	Partnership building
Monitoring & Evaluation	Organisational analysis	Higher education services
Organisational learning	Institutional development	Competency-Based Learning
Leadership and management	Sector analysis	Training of Trainers and Teachers
Management information systems	Value-Chain Development	Curriculum design



MDF PACIFIC-INDONESIA'S MANAGEMENT TRAINING AND CONSULTANCY CONCEPT

The focus of MDF remains on aspects related to management and education. The MDF products and services are aimed at the strategic steering of organisations and sectors, operational management of projects and programs, as well as personal behavior of individuals, human relations and human resources management. Strengthening of the education sector (institutions and individuals) is another field of expertise of MDF. Understanding the, often confusing and fast-changing, development context and ongoing decentralisation and capacity building efforts of local governments and other (education) institutions should be a guiding concept in the management of development interventions in general, and capacity building in particular. We always look from these perspectives and their strong interrelations.

New development concepts, decentralisation and local governance, and managing for development results

Over the past decade a shift in focus has emerged, from projects to programs, sector support policies, basket funding, sector-wide approach programs and budget support, accompanied by decentralisation efforts towards district and local governments and (education) institutions. Furthermore, the introduction of new approaches is often accompanied by 'Management for Development Results' efforts of the recipient governments. Often it is difficult to distinguish between the different approaches, their terminologies, and especially their consequences for intervention strategies and activities. A thorough understanding of the above, however, is crucial for designing and implementing development interventions, at any level.

Institutional & organisational development and good governance

The performance of an organisation and institution is dependent to a large extent on the strategic direction it is taking and the way this strategic direction is managed in the context of its environment (ISOA or sectoral approach) and internal set-up (ID/OS

or Institutional Development and Organisational Strengthening). Strategic steering of organisations/institutions in their sector deals with understanding organisations/institutions in the context of their environment. Strategic steering leads to change strategies that maintain or improve organisational/institutional performance.

Management, leadership and human resources management

Every organisation and institution depends on the people it has. Although the knowledge of these people is crucial. Personal management and leadership skills, team work, communication, conflict management and human resources management are therefore crucial areas that fit in the area we call management, leadership and Human Resources Management (HRM).

Operational project and program management

Organisations often run many projects and programs at the same time. In development cooperation, with its outside funding by donors, organisations exist that supervise and coordinate large numbers of activities, from conceptual stages via implementation to closing and evaluation. Operational management of such project and program activities (RBM, PCM and PM) is the fourth management field crucial to the success of many organisations.

Strengthening of education institutions

MDF, with its 25 years of experience in the education sector in numerous developing countries, is well-placed to advise education institutions on new approaches and concepts in this sector. Almost daily we apply concepts such as competency-based teaching and learning and appropriate curriculum design through our trainings and the education projects we are managing (in Indonesia, Africa, Latin-America and other places in the world). Again, the linkages between strengthening of education institutions and, for example, decentralisation and program management, are strong and mutually reinforcing. Our perspective on strengthening education institutions is that it is vital to take into account all of the above mentioned areas, as our services in the education sector shows.

MDF Pacific-Indonesia's Current Projects

PRACTISING WHAT WE PREACH: MDF-PI'S CURRENT PROJECTS

MDF-PI also operates as a project management office. On behalf of institutional donors we manage and implement development projects and programs. Currently, we are managing four long-term projects to strengthen higher education institutions in Eastern Indonesia, for four years (2009-2012). These projects operate in the Indonesian public administration reform context, leading to a shift in responsibilities from the government to the education institutions. The projects deal with management, HRM/D, revenue generation and curriculum improvement, and assist the institutions to become transparent, accountable, professional and competency-based.

CAPACITY STRENGTHENING TOPICS OF OUR EDUCATION PROJECTS

These projects are aiming at two complementary general objectives:

- Improvement of education, research and community services
- strengthening of the institutional management



Some specific technical assistance topics, among many, are the following:

- Competency-based learning principles and skills
- Curriculum development
- Organisational and institutional development
- Project and program management tools and techniques
- Leadership and management skills

Project Management is our Profession

HIGHER EDUCATION PARTNER INSTITUTES

Institutes that are currently involved in this program are the following:

- Universitas Pattimura at Ambon (UN PATTI)
- Universitas Nusa Cendana at Kupang (UN DANA)
- Universitas Negeri Papua at Manokwari (UN IPA)
- Universitas Khairun at Ternate (UN KHAIR)
- Universitas Cendrawasi at Jayapura (UN CEN)
- Politeknik Pertanian Negeri at Kupang (POLITANI)
- Politeknik Negeri Ambon at Ambon (POLNAM)
- Politeknik Negeri Kupang at Kupang (PNK)
- Politeknik Perikanan Negeri Tual at Tual (POLIKANT)

We believe that development is fundamentally about change and transformation, facilitated by processes of learning. In the context of development, learning - and especially adult learning - aims at behavioral changes through active involvement in order to acquire insights and competencies. In the case of development practitioners, who have to operate in different cultural settings, this also includes acquiring cross-cultural skills and attitudes.

Effective learning, in our perception, has to do with stimulating, inspiring and challenging people and organisations to effectively obtain more appropriate knowledge, attitudes and skills to respond to today's challenges. We are specialised in learning by facilitating learning processes.

HOW DO WE ACHIEVE BEHAVIORAL CHANGE THROUGH LEARNING?

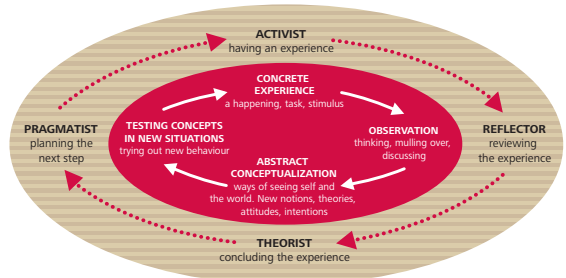
Training is often perceived as a way to get staff equipped for new tasks and responsibilities. However, learning, nowadays, takes place in dynamic and active settings where a variety of working group activities, reflection and constructive feedback are part of the learning context. Learning can only be sustainable if knowledge and insights are successfully acquired and internalised by those who will ultimately carry out the new tasks and responsibilities and in an organisation that allows for changes. To MDF, there is more than only training, such as learning from peers, from coaching, from visits to other organisations, from new experiences in other areas, etc. It is a combination of all these learning modes that makes for an enabling context.

The principles incorporated in all our programs are: the interest and willingness to learn and to share ideas with others, the possibility to simplify complex matters and the fact that the knowledge, experience and wisdom are within the group/individual. Learning objectives are pursued by blending our professional knowledge and experience with those of the participants themselves.

Facilitative methods are combined with specific case studies and experiences that are provided by the participants.

In general, our training programs are based on the Adult Learning Cycle (Figure). The ALC is an experiential learning cycle that describes how adults normally learn and acquire new experiences. This model enables the trainer to make use of a powerful and natural learning strategy that is already used sub-consciously by most adults. Effective learning takes place while going through the whole learning cycle. MDF trainers use a wide range of different methods for each phase of the learning cycle. We provide these learning processes at the individual, organisational, sectoral and institutional level.

Figure: The adult learning cycle



WHAT ARE OUR LEARNING METHODS?

We use highly interactive learning methods such as role-plays, case study, focused conversation, appreciative inquiry, individual reflection, group work, feedback, drama, quizzes, debates, simulations, real life cases and individual reflection and take the experiences of participants into account. Our learning methods are of a practical nature, rich in visual elements, challenging, sometimes provocative and deal with mutual exchange of experiences as an important vehicle for learning.

General Course and Scholarship Information

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TRAINING METHODS AND LANGUAGES

The focus of the MDF training program is on participatory learning in which the exchange of experience plays an important role. Most of the times, real-life cases are used where participants visit an organisation to assess aspects of that organisation by practicing skills and tools learned during the course (e.g. the Organisation Assessment and Development course), or work on their own projects. In other cases (e.g. the Leadership and HRM course) it is the participant him/herself who is the subject of analysis and practices the management theories and tools.

Most topics are treated in a plenary session comprising a short lecture as the basis for further group discussion and exercises. In all training programs, considerable emphasis is put on discussion and personal feedback. Courses on Bali are either given in English (for our international participants and fluent English speaking Indonesian participants) or in the Bahasa Indonesia language. Please see the Course Calendars in this brochure for an overview of both the English and Bahasa Indonesia language courses.

COURSE FEE, ACCOMMODATION AND TRAINING VENUE

Course fee covers tuition, course materials and lunches during course days, and where applicable study visits. Board and lodging is not included in the course fee. The MDF-PI open-entry training programs on Bali are all conducted at hotels with excellent training facilities and conveniently located near points of interest (beach, temples etc.). These facilities and our high-quality training courses make Bali a very conducive surrounding for learning. MDF-PI will inform you where the training course will be held (this depends on the peak seasons, availability etc.).

REGISTRATION AND PAYMENT

In order to register for a training course, you need to complete and return (a copy of) the registration form included in this brochure, together with a letter of confirmation from your sponsoring agency.

The registration form can also be downloaded from our website (www.mdf.nl, MDF Pacific-Indonesia section). Preliminary registration can also be arranged by letter, telephone, fax or e-mail and should be followed by a letter of confirmation from your sponsoring agency as soon as possible. As soon as this letter is received, MDF-PI will confirm your provisional registration. An invoice for the course fee will be sent, and payment should be received by MDF-PI before the course starts. Only after receipt of the payment, your participation is guaranteed. MDF-PI will then send you a letter of invitation if that is needed for your visa application. We recommend you to start the visa procedure in time, if at all needed.

MDF reserves the right to withhold a fee for administrative and other costs for cancellations made within two months of the start of a course. For cancellation two to four weeks prior to a course, half of the total course fee may be charged, and for cancellation within two weeks of the course start, 90 percent of the fee may be charged. A suitably qualified replacement may attend the course instead of the registered person without extra charge. MDF also reserves the right to cancel a course if too few participants have registered.

SCHOLARSHIPS AVAILABLE!

The Netherlands Education Support Office (NESO) in Jakarta, in conjunction with the Royal Netherlands Embassy, has made available funds for scholarships to attend MDF-PI's courses in Bali. Eligible candidates come from governmental institutions which are partners of the Dutch embassy. Unfortunately, NGO's and multi-lateral organisations are not eligible, but their government partners might be. A full list of eligible organisations is available from our office. Application for these scholarships will take place via the MDF-PI office.

MDF Pacific-Indonesia cooperates with several institutions in designing and implementing courses and consultancy services including:

Fresh Studio Innovations Asia Vietnam, Philippines, The Netherlands

Fresh Studio Innovations Asia Ltd. is a professional services firm engaged in consulting, research and development (R&D) within the fresh produce industry. Fresh Studio offers the expertise and creativity needed to add value to the products and processes of companies operating in the entire value chain for fresh produce.

Fresh Studio has 5 offices, three in Vietnam (Hanoi, Dalat and Ho Chi Minh city), one in the Philippines (Davao) and one in the Netherlands (Haarlem). Fresh Studio employs 20 people in Vietnam, 18 in the Philippines and 2 in the Netherlands



Brand Consult, Ooy, The Netherlands

Specialist in Institutional and Organisational Development issues

GRM, Jakarta, Indonesia

GRM is a leading international development management company specialising in the provision of project design, management expertise and technical assistance to development projects for bilateral and multilateral funding agencies, governments and corporations.

AMC, Jakarta, Indonesia

Asian Management Consulting supports organisations to improve their performance by implementing effective management practices based on international successful management systems.

IMIC-Group, Jakarta, Indonesia

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"Our logo visualises what it takes to be successful in developing a better world for the future: collaboration between colors, races, nations, organisations, companies and disciplines. Digital development is changing the world into a truly global village. Our logo illustrates also our commitment for making this global village a better place for everyone."

MDF Board of advisers