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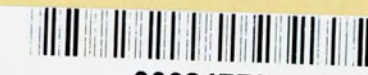
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## OFFICE MEMORANDUM

TO: Mr. Ralph Wadsworth (Chief, AEPIA)

DATE: February 9, 1981

FROM: J. Goldberg (AEPIA) *JG*SUBJECT: INDONESIA - Watershed Development Project  
(Organizational Proposals)

1. The attached paper was prepared for two reasons, as part of our normal mission process of thinking out loud (and on paper) in attempting to delineate a coherent project proposal among ourselves (Messrs. Naor, Matheson, and myself, at present), and in response to specific requests from Mr. Cheetham and other Programs staff that we produce a paper on the organization of this (and potential future) watershed projects. In any event, I believe it has been a valuable exercise, as part of our difficult task of formulating this project, particularly as it now seems that GOI will request Bank assistance in formulating integrated watershed projects for at least the Solo and Cimanuk basins. As usual, we invite comments, particularly at this early stage, before we construct a structure of project implementation activities and works on the perhaps rickety foundation contained herein. The approach will have to accommodate any substantive observation regarding implementation, for example our recent realization that site plans, perhaps at the 1:5,000 scale, will be necessary even at the village level in order to construct terraces and waterways on a rational basis. It is obvious that watershed development in a context of extreme population pressure is a rather novel field both for us and for Indonesia (perhaps also for many other countries, e.g. Haiti, Ethiopia, China, Nepal), that we must start from scratch in devising both technical and organizational approaches, and that the two approaches must be developed together. Since many other (Bank-financed) activities are heavily affected by flooding, erosion, and siltation (construction of dams, levees, canals, harbors, bridges, etc. as well as rural development efforts to raise rural incomes), we feel we have to press on to some kind of solution.

2. This paper is largely descriptive, in part because the Government of Indonesia has been unusually active in establishing reforestation/watershed protection programs, and these efforts deserve some description. The programs have been largely unsuccessful (most countries have not even made the attempt), and we have tried to determine the reasons for this and rectify them. We have concentrated on the field level, because we feel that until we have a good understanding of what can work at the micro-level we cannot propose higher levels of organization (basin, province, central government agency, ministerial).

3. We would appreciate your advice as to whether this paper (modified to a working or discussion paper) should be circulated to a small circle of agencies intimately involved in watershed programs in Indonesia (BAPPENAS, Ministry of Public Works, Ministry of Agriculture, Ministry of Interior, Minister and Junior Minister of Environment, USAID Jakarta). These agencies are most interested in the Bank's interim thinking on this topic. Within the Ministry of Agriculture, interested parties would include the Director of Planning (Dr. Birowo), DG FCA, and the Extension Project, in addition to the DG Forestry agencies already formally involved.

cc: Messrs. Kirmani, Golan, Naor, Matheson, Hewson, Whitford, Keil, Spears, R. Stern, Colletta, A. Hussain, van Holst Pellekaan, Walden (RSI), Cheetham (RSI), Mss. Tillier, G. Davis, Duer



## OFFICE MEMORANDUM

TO Mr. R. Wadsworth (Chief, AEPIA)

DATE January 28, 1981

FROM J. Goldberg (AEPIA) JG

SUBJECT INDONESIA - Organization of Field Implementation of Watershed Development Projects in JavaBasic Features

1. There are certain basic features of watersheds in Java which should govern organizational approaches to protecting and developing them. The most important by far is the very high population density of the upper watersheds, which differentiates Java's problems from those frequently discussed in other countries and in other regions of Indonesia. In most countries, watershed problems occur in catchments which are still heavily forested, where most of the land is owned (de facto as well as de jure) by the Government, where population density is relatively low (e.g. 5-50/sq km), and where human damage is committed by migratory tribes which can be dealt with by a Forestry Department. Project actions thus typically consist of replanting of forest tree species often through employment of the very tribes or settlers who caused the original damage, and thus it is typically the Forestry Department which is given the watershed portfolio. This line of thinking may explain the original Indonesian decision to follow suit.

2. Unfortunately none of these features pertain to Java. The upper watersheds are heavily overpopulated <sup>/1</sup> and have been for a century, the Government owns little of the land in the upper watersheds, there is little forest remaining and most of the damage to the environment derives from widespread seasonal cultivation on steep slopes with inadequate soil conservation works and practices. The organizational consequences of this population density and related features are immediate but heretofore not widely recognized. First it implies that great implementation responsibility should be borne by agencies geared to deal with large numbers of people, rather than by agencies oriented toward land management. In concrete terms, this means that more responsibility for watershed development should be vested in the Directorate General of Food Crops Agriculture (DGFA) and its provincial and district services, which control the very large existing agricultural extension services, and less in the Directorate General of Forestry, particularly in the implementation phase.

Advantages of DGFA

3. There are several considerations which support a greater role for DGFA in watershed development implementation, aside from the fact that that agency directs a force of 12,000 field extension workers gradually being increased to 15,000 under the National Agricultural Extension II Project,

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/1 In the Upper Solo Basin density ranges from 800/sq km in the Kali Samin Watershed to 300-400 for the extremely dry Kali Wiroko and for the very infertile Kali Padas.



plus about 3,000 traditional administrative officers at subdistrict (kecamatan) level. The dense population of Java's watersheds lives on the margin of subsistence, which means that its main agricultural interest in the short run is increased food crop production (DGFC's field of competence and prime responsibility), as opposed to fuelwood, livestock, or tree crops. Also, since the population pressure will remain in the uplands, terracing and soil conservation as well as associated agricultural intensification are ongoing, permanent activities, which can and should be maintained by a permanent system of agricultural extension based on regular and frequent meetings with farmers. This is the sort of system being developed by DGFC for seasonal crops. Extension systems developed specifically for tree crops or livestock are typically based on infrequent contact with farmers planned around major increases in capital stocks, i.e. replanting, breeding, or distribution of animals for fattening. One-time tree planting programs of the sort run by forestry agencies are entirely inappropriate in this context./1

4. Another feature of watershed development which should be noted is the necessity for group action and group labor. Group action is required because farmers' terraces abut on and affect one another, waterways cut across property lines, and aligning terraces and drains to physical contours will require land adjustments among neighbors. Group labor is required because proper terracing on steeper slopes will require up to 900 mandays per ha, more than a farm family can supply during a dry season even for only .4 ha. Group labor could be provided through full-scale wage payment of laborers on a project or credit basis, but this may not be desirable for other reasons. At any rate, voluntary group action would be most advantageous for implementation. Although the farmer groups formed under the agricultural extension project are often weak, they could serve as a natural basis for watershed field activities.

5. The extension project has other advantages as a vehicle for implementing field watershed activities. It is based on an expanding network of Rural Extension Centers scattered through the countryside, which are natural (and presently underutilized) bases for staff meetings, staff and farmer training, and storage of equipment (sprayers, etc.) and initial supplies of agricultural inputs (fertilizers, other chemicals, planting materials). Supporting the field agents (PPLs) are experienced extension foremen (PPMs), experienced district and provincial level administrators who have often worked for decades in their regions, and subject matter specialists (PPSs) with university degrees in the fields (agronomy, crop

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/1 The existing Greening Program (para. 9) is tacitly designed as a one-time approach to each particular farmer or group of farmers during which period trees will be planted, terraces constructed, checkdams built, etc. Perhaps in dissatisfaction with this approach, the DG Forestry has requested the resources to create a field extension service basically duplicating on a smaller scale that of DGFC.



protection, soil/water relationships, agricultural economics) for which they are responsible. An innovation under the second extension project will be to add PPSs to the project cadre in the fields of livestock, tree crops, inland fisheries, and soil conservation, to initiate regular training and briefing in those fields of the generalist (polyvalent) PPLs./1 Finally, provincial and residency level food crop agriculture services in Java frequently already have experienced soil conservation sections, which can provide technical support and guidance to field PPSs, PPMs, and PPLs in soil conservation work. In sum, it is quite clear that food crops agriculture agencies are the competent units to undertake the leading role in the field implementation of agricultural aspects of watershed projects.

#### Role of Other Agencies in Field Implementation

6. Although it is quite clear that the food crops agriculture services will have a leading role in implementation due to their importance in extension, nursery and planting material development, and input supply (through the BIMAS program), it is not clear that they should be fully or mainly responsible for managing the actual construction of terraces and waterways, as this activity is outside their main field of technical competence, conflicts in scheduling with extension responsibilities of field staff, and could involve handling of financial payments or credits which may disrupt their normally close relationship to farmers. The other apparent candidates for this task are the DG Water Resources Development (DGWRD), probably through the Directorate of Rivers project office for the river basin in question, and the organization implementing the Greening Program, which is actually an amalgam of units under the Directorate of Reforestation and Land Rehabilitation in the DG Forestry and territorial administrators under the Ministry of Interior.

7. Role of Public Works Department. Implementation of on-farm soil conservation works by Public Works Offices entails advantages as well as disadvantages. On the one hand, this agency already employs the kinds of staff (engineers, technical assistants, quantity surveyors, labor foremen) most competent to lay out and supervise the work to be done, though all in insufficient quantity. It is used to recruiting and paying large numbers of laborers, as well as small contractors, and in its watershed demonstration plots has obtained good and fast work through its piecework method of payment, as opposed to the flat daily wage system used in World Food Program and INPRES financed projects. Although it has no competence or responsibility for agricultural inputs, it has shown the capacity for coordinating with food crops agriculture units in irrigation work, and this relationship could be carried over and strengthened in a watershed

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/1 While PPSs in livestock, tree crops, and fisheries will belong to the respective provincial services for those subsectors, it is strongly recommended that soil conservation PPSs in Java be attached to watershed management offices (P3DAS) being established in various major watersheds, as there are no regular provincial forest services in Java.



implementation program. As a lead agency in the implementation phase, however, it would suffer from the drawback of being limited to work performed on a full subsidy or project basis. Its lack of close relationship to farmers, absence of regular extension contact, and inability to provide material agricultural inputs would make it almost impossible for Public Works staff to elicit free self-help work by farmers, in case this method is adopted, or to ensure adequate terrace/waterway maintenance and good agricultural practice on the terrace. Summing up these advantages and disadvantages, and noting that there is more physical work to be done in the watersheds than all concerned GOI agencies together are capable of implementing/1, it may be that Public Works should be given responsibility for implementing terrace/waterway construction in areas where these works are particularly urgent (critically eroding subwatersheds, particularly those contributing maximum siltation of dams and other water resource structures) and in other areas where works will be financed on a full subsidy or project basis, e.g., demonstration plots. In each case, Public Works should probably not be responsible for areas where reforestation is the solution to the local problem, and should be required to operate jointly in the field with food crops agriculture staff (and livestock and tree crop staff they call in) who will be responsible for organizing farmers, immediately supplying initial agricultural inputs, and stimulating agricultural intensification and terrace maintenance.

8. Watershed Activities of the DG Forestry. At the central level, the efforts of the DG Forestry in the area of watershed development are managed by a Directorate of Reforestation and Land Rehabilitation, which in turn supervises two implementing agencies, P3RPDAS/2 and P3DAS./3 P3RPDAS provides technical support to the Greening Program, which because of its large financial size and expectations merits some explanation at this point.

9. The Greening Program. The Greening Program is one of the package of INPRES programs which provides very large sums of money through local governments (provinces, districts, villages) to support programs of technically simple development activities. INPRES Greening began in 1976/77 with a very large budget (about \$40 million) and even larger targets. The growth in the Rupiah funding since then has been almost totally counter-balanced by the devaluation of November 1978, so that the budget for 1979/80

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/1 This point has been made strongly by Ir. Suyono, the Director General of Water Resources Development.

/2 Proyek Perencanaan dan Pembinaan Reboisasi dan Penghijauan Daerah Aliran Sungai, which may be translated as Project for the Planning and Execution of Reforestation and Greening of Watersheds.

/3 Pusat Pengembangan Pengelolaan Daerah Aliran Sungai, which means Watershed Management and Development Center.



is estimated at \$42 million. Some sources estimate the budget for 1980/81 at \$100 million, which as in the past will be split into a pure forest tree replanting program ("reforestation") on Government land (e.g. protection forests or estates) under the direction of a government forestry corporation (Perhutani) and the program for smallholders ("greening") for which technical guidance is provided by P3RPDAS. Funding for reforestation proceeds from the central Government to Provincial Governors, who then decide on allocations by district (kabupaten). The funds are eventually spent by Perhutani to engage farmers or contractors to plant trees in areas controlled by Perhutani. Funding for greening is allocated by BAPPENAS to kabupatens, and is deposited in the kabupaten office of the Bank Rakyat Indonesia. The bupati (district officer) then allocates the money to village heads (lurahs), who disburse it to individual farmers working on soil conservation activities.

10. As an INPRES program, the field implementation of the smallholder segment of the Greening Program is very much dependent on local government administrators, from planning board members at provincial and district levels to village headmen. Recognizing that these administrators had neither the time nor the expertise to actually manage a program involving persuading and subsidizing large numbers of farmers to plant trees and build terraces, the GOI provided a technically trained (Ir. degree in forestry) officer (PKP/1) to each bupati whose district is involved in the Greening Program, chiefly to administer the program in the district. To assist the lower level administrators to actually implement the program, a force of "temporary" field workers ("honoraires") known as PLPs /2 has been established. PKPs and PLPs appear to be paid with Ministry of Interior funds, probably from the INPRES budget, and to be primarily responsible to territorial administrators rather than to a DG Forestry hierarchy. Nevertheless, P3RPDAS is supposed to assist administrators in determining how many PLPs are needed in each area, and to assist in their recruitment from among the ranks of SPMA (agricultural high school) graduates. PLPs should be trained in the forestry training facilities within the AAETE system as well as in the P3DAS center in Solo.

11. Over the years the technical content of the smallholder Greening Program has been elaborated, from the original pure concentration on encouraging farmers to terrace middle slopes and plant trees on higher slopes to include construction of small checkdams and 10 ha "demonstration plots" (see Table 1 for recent official targets). Parallel to this development new categories of PLPs have been created to look after the

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/1 Pembantu Khusus Penghijauan - Special Assistant for Greening.

/2 Petugas Lapangan Penghijauan - Greening Field Officer.



various aspects of the Greening Program, with the following official manpower planning ratios currently in force:

Planting/terracing	:	1 PLP: 300-400 ha/yr
Demonstration Plots	:	1 PLP for development phase
Checkdams	:	1 PLP for development phase
Tree nurseries <u>/1</u>	:	1 PLP for 3 ha nursery

A PKP at district level typically supervises about 20 PLPs./2 The PLPs move on a circuit over the years among villages within a subdistrict and among subdistricts.

12. P3RPDAS maintains a parallel structure to the network based on territorial jurisdictions outlined above. The basic P3RPDAS unit is a river basin (e.g. Solo or Cimanuk) administrative office. Beneath this office a professional grade forester (known as a PINLAK) and three technicians are stationed at each district in the basin, to counterpart, guide, and monitor the PKPs and PLPs on behalf of the Ministry of Agriculture. For the Solo River basin (18,700 sq km) the official staffing structure appears to include 13 PINLAKS /3 and 39 technicians for the 13 districts in the basin, 13 PKPs,/3 172 PLPs for planting, 36 PLPs for nurseries,/4 8 PLPs for checkdams, and none yet for demonstration plots.

13. Actual field implementation of greening program activities is difficult to generalize upon, as the program is so widespread, but it is generally considered a failure, or at least a very incomplete success, by GOI. The criterion of success to which the program has been held - the survival rate of seedlings - is very narrow, but at least it is measurable. This parameter is debated and discussed at all levels of GOI, from Ministers through district officers to field staff, and attention is thus heavily focussed on improving and increasing the number of nurseries and stream-lining seedling delivery systems. It has also been realized that small food

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/1 Nursery development and supply of both crop and forest tree planting materials to the Greening Program has until now been the official responsibility of provincial food crops and estate crop agricultural services.

/2 A typical subdistrict may be served by 2 PLPs for planting/terracing.

/3 Actually many vacancies exist on this level and PINLAKs seem to double as PKPs.

/4 In Solo the ratio for nursery PLPs is apparently 1:6 ha, half the ratio in Cimanuk.



crop farmers cannot and will not plant forest trees on fields, so that tree planting is now being increasingly aimed at critical or non-economic land<sup>/1</sup> while other flatter lands are supposed to be terraced and planted to widely spaced calliandra intercropped with cassava, peanuts, soybean, etc. The program is under continual review and monitoring, on the implementation side by P3RPDAS PINLAKs and by district planning boards which report to BAPPENAS via the provincial planning boards, on the technical side by P3DAS (para. 15) which claims credit for the successive elaborations and modifications of the technical package. The program follows many other guidelines frequently promulgated by international aid agencies; e.g. it is decentralized, relies on local institutions, is widespread and is financially low-cost and replicable (\$50/ha subsidy). The question then arises as to why the program has failed.

14. The following characteristics of the Greening Program may contribute to its ineffectiveness:

- (a) Program concept. The original concept of the program was based on a very simple idea: the steep upland areas of Java have been or are being denuded of trees, of both the original rain forest and of later secondary forests. The answer therefore is to plant trees, a task which was naturally assigned to the DG Forestry and to foresters and forestry technicians assigned to local government. Program success was naturally measured in the proportion of trees planted which survived. This concept ignores the fact that farmers chopped down trees for firewood mainly to sell for subsistence, and planted the former forest land to food crops because they had to eat. A small one-time subsidy cannot overcome this permanent need for income; almost all land now cropped will always have to be cropped, in the absence of truly massive industrialization in rural areas or a much larger transmigration program. The point is to intensify agricultural practices (yields) to give farmers more of a stake in conserving their land, and to encourage and teach them to conserve their land.
- (b) Inappropriate organizational base. As discussed above, the technical organizational base of the program was placed in the DG Forestry rather than the DG Food Crops, the former without a large permanent professional cadre with continuing links to the farmer communities and without expertise in food crops. But the major innovation was to largely entrust implementation to local government administrators who are responsible for so many other administrative, political, ceremonial, and development functions that they

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<sup>/1</sup> The Solo P3RPDAS office identifies land of over 50% slope as non-economic, meaning that terracing for cropping would not pay. This is a pretty fair summary of the economics of terracing. Critical land is defined as that producing a yield of cassava of only 1-2 tons/ha, again a rather reasonable definition of agricultural marginality.



have little time to devote to the Greening Program. In those areas where the program is being implemented most energetically, relative success seems to be largely due to the personal interest of district planning board heads who have assumed responsibilities beyond their formal jurisdictions.<sup>/1</sup> In these cases, these officials have organized the program in their localities along concentrated project lines, and organized relevant local agencies and services as participants in the projects. Such dynamism, competence, and leadership qualities are rare, however, and a national program cannot be built on exceptional personal traits. A stronger technical organizational base, stretching from permanent field units up through a strong directorate in Jakarta, is necessary.

- (c) Widespread nature of program. The Greening Program is so dispersed, both on a macro level across Java and the Other Islands, and on a micro-level within watersheds, districts, and even villages, that it must seem to many administrators and farmers more in the nature of a welfare program than a development project. The very small subsidy payment <sup>/2</sup> also probably reinforces this view, as does the payment of the subsidy through a flat daily marginal INPRES wage, which often results in large proportions of women and children employed. The result in the field is isolated farmers involved in the program, isolated fields in their holdings terraced or bordered with trees, and isolated trees.<sup>/3</sup> What is lacking in the Greening Program is an integrated campaign to fully protect and develop natural land units (box canyons, ridges, mountainsides, small watersheds) within a reasonably short period of time. This requires a concentrated project approach, not a dispersed program, in the absence of the strong social solidarity exhibited in South Korea's reforestation.

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- <sup>/1</sup> One particularly dynamic district planning board head, whose personal interest in the Greening Program arises largely from his agricultural training, reports that he is still unable to devote more than 10% of his time to the program.
- <sup>/2</sup> The subsidy (Rp 31,000/ha) is calculated not on the basis of the labor costs of terracing, which may run as high as 900 mandays/ha, but on the costs of waterways averaged out to a per hectare basis. The rationale for this may be that terracing increases substantially the value of the farmers' own land, and that his opportunity cost of labor at least in slack seasons is zero or very low, and hence that he should not be paid for terracing. Waterways on the other hand may be viewed as public structures, somewhat similar to tertiary drains.
- <sup>/3</sup> Some farmers can identify the specific planting program (stretching back two decades) which led to the planting of various individual trees on their property.



15. Project Approaches of the DG Forestry. As in the case of the Directorates General of Food Crops Agriculture and Water Resources Development, project style approaches to watershed development by the DG Forestry have thus far been restricted to demonstration plots, some in conjunction with the other agencies (largely in the Citanduy Basin) and some independently. Among the latter are the "trial plots" developed in Kali Samin and other areas of the Upper Solo Basin with the assistance of the large FAO/UNDP team based there from 1972 to 1976. P3DAS, the agency which was largely created and expanded to counterpart the FAO/UNDP team, has apparently been viewed by GOI as both the overall watershed planning and training unit in the government and the main implementing agency for full-scale project development of watersheds, at least initially in the Upper Solo Basin where the agency is headquartered and has such long experience.<sup>/1</sup> The Kali Samin watershed project proposal was entirely prepared by P3DAS with no input by DGPCA, DGWRD, or their local units based in Solo, or by the Government of Central Java, the Residency of Solo, or the district administrators whose jurisdictions would be involved. It is clear that Kali Samin was seen as a demonstration watershed where financial inputs would be high and thus where implementation would not depend on unpredictable persuasion of masses of farmers; where a technical agency rather than local government would be chiefly responsible for implementation; and where problems of coordinating among technical agencies would be avoided simply by giving the entire project to one technical agency, P3DAS.

16. The flaws in this approach were as follows:

- (a) Despite the fact that P3DAS' staff has been purposefully developed to include the whole range of professions needed to analyze watershed problems (including foresters, agriculturalists, soil conservation engineers, hydrologists, rural sociologists, photogrammetrists, and agricultural economists), the staff is thin. Aside from foresters, the other professions are currently represented by one or two people, or in the case of economics, by an empty slot. This is not serious when the agency is called upon to execute a survey or plan of a watershed, but it is serious should the same small group be called upon to implement a large-scale development project. Furthermore, P3DAS has no official or unofficial field staff; in this respect it is a staff unit rather than a line unit.

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<sup>/1</sup> A point worth noting is that P3DAS until now has operated only in areas where foreign aid projects are sited, e.g. Kali Samin and Wiroko in the Solo Basin (FAO/UNDP), Majalengka and Cilutung in the Cimanuk Basin (IBRD), Panawangan in the Citanduy Basin (USAID), and Bali (ADB). This may imply that P3DAS has been seen in GOI as largely a foreign technical assistance counterpart agency, and may explain its lack of links with large line implementing agencies. Watershed project-type activities in other basins (e.g. Brantas) are still the responsibility of Perhutani, ostensibly because the main ecological problem is poaching in Government Forests.



It has no cadre of extension officers, district offices, labor foremen, quantity surveyors, etc. who could implement a large scale project, as food crops and public works services do. It may be proposed that the PLPs of the Greening Program under the direction of P3RPDAS PINLAKs fulfill this function under P3DAS, but they are overwhelmed with their program activities, are mainly trained in forestry, are not permanently assigned or backed up in specific localities, and do not actually belong to the DG Forestry hierarchy.

- (b) P3DAS itself is not well-managed. Despite an \$800,000 annual budget the agency has undertaken no new development activity even within its nearby exclusive preserve of Kali Samin since the departure of the FAO/UNDP team. Given its budget and the technical quality of its staff, it could have been expected to expand development within and beyond the boundaries of its trial plots over the past four years, particularly if it had established good working relations with local agencies. It has not.
- (c) Preparation of Kali Samin proposals without reference to the local competent sectoral agencies led to the anomalous situation where irrigation proposals for Kali Samin were largely superseded by the design (in 1979) of the Wonogiri Irrigation Extension Project by a Japanese consulting team based in the nearby Solo River Office of the Directorate of Rivers, without P3DAS' knowledge. Similarly, no attempt has been made to integrate ongoing agricultural extension or livestock programs with watershed development proposals in Kali Samin.

Thus project planning and execution exclusively or chiefly by P3DAS does not appear to be a viable replicable model for a national or Java-wide program of watershed development projects.

#### Role of Consultants

17. Given all the above, it is apparent that a large long-term consultant team provided by an international firm or organization is necessary for the successful implementation (as well as planning) of watershed development projects. The reasons are as follows:

- (a) Two types of external manpower input have been utilized in the preparation of a Solo watershed project thus far, a large multi-disciplinary team of expatriate FAO/UNDP advisers and various faculties of Gajah Mada University. Neither has resulted in a fully coherent project proposal ready for implementation. The FAO/UNDP team did accomplish some substantial work during its 3-1/2 years of residence, including basic data gathering, institution building and training in P3DAS, and a program of technical trials in the areas of terrace construction, agro-forestry, and agronomy. It failed to lay out a replicable practical approach to project implementation, and maintained too much emphasis on reforestation, perhaps in both cases due to its organizational isolation within



P3DAS. It also became too preoccupied with rigid technical guidelines of its own making, e.g. in recommending only one species of fodder grass or in constructing checkdams solely for silt retention with no possibilities of irrigation. The local consultants (Gajah Mada) were issued narrow terms of reference to produce specific surveys or dam layouts, which could not have been expected to result in a project proposal, and in addition were not as academics equipped for that task. Neither team by its nature could have moved from project preparation to assisting in supervising actual implementation; without this orientation external manpower inputs will almost invariably produce theoretical work, which is what occurred. What is needed to get watershed projects moving is a tightly-knit consultant team experienced in agricultural project implementation with the high order of competence needed to make decisions in the field, as outlined below.

- (b) While watershed development works are inherently simple, they are also extremely variable depending on widely varying local field conditions and community reactions. Blanket recommendations of particular species of grass, trees, or crops, such as P3DAS has developed with the assistance of the FAO/UNDP team, simply will not work. Thus the development of even small canyons or ridges cannot be fully planned five years in advance as can a tertiary irrigation system in an existing rice area based almost entirely on one parameter (slope). Watershed works are much more intensive - the land itself must be reshaped and reinforced. Thus a high level of technical expertise and judgment is required in the field to make quick decisions/recommendations as to what should be done in each small land unit. This sort of experience and innovative ability is held by only a few individuals in the GOI agencies discussed thus far, and these individuals would rarely be assigned to field implementation supervision.
- (c) To encourage coordination among the consultant team itself, even if it should be dispersed among several implementing agencies, it is recommended that the team be provided by a single consultant organization and report to a single consultant project manager.

All these factors - project implementation experience and orientation, high levels of technical expertise, and need for highly organized teamwork - argue for the engagement of an international consulting firm to plan as well as to assist in management of watershed development projects, at least in this early stage. As consultants are not permanently identified with a particular agency, they could and do function as interagency coordinators in the field, particularly if they themselves are well coordinated. They could be seen as independent arbitrators and expeditors, though their primary purpose would be to integrate and coordinate technical aspects.



A Proposal for Field Implementation Organization.

18. The conclusion of the above discussion is that none of the agencies currently involved in watershed development activities is fully equipped by staffing, method of work, technical orientation, or legal jurisdiction to implement watershed development projects independently (paras. 6, 7, 14, 16). There are thus two possible organizational options, to create an entirely new agency or unit within an existing agency, or to develop a method whereby agencies already working in the upper watersheds can efficiently work together. Several proposals or initiatives have already been made regarding the first option, e.g. establishing P3DAS offices in every major watershed and providing field forces for P3DAS; making P3RPDAS PLPs permanent GOI staff and assigning them as the implementing arm of watershed projects; or, as in the case of the Yogyakarta Rural Development Project, creating a Technical Development Cell within the provincial food crops agriculture service to direct watershed development activities by extension staff.<sup>/1</sup> Each of these approaches has serious flaws as a national pattern. New organizations in general require long periods of time to build up competence, will compete with existing units for scarce trained manpower, will probably end up duplicating many functions of existing agencies, create additional bureaucratic complexity and overhead costs, and may not be fully occupied if projects are not prepared on schedule, a very likely possibility. New units in existing agencies may experience some of these same problems and in addition focus too heavily on main concerns of the mother agency, e.g. rice or foodcrop intensification for DGPCA, hydraulic structures for DGWRD, forest tree planting for DGF. It would seem that the best and least expensive (in terms of incremental manpower and financial cost) approach would be to organize existing units to do watershed field work.

19. Geographical Working Areas. The first step in organizing field work would be to define working areas. Within the natural topographic regions of river basins (the basic planning units) the planning process would delimit the most critical watersheds (tributary systems) and subwatersheds. The criteria for selecting these critical watersheds could be generally hydrological (the contribution of the stream to flooding/siltation in the river basin), generally socio-economic-agricultural (poverty of inhabitants, impending loss of good land), or specifically related to a major existing or planned investment (e.g. a dam) downstream. Within a critical subwatershed, natural working areas <sup>/2</sup> (canyon, ridge, mountainside or hill) would finally be defined. Selection of working areas to be treated first could be made on the basis of any of the factors mentioned above or on local factors (progressiveness of villages, interest of village heads or camats, high proportion of full-time farmers, low proportion of absentee landlords) which local staff or leaders think will speed implementation. Selection of

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<sup>/1</sup> P3DAS is not represented in Yogyakarta Province.

<sup>/2</sup> Working areas might average about 25 km<sup>2</sup> in area.



working areas will be done by a team of food crops, public works, and forestry technicians, local administrators, and consultants, and will mark the boundary between the master planning of the entire river basin, which may involve some different (higher ranking) staff, and implementation of work.

20. Once working areas have been delimited, accepted and ranked in priority order by the concerned agencies, the local field staff of the agencies would make an inventory of all existing installations, staff, and proposed projects (e.g., irrigation works, Greening Program activities, reforestation, agricultural extension installations, livestock schemes, rural roads, etc.) within the highest priority working areas. The point of this exercise would be to identify natural joint working centers (such as Rural Extension Centers) for the implementation team, to identify the units and staff who should participate in the project for that working area, to calculate the incremental field level and supervisory staff needed to top up existing staff in the area, and to integrate planned or ongoing activities with additional watershed protection works to be proposed. The working area team, assisted by consultants, would agree on a program of work by each agency to advance the preparation of activities which would serve the entire working area, e.g. the food crops agriculture service to fill so many PPL slots in existing installations, to arrange for the approval and design of additional centers to be sited in specific locations and request appropriate staff for those centers, plan nurseries at various sites, etc. The team would also jointly select an area (of at least 10 ha) within each working area for a demonstration plot, which would serve as the initial focus of work in the locality. This selection would require joint field visits and discussions with local headmen and farmers, to ensure complete acceptance of the concept by the community and farmers concerned, representativeness of the plot, ease of access (both for implementation and subsequent extension purposes), and familiarity of agency staff with the locality. The purpose of the plot would be to demonstrate to the farm community and local staff what is feasible; to determine appropriate cropping patterns, grass and tree species, and livestock packages for the locality; to test appropriate micro-engineering solutions (frequency of waterways, gully plugs, and checkdams; slopes of terraces, risers and drains, etc.) for the soils, slopes, and rainfall in the locality; to serve as a nursery and perhaps livestock distribution center for the working area; to serve as a base for extension efforts in the working area; and in general to initiate integrated efforts in one spot where results could be achieved and monitored.

21. While it would be rather simple to specify the members of the working area team (e.g. 1 extension PPL and the mantri kecamatan from the provincial food crops agricultural service, a foreman or water master from the district irrigation section, a PLP from the Greening Program, a foreman from Perhutani, perhaps an advisory officer from the basin P3RPDAS office, a consultant, and local administrators) once working areas were decided, it would be more difficult to decide the leading official. One way to resolve this question would be to simply appoint the Camat (subdistrict officer) as proforma leader of the team.



22. Levels of Local Government Involvement. The following table of average or typical areas for both administrative and geographical units on Java offers some indication of the appropriate level of local governmental involvement for each natural geographic unit:

<u>Geographical units</u>	<u>Administrative units</u>	<u>Administrative units/ geographic unit</u>
<u>Upper Basin:</u> typically 2,500 sq km for large stream, ranging from 500-5,000 sq km	<u>Kabupaten:</u> 1,500 sq km average, 4-6 grouped in residencies: 7,000 sq km	Typically parts of 4 kabupaten in upper basin, residency frequently including entire basin
<u>Watershed:</u> typically 250 sq km	<u>Kecamatan:</u> 90 sq km avg	Typically, parts of 6 kecamatan in watershed, 1 or 2 kabupaten
<u>Working Area:</u> typically 25 sq km	<u>Village:</u> 6 sq km avg	Typically 5 villages in working area, all within 1 kecamatan

23. Certain conclusions emerge immediately from this table. At the highest level, it is apparent that neither provincial governors nor planning boards will be able to devote very much attention or support to planning or implementation of watershed development programs for even the largest upper basins, as those basins will never represent more than about 15% of the area of a province even on a gross basis, and on a net basis typically will affect a much smaller proportion of both area and population of a province. This level of local government should thus not be depended upon for operational work, but rather for approval of programs and direction of lower level administrators (residents, bupatis, and camats) and provincial services to participate, which may be accomplished through a steering committee mechanism.

24. For the largest upper basin, e.g., Solo, the residency appears to be an appropriate administrative unit at which to concentrate coordination of project implementation. Six to eight kabupaten would be involved in this project, and the bupatis would have to be brought together at some stage to handle basin-wide questions. It is quite natural that they meet under the leadership of the resident, although it should be noted that the residency is not a constitutional legal unit, like the province or kabupaten, and is mainly a coordinating level. The provincial food crops agricultural services also have fairly strong units at residency level which are being further strengthened under the agricultural extension projects. Most upper basins for which watershed projects are envisaged are large enough to warrant considerable attention and support at residency level.

25. Bupatis should be involved in planning and implementation discussions for basin-wide issues, and in the pinpointing of specific critical watersheds and subwatersheds for priority treatment. Watersheds will rarely



overlap with more than two kabupatens, and thus implementation planning for critical watersheds including delimiting of working areas, should involve bupatis, camats, and provincial service chiefs at kabupaten and kecamatan levels.

26. Working areas will typically fall entirely within one kecamatan, and hence the planning and monitoring of implementation within a working area would be the prime responsibility of the camat. The camat and the lurahs (village headmen) should be included in the selection of the site for the demonstration plot within the working area, after which the lurah of the village in which the demonstration plot is finally sited should be deemed primarily responsible (with the support of his camat) for advising on and obtaining participation of farmers operating the demonstration plot and of the entire village.

27. While the complete pattern of project implementation has not yet been worked out, it is recommended that field implementation proceeds on a village <sup>/1</sup> basis. The village is the largest unit within which some measure of voluntary cooperation can be expected. To base the implementation system on laborers or contractors imported from outside the village would inevitably tie all terracing work to full-scale wage payments. As long as implementation occurs on a village basis, some mixture of cash payments, agricultural input incentives, and labor sharing and exchange can be instituted. Thus the implementation system would run roughly as follows: Within a working area of about five villages a demonstration plot would be sited and developed over a one-year period, probably on a project (full-pay) basis, with terracing labor groups recruited from within the village where the plot is located and paid by Directorate of Rivers foremen. The farmer operators of the demonstration plot land (about 20) would be organized into a group by the lurah and involved agriculture extension, public works, and Greening Program staff. On the basis of experience in the demonstration plot, a simple development plan for the rest of the village territory would be worked out, and implementation would begin after successful completion of the demonstration plot, relying heavily on extension, cash incentive and working capital grants to the village, and agricultural input incentives (fertilizers, seedlings, small livestock) to individual land operators. Successful development of a village territory, using only village labor, would require about three years. Toward the end of this period, village plans would be drawn up for one or more additional villages in the working area until the entire working area has been well terraced and agriculturally intensified. The target for completion of activities within a working area would be about ten years.

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<sup>/1</sup> It should be noted that a village (desa) in Java is not an "informal" hamlet, but rather an official territorial unit consisting of over 3,000 people and about 10 hamlets. The lurah is often elected by the inhabitants of the village.



28. Based on this approach, the public works role in any working area would be extremely important during the first three years, during which time the demonstration plot would be developed, larger physical works in the working area (minor irrigation improvements, checkdams, larger gully plugs, and waterways) would be planned and largely implemented, and village plans made for remaining villages. P3DAS's role, largely concentrated on village planning, would run only slightly longer. Involvement of local administrators (camats and lurahs) within the working area and provincial food crops agriculture staff would be permanent, from the planning phase through implementation and maintenance, and would assume predominant importance in each site of activity as soon as terrace/waterway construction nears completion. Greening Program activities would be planned and implemented by local administrators to complement watershed project activities, e.g., as an additional incentive to owners of steep land to plant trees, or to operators of flatter agricultural land to terrace properly.

29. A major point of organizational orientation concerns the provincial food crops agriculture services and its central agency, DGFCFA: The major future activity of these units in upper watershed areas should be their inputs to the watershed development program. Given that scope for wet rice production is limited in the mountainous regions, that secondary food crop production in these regions is not a seasonal supplemental activity as in irrigated lowlands but rather the main agricultural activity, and that all agriculture in these regions is dependent on construction and maintenance of good terraces and waterways, DGFCFA's own organizational mandate should lead it to a much stronger emphasis on proper terracing, grassing of risers, more careful cultivation of cassava, and other soil conservation techniques and practices in its training programs for PPLs, PPSs, and extension supervisors and in preparation of extension materials, in cooperation with the Agency for Agricultural Education, Training and Extension and P3DAS. Similarly, the entire food crops service hierarchy will eventually have to be directed to cooperate in watershed development projects as they are formulated, and kabupaten units covering upper watersheds will have to be directed to this activity as their major organizational function.

cc: Messrs. Naor, Matheson, Hewson, Golan, Whitford, Keil, Spears,  
R. Stern, Colletta, A. Hussain, Walden (RSI), Cheetham (RSI).  
Mss. Tillier, G. Davis, Duer.

JGoldberg:nra



Table 1INDONESIAORGANIZATION OF FIELD IMPLEMENTATION OF WATERSHED DEVELOPMENTPROJECTS IN JAVATargets for Greening /1 Program  
(1981-82)

Activity	National Level	Cimanuk Basin/2	Cilutung-Majalengka Watershed/2
A. Reforestation/3	300,000 ha	6,455 ha	750 ha
B. Smallholding Greening/1			
a) Tree planting/1	628,000 ha	10,570 ha	4,318 ha
b) Terracing	120,000 ha	885 ha	60 ha
c) Checkdam construction (units)	238	16	4
d) Demonstration plots (units)	198	10	2
e) Waterways	16,277 ha	1,000 ha	350 ha

/1 Some confusion derives from the fact that the term "Greening Program" at various times refers to the entire INPRES watershed program, to that portion of it devoted to smallholdings rather than to Government land, and to the activity of smallholder tree planting as distinguished from terracing and other activities.

/2 According to DGWRD, the catchment area of the Cimanuk River above Rentang Weir together with those of a few minor rivers entering Cimanuk below the weir, is 3,300 km<sup>2</sup>. The entire basin is in West Java. The Cilutung is a tributary of the Cimanuk.

/3 To be implemented by Perhutani (a national forest enterprise) on Government land. Program attempts to reach a density of 1,200 trees/ha.



**D E P A R T E M E N**  
**TENAGA KERJA DAN TRANSMIGRASI**

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Ref.: 92 /Mm.2/II/1981.

Jakarta, February 12, 1981.

Mr. MICHAEL J. WALDEN

Chief, Agricultural Division  
The World Bank - R S I  
ARTHALOKA Building, 8th Floor  
Jl. Jenderal Sudirman  
J A K A R T A.

Dear Mr. Walden,

Subject : Transmigration II Loan 1707/Credit  
919-IND - Organization of the  
Sub Project Coordinator.

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I appreciate very much for your letter dated January 28, 1981 concerned with your comments on the draft contract of Three Consultants which I sent you last time.

Considering your suggestion on the replacement of Messrs. DJOKO HARTONO, SOEJITNO, SOEDARTO, we are planning to rearrange the work mechanism of the Office of Junior Minister of Transmigration to handle daily operation of Transmigration Projects assisted by the World Bank, especially the Transmigration II.

The re-arrangement can be described as follows :

1. Secretary of the Junior Minister of Transmigration is the Sub Project Coordinator of the Transmigration Project with the World Bank Assistance.

The existing four Staf Ahli will assist the Coordinator as well as Sub-Coordinator to coordinate the implementation of the World Bank's Transmigration Projects; included Transmigration II.

2. The Sub Project Coordinator will have five Assistants on :

- (1). General Affairs ;
- (2). Finance and Budgeting ;
- (3). P r e p a r a t i o n ;
- (4). Social Economic Development ;
- (5). Evaluation and Monitoring ;



3. - Assistant for General Affairs will cover the following functions :

- 1). Policy Formulation;
- 2). P l a n n i n g;
- 3). R e s e a r c h;
- 4). Personnel and Managerial Support;

- Assistant for Finance and Budgeting will cover the following functions :

- 1). Budget Allocation;
- 2). Financial Arrangement;
- 3). Withdrawal Application;
- 4). A c c o u n t i n g;

- Assistant for Preparation will cover the following functions:

- 1). Land Alienation;
- 2). Survey, design and mapping;
- 3). Land clearing, road construction;
- 4). Civil works;
- 5). Infra structure;

- Assistant for Social Economic Development will cover the following functions:

- 1). Agricultural Development;
- 2). Health services;
- 3). E d u c a t i o n;
- 4). Re-allocation of settlers;
- 5). Logistic (food supply, tools, storage);
- 6). Cooperative, credit, marketing;
- 7). Social-cultural organization;

- Assistant for Evaluation and Monitoring will cover following functions:

- 1). M o n i t o r i n g;
- 2). Information system;
- 3). E v a l u a t i o n;

4. The existing four Staf Ahli will assist and be responsible for :

- (1). Mr. Soedjino HS. - Ass. for General Affairs;



- (2). Mr. Victor Manurung - Ass. for Finance and Budgeting;
- (3). Mr. Soentoro - Ass. for Preparation;
- (4). Mr. Hartono Padmowirjono - Ass. For Social Economic Development;

will the other one :

- (5). Assistant for Monitoring and Evaluation will be appointed later. In the meantime this function will be done by Mr. Dwitorijono, Chief Bureau of Public Administration.

5. Other Staffs attached to the Sub Project Coordinator and his Assistants are as follows :

- (1) Ir. Veries Simandjuntak - Agr. Mechanization;
- (2) Ir. Anggardi - Agronomist;
- (3) Ir. Entito Winardi - Animal Husbandry;
- (4) Dra. Yuniar Rangkuti - Education;
- (5) Bambang Rino Cipto BSc. - Accounting;
- (6) Mihartati Sofia BSc. - Banking;
- (7) Eny Srimeihariani - Administration.

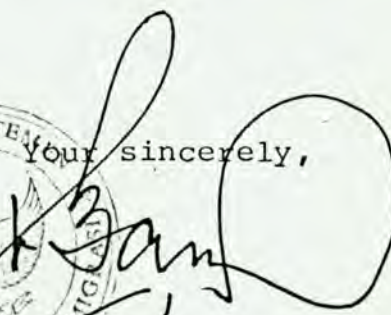
6. Although we have confirmed that the Three Consultants will work full time for Transmigration II, I would appreciate your agreement to assign them to do some additional job in the framework of Transmigration Projects assisted by World Bank.

7. I enclose to this letter the revised Terms of References of the Three Consultants.

I thank you very much for your understanding and good cooperation in strengthening the overall management system of the Office of the Junior Minister of Transmigration for the assurance of the successfull of the Transmigration Programme, included Transmigration II and other World Bank's assisted projects.

With best regards,

CC : - Junior Minister of Transmigration.  
- Staf Ahli.

Your sincerely,  
  
BAMBANG SUMANTRI.

Secretary of the Junior  
Minister of Transmigration.



INDONESIA

TRANSMIGRATION II SUPERVISION

BACK-TO-OFFICE AND FULL REPORT



INDONESIA  
TRANSMIGRATION II PROJECT

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2. Points to be raised in the letter of Project Coordinator with five annexes.
3. Note on project cost overrun with four tables.
4. Note on project work programme with two tables.
5. Note on land clearing, Kubang Ujo.
6. Note on agricultural research with reference to transmigration.
7. Suggestions and recommendations for Transmigration II and III.
8. List of persons met.





# OFFICE MEMORANDUM

TO: Mr. Maurice Penn  
Chief, Service II, DDCB

DATE: 5th March 1981

FROM: L.N. Robertson  
P. Kidane, Service II, DDCB

SUBJECT: INDONESIA: Assistance with Implementation of the WB Transmigration II Project - Back-to-Office and Full Report

1. Following CP terms of reference dated 9 December 1980 and amplified by the World Bank Resident Mission in Indonesia (RSI) on January 19, 1981 the mission visited Indonesia between January 16 and February 20 to assist the Resident Mission (RSI) with the implementation of the Transmigration II Project, based in Jambi Province. The mission was the outcome of a CP proposal made to RSI during the October/November 1980 WB Transmigration Sector Review.
2. Field visits were made to Jambi Province, where the first land clearing contract is underway, and Bogor to the soil research institute and the agricultural university. Work was mainly concentrated in Jakarta in working sessions with the Departments of Manpower and Transmigration, Agriculture, Public Works and Home Affairs and close contact was maintained with the UNDP/OPE consultant group assisting the Junior Ministry of Transmigration in coordinating project activities.
3. Contact was made with the FAO Representative and his senior staff associated with transmigration activities and discussions held on a proposal to extend the Secondary Crop Intensification Programme Project TF/INS. 53(BEL), through trial plots in farmers' fields, to locations in the outer islands in close proximity to or in transmigration areas.
4. Final discussions were held before departure with the Resident Director and staff of RSI on drafts of the mission's working papers.

## The Transmigration Programme, Current Situation 1/

5. The pace of transmigration has been maintained and by end January 1981 the number of families moved during the period from January 1979 was almost 90,000 with the monthly figure now in excess of 7,000 - (30,000 people). Currently 150 sites (each which could accommodate about 2,000 families - one SKP) are in process of being planned, site cleared or in the construction phase, throughout the outer islands on a 'plan as you proceed' basis.

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1/See BTOs dated 18 June and 27 November 1980.

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BK 103/2.12 INS

cc: All Team Members  
World Bank, Washington, D.C. (8)  
RSI, Jakarta (3)  
FAO Rep., Jakarta  
Documents Unit (2)



6. The difficulties over the employment of consultants by the Directorate of Rural and Urban Planning (TKUD) to screen some 104 proposed transmigration sites at phase II level and the detailed physical planning of the 30 to 40 of these sites so selected has been largely overcome with the clearing of at least six out of the 11 contracts being negotiated. However, further difficulties have arisen as the Directorate of Public Works (PTPT) with responsibility for site preparation has already negotiated with contractors to prepare some 40 of these sites on a 'plan as you proceed' basis in advance of the detailed physical planning which was to be carried out by these consultants. This is slowly being resolved with the identification of further sites and the need for extra physical planning for the Transmigration II Project.

#### Background to the Transmigration II Project

7. As a major step in the implementation of the transmigration programme and the need for assistance to upgrade and improve overall management and planning capacity, the Government of Indonesia (GOI) requested World Bank assistance to resettle approximately 30,000 families from Java and Bali on four sites along the trans-Sumatera highway in Jambi Province, and assistance with upgrading the condition of 4,000 families on one other site in this area, Singkut. The project also proposes assistance in overall monitoring and evaluation of the entire GOI transmigration programme and in the planning and preparation of sites for continuing expansion of the programme.

8. Although project implementation commenced in mid-1979 no transmigrant families have yet been settled. The first land clearing contract package is under way and the first 800 families are expected to move into the area in late September 1981.

9. The main constraints the mission addressed were:

- (a) difficulties over interpretation of the project documents;
- (b) the lack of an operational plan on which orderly settlement and phasing of operations could be based;
- (c) poor coordination of a multiplicity of departments and agencies;
- (d) central organization and management of what is essentially a single province project;
- (e) a poor organization framework for management consultants to work within;
- (f) serious cost overruns particularly in civil works; and
- (g) method of land clearing as proposed in the contract package with regard to mechanisation and biomass disposal.



Follow-up

10. Final drafts of the working notes <sup>1/</sup>on the above items will be sent to the World Bank, Washington and RSI by the end of the first week in March 1981. The Bank is expected to contact the CP if further follow-up in Transmigration II project implementation assistance is required. Meanwhile a CP mission is expected to visit Indonesia in mid-April 1981 to assist the Bank in reviewing consultant transmigration site studies.

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<sup>1/</sup> Attached to Management copies of the BTO only.



INDONESIA

TRANSMIGRATION II PROJECT

POINTS TO BE RAISED IN THE LETTER TO PROJECT COORDINATOR

1. High project cost overrun, particularly in civil works by DGT and PTPT.
2. Wood for settler houses construction was to be provided by the land clearing contractor. But now DGT budget proposals include full cost.
3. There are some apparent differences in the specifications of public buildings as are now proposed in the budget compared with the appraisal document.
4. The need for assistance in interpreting the project documents within the agencies.
5. The under-utilization of the UNDP/OPE team in assisting the agencies especially in project implementation procedures.
6. With the exception of the bar charts, there is total lack of a detailed project implementation plan within individual agencies specifying activities to be undertaken by separate units within each agency.
7. Poor coordination between central and provincial authorities.
8. Lack of centralized information on the activities of the Transmigration II Project.
9. Differences in unit prices at central and provincial levels in budget preparation.
10. The need for disengaging the projects PIMPRO's from other responsibilities in order to enable them to work full-time on Transmigration II.
11. The contract with P.T. Layana Raya calls for site preparation for 6,000 KK, but latest estimates show that land available in Kubang Ujo and Hitam Ulu might only accommodate about 3,800 KK. In view of the foregoing, early negotiations with P.T. Layana Raya on a schedule of work for a less number of KK is required.
12. Some doubts are being expressed over the identification of sufficient area for the siting of the first 800 KK. If there are difficulties, contractual arrangements for the construction of settler houses should proceed on that number which can be positively identified.
13. Specific action with regard to individual agencies:
  - (a) the need for immediate action over expediting the processing of bid tender documents for base camp construction (DGT);



- (b) the need for a decision as to which agency would carry out land preparation on the 200 ha cattle holding ground at Margoyoso (DGLS/DGT) and to make appropriate budget provision;
- (c) to resolve the conflicting views on pasture development; i.e. communal versus individual or the combination of the two;
- (d) the urgent need to appoint a technical team within DGLS to prepare and process bid tender documents;
- (e) a follow-up on Agraria's need of additional funds to complete its work for areas already identified;
- (f) the need to make budgetary proposals for Agraria to provide for an inventory of presently settled land within the proposed transmigration areas; and
- (g) the need for DGT to proceed with contractual arrangements for the construction of settler houses for the positively identified sites even if this is less than 800 KK.



DIRECTORATE GENERAL, AGRARIA

1. During the recent visit of Messrs. Robertson and Kidane in January and February, full and frank discussions were held with staff of the Directorate General of Agraria on the Transmigration II Project.
2. During the discussions, procedures for land alienation at provincial level were noted. The progress of work under the 1980/81 budget was as follows:  
  
    Surveyed and mapped -  

(1) Kubang Ujo	12,000 ha
(2) Hitam Ulu	7,800 ha
(3) Tanah Caro	8,100 ha
(4) Kuamang Kuning	14,000 ha
	<hr/>
	41,900 ha
3. Results are presently being processed and will be available in the next two months. This will cover some 6,800 KK as Agraria experience indicates the need to survey and map 6 ha per family. In order to complete mapping of the areas already identified by TKTD, a further 61,000 ha should be surveyed as soon as possible. It has been recommended that a special advance payment from Ministry of Public Works funds of about Rp285 million be made available to allow work to start immediately and the budget proposals for 1981/82 be altered to accommodate this sum for repayment to Public Works. The above areas do not include Muara Ketalo as a Surat Keputusan had not been issued by the Provincial Governor although it is now learnt that this formality has been completed.
4. Action is now required to follow up the initial request through the Project Coordinator's office to BAKOPTRANS for Ministry of Finance approval with details of the areas involved and the Rupiah funding required.
5. Furthermore, Agraria will require additional funds for the inventory of the presently settled land within the proposed transmigration areas. Appropriate budgetary proposals for fulfilling this task are therefore necessary.



DIRECTORATE GENERAL OF TRANSMIGRATION

1. During the recent visits of Messrs. Robertson and Kidane, January/February 1981 follow-up discussions were held with the staff of DGT on the letter from the World Bank of December 20, 1980. The following points were confirmed:
2. Base camp final design was eventually completed on 29th December 1980 by CIPTA KARYA. A letter from the Project Coordinators Office (Mr. Bambang Sumantri) dated 2 January 1981 recommended dividing the civil works into two separate contracts: (a) office and houses for consultants; and (b) office and houses for other staff. This entailed the redesign of the site plan into two separate tender documents and was expected to be completed by the end of January 1981 but is still held up by administrative difficulties. This effectively delays construction by about two months if the bar chart deadline is to be met.
3. Although TKTD site plans and village designs have been completed and given to DGT the proceeding with bid tendering for the first 800 houses is delayed because of the question of land availability. The bid tender documents only reached the World Bank Office in mid-February.
4. The settlement component is being divided into four separate contracts:
  - i) 800 houses
  - ii) shallow wells
  - iii) deep wells and hand pumps
  - iv) community facilities
5. Some doubts are being expressed over the identification of sufficient area for the second agricultural plots, for the first 800 KK, and this is creating problems with regard to the construction of the first 800 settler houses.
6. Points for action and follow-up include the following:
  - (a) rapid processing of the base camp bid tendering, as several agencies are unable to indicate the exact date of mobilization of their consultants who would be houses in the base camp; and
  - (b) to proceed with contractual arrangements for the construction of settler houses for that number of KK for which areas have been positively identified.



DIRECTORATE GENERAL OF FOOD CROP AGRICULTURE

1. During the recent visits of Messrs. Robertson and Kidane, January/February, follow-up discussions were held with the staff of DGPCA on the letter from the World Bank of December 22, 1980. The following points were confirmed:
2. A new Directorate of Agricultural Land Expansion had been set-up in DGPCA with a sub-directorate for transmigration, the latter being headed by Ir. Bambang Gunarto, who is also appointed as Project Officer for transmigration and Liaison Officer Transmigration II Project in DGPCA.
3. Action was being taken over the seed farm at Margoyoso where 40 ha of provincial government land were to be utilized for the first seed farm for the Transmigration II Project. Ten hectares were under cultivation and 30 ha remained to be cleared and developed. It was noted that the development of a second seed farm at Kubang Ujo had been taken out of the 1980/81 budget in January 1980. Difficulties over the recruitment of a seed farm manager, for Margoyoso, and other field staff, apart from PPLs, were being experienced. It was also noted that a site manager and liaison officer will be recruited for Kubang Ujo.
4. Sites for the Rural Extension Centres (REC) have already been proposed in Kubang Ujo and Singkut and a number of PPLs recruited. Bid tender documents were being prepared at provincial level for the RECs and the plant protection brigade to be sited at Margoyoso. Bidding procedures should be cleared with the World Bank office if loan funds are to be utilized.
5. For agricultural production packages, budget preparation for 800 KK for 1980/81 and 4,600 KK for 1981/82 financial years are complete. This covers fertilizers, pesticides, rock phosphate, seeds and handsprayers. Under the Transmigration II Project Documents, one handsprayer would be issued for 20 KK but GOI intends to issue one for 4 KK, extra funds being covered under the national programme.
6. It was confirmed that the 1981/82 budget will adequately cover the transportation costs of fertilizer from the Kabupaten to the project sites. In this connection it was proposed to look into a new type of fertilizer packaging that would enable early delivery to the project sites regardless of the completion of the proposed open sided storage. It was specially suggested to explore the possibility of utilizing hermetically sealed thick plastic bags (0.3 mm) for fertilizer packaging that would enable storage in the open. The advantage in this type of packaging would be early procurement and delivery to the base camp areas regardless of storage construction schedules, and would maintain the quality of fertilizer better than the present woven plastic packaging which is subject to fluctuating atmospheric conditions.
7. There are no new developments on the UNDP/OPE team proposals for an agricultural development package for the existing Singkut settlement area.
8. Draft contracts had been completed for consultants to be processed through BAPPENAS.



9. Points for action and follow-up include the following:
- (a) reconciliation of unit prices at central and provincial level in budget preparation;
  - (b) follow-up of a recent letter to the World Bank requesting exemption of ICB on the purchase of rock phosphate, TSP, seeds and pesticides;
  - (c) follow-up on the proposed utilization of thick plastic bags for fertilizer packaging;
  - (d) the appointment of field staff for the seed farm at Margoyoso, field liaison officer and site managers;
  - (e) need for confirming PPL standards with the National Extension Programme;
  - (f) clearance of the draft contracts for the appointment of the consultants by BAPPENAS and the World Bank. Mobilization will have to be carefully considered in view of the fact that accommodation at the base camp in Bangko will not be available until at least September 1981, at the earliest; and
  - (g) inclusion of the second seed farm at Kubang Ujo in the 1981/82 budget in order to achieve its timely development.



DIRECTORATE GENERAL LIVESTOCK

1. During the recent visit of Messrs. Robertson and Kidane, January/February, follow-up discussions were held with the staff of DGLS on the letter from the World Bank, of December 22, 1980. The following points were confirmed.
2. Under Ministerial Decree No. 453 a new Directorate of Livestock Distribution and Development has been created. This directorate will in future fulfill the DGLS functions of procurement and distribution of animals in transmigration and other areas.
3. Construction of a cattle receiving and distribution centre has commenced at Margoyoso with the building of two staff houses, one veterinary clinic and one cattle shed (60% complete). A 10 ha paddock has also been fenced off. It is understood that the construction of these will entirely be financed from national sources since they did not comply with the loan/credit agreements.
4. The provincial quarantine services have Rp 77 M in the 1981/82 budget proposals for up-grading of the 3 ha lot of Jambi quarantine station. Some Rp. 300 M would be necessary for its completion and GOI intends to complete this over the next 2 or 3 years. In the meantime Padang quarantine station will be used for Transmigration II Project needs. No inter-provincial restrictions apply when animals are imported from disease free countries. It was agreed that the provincial authorities would be immediately informed of these proposals.
5. Cattle would be procured under one tender document as proposed. Procedures for procurement have not yet been initiated and lag behind as the technical team that would accomplish this task has not yet been appointed. The new Directorate is expected to assume procurement responsibilities once it is fully established.
6. The question of pasture development in the new settlement areas; i.e. communal versus individual 0.25 ha or a combination of the two, is still open. Other suggestions made with regard to maintenance were "cut and carry" or tied to movable stakes. Communal grazing would involve the preparation of grazing areas in excess of 1,500 ha in the project area. It was agreed the question of pasture development would have to be resolved quickly.
7. No difficulties were foreseen in recruitment of project personnel. Seven field staff (POPDTs similar to PPLs but non-structured) have already been employed. The site manager presently in Singkut will temporarily function for Kubang Ujo. It was noted that a site manager and liaison officer will be recruited for Kubang Ujo.
8. The number of expatriate consultant man-months was confirmed at 45 and that for local 150. However, the 1981/82 budget proposals make provision for 36 man-months of expatriate consultancy only. Processing of draft contracts for the appointment of consultants has started.
9. Points for action and follow-up include the following:
  - (a) the need for the appointment of a technical team by the Director-General Livestock to prepare and evaluate bid



- (b) to resolve conflicting views on pasture development;
- (c) to agree upon responsibility and costing of land preparation of Margoyoso holding grounds (200 ha);
- (d) formal agreement on the use of Padang quarantine station for imported animals should be worked out;
- (e) need for clarification on the number of man-months of expatriate consultancy; and
- (f) clearance of the draft contracts for the appointment of the consultants by BAPPENAS and the World Bank. Mobilization will have to be carefully considered in view of the fact that accommodation at the base camp in Bangko will not be available until at least September 1984.



DIRECTORATE GENERAL COOPERATIVES

1. During the recent visits of Messrs. Robertson and Kidane, January and February, follow-up discussions were held with the staff of DGC on the World Bank letter of December 20, 1981. The following points were confirmed:
2. Progress was being maintained according to bar charts. With regard to KUDs, current budget includes the establishment of two KUDs and seven are proposed in the 1981/82 budget.
3. A proposal to establish a farm cooperative centre (FCC) in Singkut was discussed with Mr. Thias in December 1980, and further explained in a letter to the World Bank No. 120/DK/A/1/81 of 22 January 1981. DGC accepts the UNDP/OPE Singkut proposal but finds it insufficient. On top of this proposal, DGC intends to establish an FCC proposal which would be submitted to the World Bank for financing before the end of February.
4. Application of Kepress 14A and the rescheduling of recruitment of some consultants in time slices instead of continuously employed, as originally envisaged, has delayed presentation of a list of consultants to the World Bank. The lists have now been completed and will be sent to the Bank in the near future.
5. The liaison officer Mr. Sambodo will also act as site manager until the site manager is employed. Five local staff have been employed and are presently on a training course in Jakarta.
6. Points for action and follow-up include the following:
  - (a) early submission to the World Bank of the Singkut development proposal; and
  - (b) rapid presentation of the lists of consultants to World Bank and commencement of recruitment procedures. Mobilization of consultants will have to be synchronized with the completion of the base camp at Bangko.



INDONESIATRANSMIGRATION II PROJECTNOTE ON PROJECT COST OVERRUN

1. Most of the project implementing agencies are concerned about the cost overrun. The cost overrun and the apportioning of the unallocated funds to the different agencies has been discussed within the Team Teknis, apparently without much success in finding a solution since expected cost increases largely exceed the unallocated funds. This matter will be referred to GOI. Some technical level officials are inclined to propose the reduction of the loan/credit portion financing and to increase the national financing portion, although this would not alter the total project cost.
2. In spite of the general awareness of high cost overrun, no overall aggregate of the project cost was made available to the mission. However, based on the different agencies standard costs at mid-1980 prices, which are used for budgetary planning, and existing expenditures for some items, the mission has constructed an overall project cost on a highly tentative basis (Tables 1 and 2).
3. Each agency has standard costs which are acceptable to BAPPENAS and these are used for project budgeting. Although some standard costs might be slightly different from market prices, experience shows that actual expenditures are in line with what has been budgeted and not usually below what has been indicated in the budget. The standard costs are therefore adequate for quick cost estimation. The cost estimates presented in Tables 1 and 2 are aimed at showing the order of magnitude rather than precise figures. If more accurate and detailed cost estimates are required, further investigation within the agencies and comparison with market prices will be necessary.
4. Current project cost estimates are about US\$369 million as opposed to appraisal estimates of US\$242 million at mid-1979 prices or US\$279 million adjusted to mid-1980 prices, taking into account the over one year delay in project implementation. The Appraisal Report assumptions of physical and price contingencies have been adopted in the current cost estimate exercise.
5. The cost increases for DGPCA, DGLS, DGC, DGA and TKTD are relatively small amounting to about US\$24 million and are mainly due to the differences in unit costs. It is very high, however, within DGT where cost overruns are estimated to be over US\$52 million in civil works and about US\$20 million in equipment, material and services. Settler houses, and water facilities are estimated to cost about US\$34 million which is 2.5 times that of appraisal. The basic differences are the inclusion of wood for construction purposes and cost of latrine in the present estimates which were not included during appraisal. Likewise, base camp and public building costs are estimated at about US\$36 million over eight times that of the appraisal. The reason for these differences in public building costs is difficult to explain since there are no details on public building specifications in the Appraisal Report. It is likely, however, that more durable constructions with additional facilities are now being considered than were foreseen during appraisal.



6. PTPP site preparation costs are currently estimated at about US\$58 million based on the first contract package in Kubang Ujo and Hitam Ulu. This implies a cost overrun of about US\$14 million.

7. The present cost estimates do not include, (a) land inventory costs in connection with present settlers in the project area; (b) possible compensation for these settlers; (c) identification of extra SKPs (see note on project work programme Table 1); and (d) possible extra cost which may be incurred over the modification of the first site preparation contract package.



## INDONESIA

## TRANSMIGRATION II PROJECT

## TENTATIVE COST ESTIMATES SUMMARY BY PROJECT COMPONENTS

	<u>Present Estimates</u>	<u>Appraisal Estimates</u>	
	<u>mid-1980</u>	<u>mid-1979</u>	<u>mid-1980</u>
	<u>prices 1/</u>	<u>prices 2/</u>	<u>prices 3/</u>
	.....US\$ million .....		
<u>Site preparation</u>			
Civil works	59.6	45.7	50.3
Equipment and devices	14.0	10.9	12.3
<u>Sub-Total</u>	<u>73.6</u>	<u>56.6</u>	<u>62.6</u>
<u>Community development and settler relocation</u>			
Civil works	68.9	16.1	18.5
Equipment, services and supplies	55.5	32.1	36.3
<u>Sub-Total</u>	<u>124.4</u>	<u>48.2</u>	<u>54.8</u>
<u>Agricultural support services</u>			
Civil works	13.5	7.0	8.1
Equipment, services and supplies	30.0	27.1	30.6
<u>Sub-Total</u>	<u>43.5</u>	<u>34.1</u>	<u>38.7</u>
<u>Investigation and design</u>			
	<u>14.7</u>	<u>10.0</u>	<u>11.3</u>
<u>Base Cost</u>	<u>256.2</u>	<u>148.9</u>	<u>167.4</u>
<u>Contingencies 4/</u>			
Physical	38.3	22.9	26.1
Price	74.2	70.2	85.5
<u>Grand Total</u>	<u>368.7</u>	<u>242.0</u>	<u>279.0</u>

1/ Based on current expenditures and standard unit costs used for the 1981/82 budget currently under preparation. For phasing see Table 2.

2/ Taken from the Appraisal Report.

3/ Appraisal Report figures adjusted to mid-1980 prices taking into account the over one year delay in project implementation.

4/ Using the Appraisal Report assumptions.



Table 2

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TRANSLOCATION II PROJECT

TENTATIVE PROJECT COST ESTIMATES BY IMPLEMENTING AGENCY 1/

	<u>Project Years</u>						<u>Total at</u>	<u>Appraisal</u>	<u>Estimate</u>
	<u>1980-81</u>	<u>1981-82</u>	<u>1982-83</u>	<u>1983-84</u>	<u>1984-85</u>	<u>1985-86</u>	<u>mid-1980</u>	<u>mid-1970</u>	<u>mid-1980</u>
	US\$ million						prices	prices	prices
<u>DGA</u>									
Field works 2/	0.2	1.0	2.1	1.7	1.2	0.2	6.4	2.4	2.7
Equipment & services	-	0.8	-	-	-	-	0.8	0.9	1.0
<u>Sub-total</u>	<u>0.2</u>	<u>1.8</u>	<u>2.1</u>	<u>1.7</u>	<u>1.2</u>	<u>0.2</u>	<u>7.2</u>	<u>3.3</u>	<u>3.7</u>
<u>DGT 3/</u>									
Civil works	-	13.2	23.5	18.6	13.1	1.8	70.2	17.8	20.6
Equipment material & services	0.3	8.7	16.7	13.2	9.3	1.3	49.5	28.7	32.4
<u>Sub-total</u>	<u>0.3</u>	<u>21.9</u>	<u>40.2</u>	<u>31.8</u>	<u>22.4</u>	<u>3.1</u>	<u>119.7</u>	<u>46.5</u>	<u>53.0</u>
<u>PTPT 4/</u>									
Civil works	1.6	8.5	19.8	15.7	11.1	1.6	58.3	44.0	48.5
Equipment & services	0.8	4.6	2.3	2.1	1.8	1.2	12.8	11.4	12.9
<u>Sub-total</u>	<u>2.4</u>	<u>13.1</u>	<u>22.1</u>	<u>17.8</u>	<u>12.9</u>	<u>2.8</u>	<u>71.1</u>	<u>55.4</u>	<u>61.4</u>
<u>DPFGA, DGLS and DGO 5/</u>									
Civil works	0.1	2.4	4.8	3.7	2.7	0.4	14.1	7.0	8.1
Equipment & services	-	5.1	10.0	8.0	5.6	0.7	29.4	26.7	30.4
<u>Sub-total</u>	<u>0.1</u>	<u>7.5</u>	<u>14.8</u>	<u>11.7</u>	<u>8.3</u>	<u>1.1</u>	<u>43.5</u>	<u>33.7</u>	<u>38.5</u>
<u>TKTD 6/</u>									
Mapping and design	3.3	1.4	-	-	-	-	4.7	3.3	3.6
Investigation & design	-	10.0	-	-	-	-	10.0	6.7	7.4
<u>Sub-total</u>	<u>3.3</u>	<u>11.4</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>14.7</u>	<u>10.0</u>	<u>11.0</u>
<u>Base Cost</u>	<u>6.3</u>	<u>55.8</u>	<u>76.2</u>	<u>63.0</u>	<u>44.8</u>	<u>7.2</u>	<u>256.2</u>	<u>128.0</u>	<u>167.4</u>
<u>Contingencies</u>									
Physical	-	6.9	13.4	9.9	7.0	1.1	38.3	22.9	26.1
Price	-	6.2	18.1	22.7	22.3	4.9	74.2	70.2	85.5
<u>GRAND TOTAL</u>	<u>6.3</u>	<u>68.9</u>	<u>110.7</u>	<u>95.6</u>	<u>74.1</u>	<u>13.2</u>	<u>368.7</u>	<u>242.0</u>	<u>279.0</u>

1/ The phasing is based on the tentative work plan - see note on project work programme, Table 2.  
The cost by agency is based on their current responsibilities.

2/ At US\$208 per KK based on present DGA costs.

3/ Based on DGT expenditures and standard unit costs used for the 1981-82 budget currently under preparation.

4/ Based on the first contract package for civil works and on actual expenditures for equipment and services.

5/ Based on standard unit costs used for the 1981-82 budget currently under preparation.

6/ Based on actual expenditures and commitments.



INDONESIATRANSMIGRATION II PROJECTNOTE ON PROJECT WORK PROGRAMMEOverall Work Plan

1. Settlement targets for Transmigration II Project have been issued by GOI from time to time. They were, for 1980/81 set at 6,000 KK then dropped gradually to 800 KK. The target for 1981/82 is currently set at 4,600 KK exclusive of the 800 KK for the previous year. However, the establishment of settlement targets are not related to a site preparation schedule (Table 1). Based on area surveyed by TKTD, linked to the likely commencement and completion of the forthcoming site preparation packages, it would not be possible to settle 4,600 KK in the year 1981/82 as the completion of site preparation for about that amount of KK will be available in 1982/83 only (Table 2). This shows that there is some confusion in issuing settlement targets for project planning and implementation of pre-settlement works, and for actual settlement which comes about a year later as can be seen in Table 2.

Agency Level Work Plan

2. Most of the project implementing agencies do not have a detailed project work plan. The only existing detailed project operation plan are the bar charts prepared for the first 800 KK with the assistance of the UNDP/OPE team. The mission used these bar charts as the basis for discussion with different implementing agencies. However, although useful, these bar charts cannot be considered as a model on which to develop a work plan for future project activities. The basic shortcomings of these bar charts are that they do not start from a clearly defined work plan which indicates the different project activities related to the executing authorities at provincial or central level by pinpointing the exact unit which would be responsible for implementation. In some instances the mission was not able to identify the actual operational unit for some project activities, although the activity was regularly budgeted at the Directorate General level.

3. The mission suggests that the existing bar charts be revised to take account of the abovementioned points and the following steps could be followed in their revision:

- (a) to list detailed project activities for each implementing agency;
- (b) to identify which activities will be carried out at the provincial or central government level; 1/
- (c) to identify the unit within an agency designated to undertake a specific project activity;

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1/ Some activities will be shared both by the provincial and central government and it is important to sub-divide these activities.



- (d) to attach a time frame to each activity after discussions with the implementing unit; and
- (e) to construct bar charts for each agency and for the whole project based on items 3(a) to 3(d) related to an operational plan and based on the site preparation schedule.

4. This project operational plan will serve as a model for future years as project actions are repetitive.



INDONESIA  
TRANSMIGRATION II PROJECT

TENTATIVE SITE PREPARATION SCHEDULE <sup>1/</sup>

<u>Contract Packages</u>	<u>Commencement</u>	<u>Completion</u>	<u>No. of KK</u>
<u>Kubang Ugo and Hitam Ulu</u>			
XXII B )	September 1980	September 1981	-
XXII C )			800
XXI A )	September 1981	September 1982	400
XXI B )			1,200
VIII A )	September 1982	September 1983	1,400
VI A )			1,400
<u>Total</u>			<u>3,800</u>
<u>Kuamang Kuning</u>			
VII A	March 1982	March 1983	1,400
VII B	March 1983	March 1984	1,600
VII C	March 1984	March 1985	1,200
<u>Total</u>			<u>4,200</u>
<u>Tanah Garo</u>			
VI B )	April 1982	April 1983	1,000
VI C )			400
VI E	April 1983	April 1984	1,100
VI F	April 1984	April 1985	1,500
<u>Total</u>			<u>4,000</u>
<u>Kuamang Kuning</u>			
VI D	June 1982	June 1983	2,100
VI E	June 1983	June 1984	1,500
VI F	June 1984	June 1985	900
<u>Total</u>			<u>4,500</u>
<u>Muara Ketalo</u>			
X D	August 1982	August 1983	800
X E	August 1983	August 1984	800
X F	August 1984	August 1985	800
X H	August 1985	August 1986	800
<u>Total</u>			<u>3,200</u>
<u>Extra Area I</u>			
1st SKP	March 1983	March 1984	1,600
2nd SKP	March 1984	March 1985	1,600
3rd SKP	March 1985	March 1986	2,000
<u>Total</u>			<u>5,200</u>
<u>Extra Area II</u>			
1st SKP	March 1983	March 1984	1,600
2nd SKP	March 1984	March 1985	1,500
3rd SKP	March 1985	March 1986	2,000
<u>Total</u>			<u>5,100</u>
<u>Grand Total</u>			<u>30,000</u>



INDONESIA

TRANSMIGRATION II PROJECT

TENTATIVE PROJECT TIME TABLE <sup>1/</sup>

	<u>1980/81</u>	<u>1981/82</u>	<u>1982/83</u>	<u>1983/84</u>	<u>1984/85</u>	<u>1985/86</u>	<u>1986/87</u>	<u>Total</u>
A. <u>Site completion and settlement</u>								
- ha	-	1,500	6,600	15,300	12,150	8,550	1,200	45,000
- KK	-	800	4,400	10,200	8,100	5,700	800	30,000
B. <u>Project operation and budget plan (KK)</u> <sup>2/</sup>	800	4,400	10,200	8,100	5,700	800	-	30,000

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<sup>1/</sup> Based on Table 1.

<sup>2/</sup> This does not apply to DGA which has already planned project operations for about 19,000 KK nor to TKTD and PTPT on whose work plan this tentative time table has been based.



INDONESIATRANSMIGRATION II PROJECTONE SETTLER HOUSE COST ESTIMATES 1/

<u>Settlers house</u>			
<u>Area 36 m<sup>2</sup></u>	<u>Unit</u>	<u>Unit Cost</u>	<u>Total</u>
		<u>Rp</u>	<u>Rp</u>
<u>A. Material</u>			
wood (6 m <sup>3</sup> )	m <sup>3</sup>	45,000	270,000
roofing inodised sheets	sheet	1,300	67,600
wood nails (6 kg)	kg	500	3,000
roofing nails (1 kg)	kg	1,000	1,000
lime wash (20 kg)	kg	100	2,000
Sub-total			<u>343,600</u>
<u>B. Labour 1/</u>			
foreman (5m/d)	m/d	2,500	12,500
labourers (15 m/d)	m/d	1,500	22,500
Sub-total			<u>35,000</u>
<u>Total A + B</u>			<u>378,600</u>
<u>C. Tax, admin, &amp; overheads and profit 2/</u>			151,400
<u>Grand Total</u>			<u>530,000</u>
<u>D. Settler house excluding wood for construction costs</u>			260,000
			=====

1/ Details obtained from DGT Housing construction Sub-Directorate

2/ Mission estimates based on discussions with local staff



Table 4

INDONESIATRANSMIGRATION II PROJECT

1/  
LIST OF PUBLIC BUILDINGS AND COMMON FACILITIES TO BE  
CONSTRUCTED IN TRANSMIGRATION AREAS AS BUDGET FOR 81/82

<u>Type of Building</u>	<u>Area (m2)</u>	<u>No. of KK Benefiting</u>	<u>Total Cost Rp</u>	<u>Cost per KK Rp</u>
Village meeting room	150	500	11,700,000	23,400
Storage	60	300	4,380,000	14,600
Religious building	60	250	4,320,000	17,280
Village head's house	56	500	4,032,000	8,064
Teachers' house	72	250	4,680,000	18,720
Staff houses	72	125	4,680,000	8,064
Clinic	60	500	4,380,000	8,760
School	No details provided			
KUD	No details provided			
Base camp	250	2,000	10,000,000	5,000
Deep well	-	16	750,000	46,875
Shallow well	-	4	175,000	43,750
<u>Total cost per KK excluding schools and clinics</u>				<u>223,889</u>

1/ Source DGT.



INDONESIA

TRANSMIGRATION II PROJECT

NOTE ON LAND CLEARING, KUBANG UJO

General Progress

1. Progress to date (mid-February 1981) with the first contract package is summarised in the following table:

Cleared Status

No. of KK to be settled	Site identi- fication	House lot area			Agric. Land area			Public Facilities area		
		(%)			(%)			(%)		
		Cut	Piled	Burnt	Cut	Piled	Burnt	Cut	Piled	Burnt
275	SDA	100	40	40	200	0	0	100	0	0
253	SPB	100	20	0	100	0	0	100	0	0
145	SPC	40	0	0	40	0	0	40	0	0
194	SPD	100	20	0	100	0	0	100	0	0
867										

2. When completed this will represent a total area cleared of 1,300.5 ha (867 KK x 1.5 ha gross). PTPT indicated, however, that within this area there were 165 ha of mature rubber (SPC) and final cleared area for the first 4 SPs would be 1,135 ha. No attempt has yet been made to clear SPE where 414 KK are proposed to be settled (621 ha to be cleared). It is estimated (at the site) that more than 25% of this area to be cleared already has permanent settlement.

3. The above does not take into account the identification of the second agricultural area for each settler (0.75 ha), which will eventually determine the number of transmigrants to be settled in this first SKP.

Land Clearing Progress

4. In Physical counting terms and according to contract specification nothing has been completed although nearly 1,100 ha have been felled on the food crop area, approximately 120 ha on the house lot area and the same on the area for public facilities.

5. All felling has been by chain saw, with 40% of the individual house lot areas (1,000 m<sup>2</sup> each) and the land to be used for public facilities already cleared, de-stumped by heavy equipment.

Piling and Burning

6. Piling and burning has faced two main constraints:

- (a) the advent of the rainy season shortly after mobilization in September 1980, and
- (b) the physical volume of timber to be stock-piled as "usable" under the terms of the contract.

In the first instance recent heavy rain is still holding up heavy machinery operations although chain saw felling is continuing.



7. In the contract document 137 m<sup>3</sup> of "usable" timber (about 31 cms DBH) was estimated but checking by the contractor and the supervisory consultants shows this figure to be 240 m<sup>3</sup> (168 m<sup>3</sup> applying the 80% extraction rate). The contractor's bid did not foresee this volume. In practical terms only 15-20 m<sup>3</sup> of commercial timber (meranti, etc.) is being extracted and piled, the remainder presently lying where it was felled.

#### Road Construction

8. Twenty-one km of access and link road and 65 km of village road have been completed but not gravel finished.

#### Land Clearing Operations

9. An examination of site conditions indicated the physical quantity of timber to be stock-piled (168 m<sup>3</sup>/ha), the need for a considerable area of land along the road sides to stock-pile this volume and the damage that would be done to the soil in a) extracting and b) piling the logs. A further problem that arises is that the de-barking of the "usable" timber was not foreseen in the contract package. If this is not carried out before stock-piling it will lead to rapid staining and decay under the prevailing weather conditions.

10. In view of the above and the inability to put a value on the non-commercial timber through falling world timber prices and the restrictions on the export of logs, under the Three Ministers Declaration of April 1980, the following method of land clearing evolved, after discussion with the land clearing contractor, as a possible alternative to the conditions laid down in the contract document:

- (a) all small trees and vines up to 7 cm diameter "under-brushed".
- (b) wait one more week.
- (c) remove "commercialable" as opposed to "usable" timber (in this case 15-20 m<sup>3</sup>/ha).
- (d) chain saw, cut and fell all the remainder.
- (e) wait until dry and burn in situ.
- (f) remaining material then moved to windrows with lighter equipment than would be needed if biomass not first burnt in situ.
- (g) final burn in windrows leaving less than 20% of the original biomass (this compares with 60% if total biomass moved to windrows for burning).

11. The present equipment on site could adequately deal with the above method of clearing.

#### Timber Utilization

12. In the contract package it was foreseen that all timber above 31 cm DBH would be "usable" and stock-piled after felling, for disposal by GOI.



In practice this condition is not being complied with and all timber is lying where felled with the exception of "commercial" timber which has been extracted and stock-piled along the access and village roads (estimated at 15-20 m<sup>3</sup>/ha).

13. A committee has been formed to deal with the disposal of this "commercial" timber as follows:

- (a) Public Works (PTPT)
- (b) Provincial Forestry Department
- (c) Land Clearing Contractor (PT Layana Raya)
- (d) Former forest concession holder (Alas Kisuma)

They have so far recommended that a sum of between Rp5,000 and Rp6,000 per m<sup>3</sup> be paid to the land clearing contractor by the former forest concession holder for each m<sup>3</sup> removed from the area. This is estimated to cover damage to roads, bridges and culverts during removal. GOI would receive a tax based on 20% of the forest check price.

14. This question of the removal of "commercial" and the disposal of the remainder of the "usable" timber was expected to be resolved at a meeting of PTPT staff held on 16 February 1981.

#### Soil Conditions

15. A superficial examination of the topsoil showed depths varying from two to 10 cm over an erodible and permeable ultisol/oxisol complex. It was estimated at the site that only some 10% of the area had 10 cm depth. Physical and irreversible damage to the soil and topsoil was noted where total biomass had been pushed into windrows and burnt (in camp site and public facility areas). It was also noted that with the movement of the total biomass to windrows most of the topsoil was also removed. With a lighter burn in situ and less material to move to windrows less damage will be done to both the topsoil (physical removal) and the subsoil (irreversible change).

#### Land Clearing Equipment

16. Present equipment on site:

- Crawler tractor (200-250 hp)	10
- Crawler tractor (300-350 hp)	2
- Motor Grader 145 and 125 hp	2
- Dump trucks	4
- Front-end loader	1
- Vibration roller	1
- Rome plough (disc harrows)	3
- Root rakes (attachments)	2
- 'K' blades (attachments)	3
- Winch units (attachments)	3
- Shearing blades (attachment)	2 (arrival expected shortly)
- Chain saws	60

In view of the fact that it is difficult to foresee more than an absolute maximum of 1,200 KK settled at Kubang Ujo and the work progress to date, the above equipment should be sufficient to complete clearing work on this first site.



INDONESIA

TRANSMIGRATION II PROJECT

NOTE ON AGRICULTURAL RESEARCH WITH REFERENCE TO TRANSMIGRATION

1. Presently there are three main lines of agricultural enquiry which have or could have a bearing on the Transmigration Programme. They are:

- (a) The Agricultural Research Project to assist Transmigration (P3MT);
- (b) the independent investigations being carried out by mainly agricultural institutions as consultants to the Department of Public Works, and
- (c) the FAO field trials investigation under Project TF/INS/53.

2. The P3MT project is now coming towards the end of its second year. It involves nine agencies in the Department of Agriculture, led by CRIA and LPT and including Forestry, Animal Husbandry and Tree Crops. The team numbers 360 part-time professionals from the different agencies with some 50 field staff, working in five locations. Four test farm sites, with facilities, were set up in 1979/80 and an additional one in 1980/81. Enquiries are being carried out in cropping systems, incorporation of tree crops, small fishery enterprises and the application of small rural industry. The annual budget is in excess of Rp250 million. In December 1980 Bappenas indicated it was not prepared to sanction such a large budget unless it could be shown that the research was specifically Transmigration oriented and could produce quick results.

3. The independent lines of enquiry are being executed mainly by ITB, IPB and Gajah Mada University acting as agricultural advisors and consultants to PTPT and the Ministry of Public Works. These lines of enquiry appear to be on an ad hoc basis:

- (i) TORs appear to be drawn up by the Consultants themselves.
- (ii) Work Plans are not cleared by any committee.
- (iii) Results are not submitted for review.
- (iv) Financing comes from special funds not subject to review.
- (v) Results are used indiscriminately.

4. The work being carried out is examining different methods of land clearing, application of phosphate and lime, trace element deficiencies and socio and agro-economic surveys. By Decree 26 of 1978 all agricultural research work had to be cleared through the Department of Agriculture, especially CRIA and LPT. This is not done and results are never officially published.

5. Without proper screening and clearing procedures results can be skewed and used indiscriminately.

6. The FAO/TF/INS/53 project has been set up under Belgian Government Trust Funds as a secondary crops intensification programme. It is attached



to the DSFCA, based in Pasar Minggu. Presently one expatriate expert and two associate experts are supervising 1,500 fertilizer trials in farmers' fields, mainly in Java, with a small number in Sumatera, Kalimantan and Sulawesi. It is proposed to extend the range of these trials to transmigration areas in the Outer Islands provided extra funding can be found and the agreement of the Belgian Government is obtained.

7. The programme has now been going for two years and first preliminary recommendations are expected towards the end of 1981.



INDONESIATRANSMIGRATION II PROJECTNOTE ON SUGGESTIONS AND RECOMMENDATIONS FOR TRANSMIGRATION II AND III PROJECTTransmigration II Project Suggestions

1. In the light of the foregoing notes the mission suggested the following:

- (a) de-emphasise central coordination/management to one more province based;
- (b) reconsider the approach to land clearing/site preparation contracts in favour of smaller packages, preferably on one SKP rather than three with less emphases on heavy equipment;
- (c) a study of building and civil works standards and specifications within each agency;
- (d) a thorough study of pasture development in the project area;
- (e) immediate creation of a framework within which the UNDP/OPE team can assist the implementing agencies at central and provincial levels particularly in preparation of a project operational plan and the interpretation of project documents;
- (f) assess in definitive terms project costs and have a fresh look at the project's economic viability; and
- (g) if project returns are unacceptably low, re-cast farm models and cropping patterns.

Recommendations for Future Transmigration Involvement

2. Future projects should draw lessons from Transmigration II Project and address the above points and in particular should note the following:

- (a) more emphases at the provincial level;
- (b) lessen emphases on seasonal food crop agriculture;
- (c) absolute GOI and Provincial Government assurance on availability of unencumbered land; and
- (d) that GOI has made satisfactory arrangements for the utilization of timber.



INDONESIA

TRANSMIGRATION II PROJECT

LIST OF PERSONS MET

Field Trip 4-9 February 1981

Messrs. Widoyo, DGT, Jambi, Chief of Staff

Andi Priojono, PTP, Site Manager, Kadmang Munning

Tarjono, PTP. Kubang Ujo (Sub Pimpro)

Major Puji, Staff PTP

Major Pujono, Site Manager, PTP

Messrs. Simanjuntak, DGT Representative, Kubang Ujo

Suniyoto, Liaison Officer, Kubang Ujo DGT

Risda, Accounts Manager, PT Layang Raya

Sutarso, Site Manager, PT Layana Raya

Napitupulu, Mechanical Engineer, Trans Asia

Didi, Staff, IPB, Pamanang

Sudibyo, DGT 2nd level, SARKO, Chief of Transmigration

Sulienan, DGLS LS Supervisor, Mogoyoso

Mohamed Ali, Kepala Dinas Pertanian

Jafar, Lurah, Kampang 6, Margoyoso

H. Hadikoesworo, Dept. Ag. Econ. IDB. Consulting for PTP

Surowinoto, Dept. of Agron. IDB. Consulting for PTP

Prayoto, Dept. of Soil Science, IPB. Consulting for PTP

Yachman, Kepala Kibun Test Farm, IPB, Rimbo Bujang

Supranto, Kepala Dinas Pertanian Kab, Bungo Tebo

Darjono, Staff Gadjadara Univ. Rimbo Bujang, Unit 7

Soekasdi, Wakil DGT, Jambi

Wayhoe Sugianto, Korwil/Regional Coordinator, Transmigration II  
Jambi

Supoyo Raharjo, UNDP/OPE Provincial Representative

Abdul Kohar, Kanwil Agriculture, Jambi

Hadjar, Deputy Pimpoo Agric. Trans. II, Jambi

Azmi, Staff, Provincial, Livestock

Jakarta (January-February 1981)

JMT

Messrs. Bambang Sumantri, Deputy Coordinator, Trans. II

Sugino, Asst. to Deputy Coordinator

Anggardi, Staff JMT

V. Manuwring, Staff AHLI



DGLS

Messrs. Soehadji, Director, Livestock Programming  
Setiyono, Liaison Officer, Trans. II  
Petrus Djati, Sub-Director, Animal Quarantine  
Jettje Naramesakh, Budget Officer, Bina Programme

DGFCA

Messrs. Djatijanto, Team Inti, Dept. Agric.  
Samito, Director Agric. Land Expansion  
Syarifuddin, Admin. Asst. Team Inti  
Bani Suyar, Staff, Bina Programme  
Sofyan, Sub-Director, Planning  
Bambang Gunarto, Sub-Director, Transmigration & Liaison Officer,  
Jakarta, Trans. II

DGC

Messrs. Mammid Marjono, Director, Directorate Business Affairs  
Sudiro, Coord. of Coop. Dvt. in Transmigration areas and Liaison  
Trans. II, Jakarta  
Sambodo, Field Liaison Officer, Trans. II

BAPPENAS

Sjahrudin Semat, Bureau for Manpower and Transmigration.

DGA

Messrs. Ari Lestario, Chief Sub-Directorate Land Use  
Juanda, Staff, Land Use  
Soeprapto, Chief, Sub-Directorate Land Title  
Sutopo Hartono, Chief, Sub-Directorate, Land Registration  
Abu Mansur Muktaridi, Kehala Prov. Office, Jambi

DGT

Messrs. Amir Hassan Mutholib, Director, Planning  
Bakry Beck, Staff, Directorate of Planning  
Siswodi, Staff, Training Directorate  
Sumartono, Budget Holder Transmigration II Project  
Samekto Totoraharjo, Assistant to Budget Holder, Trans. II  
Sudiharjo, Sub-Directorate, House Construction  
Zainul Fikri, Sub-Directorate, House Construction



UNDP/OPE Consultant Team

Messrs. D.A.P. Dutcher, Team Leader

Suryo Sediono, Deputy Team Leader

L. Feinberg, Management Specialist

R. Saunders, Project Manager

Moestadjab, Government Programme Coordination Specialist

TKTD

Messrs. Soenario, Assistant to Director, TKTD

Risman Maris, Deputy Director

Simatupang, Sub-Director, Implementation and Management

Bogor Agricultural University

Dr. Fred Rumawas

LPT (Soil Research Institute)

Dr. Seopratohardjo, Deputy Head, P<sub>3</sub>MT Programme

PTPT

Messrs. Mailangkay, Staff

Panjdilan, Staff

Zainel Kamoyh, Staff

FAO

Messrs. J. Rumeau, FAO Representative

N.D. Abdul Hameed, PM, INS/78/012 (Transmigration Support)

S. Lampe, Team Leader TF/INS/53 (Fertilizer Field Trails)

H.S. Belai, Team Leader INS/80/009 (Training)

F. Dent, PM, INS/78/006 (Land Resource Evaluation)



ROUTING SLIP		DATE: <i>May 13, 81</i>	
NAME		ROOM NO.	
<i>Ms Gloria Davis</i>		<i>E624</i>	
APPROPRIATE DISPOSITION		NOTE AND RETURN	
APPROVAL		NOTE AND SEND ON	
CLEARANCE		PER OUR CONVERSATION	
COMMENT		PER YOUR REQUEST	
FOR ACTION		PREPARE REPLY	
<input checked="" type="checkbox"/> INFORMATION		RECOMMENDATION	
INITIAL		SIGNATURE	
NOTE AND FILE		URGENT	
REMARKS:			
<i>Thanks for allowing the free use of the copy-right.</i>			
FROM: <i>Ron</i>		ROOM NO.: <i>E932</i>	EXTENSION: <i>72323</i>



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LAND OWNED	JAVA	SUMATERA
Houselot	_____ (ha)	_____ (ha)
Rainfed	_____ (ha)	_____ (ha)
Irrigated	_____ (ha)	_____ (ha)
_____	_____ (ha)	_____ (ha)
HOUSE	JAVA	SUMATERA
Bamboo	<input type="checkbox"/>	<input type="checkbox"/>
Timber	<input type="checkbox"/>	<input type="checkbox"/>
Cement	<input type="checkbox"/>	<input type="checkbox"/>
Other	<input type="checkbox"/>	<input type="checkbox"/>
ASSETS	JAVA	SUMATERA
Cow	_____ No.	_____ No.
Buffalo	_____ No.	_____ No.
Goat	_____ No.	_____ No.
Sewing machine	_____ No.	_____ No.
Radio	_____ No.	_____ No.
Tape recorder	_____ No.	_____ No.
Kerosene pressure lamp	_____ No.	_____ No.
Bike	_____ No.	_____ No.
Motorbike	_____ No.	_____ No.
Other	_____ No.	_____ No.

## Main Income Sources in Java?

1. \_\_\_\_\_

2. \_\_\_\_\_

Days worked for wages:

in Java \_\_\_\_\_ days/month

here \_\_\_\_\_ days/month

Major occupation here:

1. \_\_\_\_\_

2. \_\_\_\_\_

How many times have you been back to Java?  
\_\_\_\_\_

How many friends returned? \_\_\_\_\_

Are there still family member in Java who might join you? Yes \_\_\_\_\_ No \_\_\_\_\_

How many? \_\_\_\_\_

Income here when compared to Java:

\_\_\_\_\_ Less \_\_\_\_\_ Same \_\_\_\_\_ More

Well-being here compared to Java:

\_\_\_\_\_ Worse

\_\_\_\_\_ Same

\_\_\_\_\_ Better

Main problem here:

1. \_\_\_\_\_

2. \_\_\_\_\_



**TRANS II PROPOSED DISTRIBUTION OF PERSONNEL**

PUSAT	JMT	POLONIA
1. Policy, Planning, Research.	<u>Soedjino</u> Anggardi Butcher $\frac{1}{2}$ * Hindle $\frac{2}{3}$ *	Butcher $\frac{1}{2}$ * Sediono * Djoko Hartono <sup>+</sup>
2. Budget, Finance, Accounting.	<u>Manurung</u> Bambang Rino Cipto. Financial/ Budgeting x2 *	Saunders * MoestadJab $\frac{1}{3}$ *
3. Persiapan.	<u>Soentoro</u> Nursito	Simandjuntak Soejitno <sup>+</sup> Feinberg $\frac{1}{2}$ * MoestadJab $\frac{1}{3}$ *
4. Pembinaan	<u>Hartono</u>	Sudarto <sup>+</sup> Winardi Feinberg $\frac{1}{2}$ * MoestadJab $\frac{1}{3}$ * Ag.Economists x2 * Gen.Economist x $\frac{1}{2}$ *



PUSAT	JMT	POLONIA
5. Monitoring, Reporting, Information	Dwito Information Scientist x2* Computer Specialist x2 * Hindle 1/3*	
6. Trans II Secretariat	Dwito ?	Enny Juniar Sofia Butcher* Sediono* Moestadjab*
KORWIL - Jambi - Bangko	Wahyu Sugianto Project Manage- ment Specialist* Ag. Specialist* Social Scientist*	

\* Consultants from RMI under INS/79/001

+ GOI/WB Consultants.

DAPB/pt  
24.2.81

- a) One University supervised by Litbang ;
- b) Litbang itself ;
- c) A to-be-created JMT Evaluation Unit ;
- d) The UNDP/OPE Team itself, assisted by either Litbang or JMT staff.

The advantages of the first three possibilities would lie mainly with their institution-building contribution, as well as with the ready familiarity of these institutions with the transmigration programme. The advantages of the fourth option might lie in its relative ease of co-ordination/implementation, and the implicit recognition that periodic evaluation studies may be more objectively undertaken by groups of individuals --generally consultants, whether Indonesian or foreigners-- with no direct interest/involvement in what they are evaluating. These options will be explored further with Litbang and JMT in 1982.

(g) Establishing procedures for Monitoring and Evaluating benchmarks of social & economic development within settlements; and applying them in the course of monitoring Transmigration II .

#### Early Warning System

1. The consultants have developed an impact monitoring, or early warning in collaboration with the staff of the JMT and the KaKanwil/Korwil Transmigration in Jambi. The system depends on a simple monthly report on various conditions prevailing in each settlement village. Unlike any existing report it does not cover implementation progress but the outcomes and the effects on the lives of the transmigrants.

2. The system has had a number of field trials and tests in Jambi and all villages ( UPTs ) in the Province are now covered on a monthly basis. During the course of system development the problem of communication links between the UPTs and the Provincial office have proved to be a problem which can only be resolved through the extensive use of SSB radios.

3. The early warning system brings to the attention of the head of transmigration in the Province ( KaKanwil ) difficulties and situations which have become critical and enable action to be taken. Similarly the report indicates where adverse situations are developing and give time for remedial action to be taken. Copies of the report are passed by the KaKanwil to the JMT where a summary report is prepared for the Junior Minister and his staff. The front page of the report depicts two maps of Indonesia, on one are indicated Provinces with UPTs with critical conditions, and the other indicates where adverse situations are developing.



4. The system which has been developed and tested in Jambi (including Trans II) is now ready for general application in all Transmigration receiving Provinces in Indonesia. Since the reporting and channelling agents of the system are staff of the Directorate General of Transmigration a directive will need to be issued by the DGT to his staff.

#### Child Weight Monitoring

5. The consultants prepared a proposal for child weight monitoring which has been agreed to in principle by the Ministry of Health. The recently recruited social scientist will be working on the introduction of the system in Jambi after completion of trial work connected with the early warning system.

(h) Assessing the staffing needs and managerial requirements at all coordinating levels of the programme with specific recommendations as to assistance and training required; and designing and arranging for or conducting in-service and on-the-job training programmes to meet those requirements.

#### Central Level

1. As mentioned in the section on administration, the JMT Office requires strengthening if it is to be in a position to coordinate the programme more effectively. There are a number of ways this should be done to achieve the type of institution which can be fully effective.

2. Annexes and show the present organization and staffing of the JMT and a proposed structure for the secretariate which would replace the present " Biro Tata Usaha " leaving the rest of the structure intact.

3. The existing staff of the JMT is supplemented by a further 32 persons who are attached to the Trans II Sub-Coordinator's Office and are based in the building in Jalan Pasar Minggu nearby.

4. The professional, administrative and clerical skills of the staff vary from the post graduate qualification of some of the Staf Ahli to the secondary school leavers without specialized training who number about

5. As recently as July 1981 an attempt was made by the JMT to cope with the Budgeting and Finance and Information and Monitoring by forming two special teams from the existing staff in the Bagian Administrasi Data. These teams are not institutionalized and as in other cases,



result in the some competent individuals receiving additional sets of duties to the extent that a separate organization chart (annex ) shows different functions and lines of responsibility. In effect the staff concerned have two separate managers, one the Kepala Tata Usaha, and the other the Staf Ahli Finance.

6. The consultants consider that if they are to fully meet the objectives of the project a permanent secretariate of the type suggested must be established, because the Tata Usaha does not contain either sufficient professional staff or the functions which match the requirements and terms of reference of the project. It is impossible for consultants to strengthen an entity, or pass on skills and knowledge if the entity does not exist, or exists on an organization chart but has no substance. The alternative is for the consultants to work as staff to the JMT, but in this case the objectives of the project must be changed.

7. So far the consultants have worked closely with the Staf Ahli both in their capacity as Staff of the Minister and in their capacity as Assistance to the Trans II Project Sub Coordinator. However, the requirements of their Staf Ahli function, and their high rank make it infeasible for them to also act as the Management Development Team which has to be trained by the project.

8. The Staf Ahli should be free to do their work as such, and a Secretariate formed without delay. In order for this to work in practice and not remain a statement of good intentions the following principles should be observed :

- i) A senior administrator must be in charge of the secretariate, i.e. the present Secretary to the JMT.
- ii) Senior professional and administrative staff should be placed in charge of each of the Specialist Sections and the Service and Support Sections.
- iii) Each Bagian should be headed by an experienced graduate in an appropriate subject matter.
- iv) Staff within each Bagian should be adequately qualified for the work they have to perform, and a minimum of Secondary School leavers used.
- v) Staff should be trained and used for their designated functions rather than asked to deal with each and every issue as it happens to arise.



- vi) The practice of giving newly identified and major work tasks to staff with existing responsibilities and a full work load should be discontinued. By way of illustrating the point, six distinct tasks are better done by six separate persons each performing one task, rather than giving each person one sixth of each. The cost in resources is the same but the work is carried out more effectively on a routine basis.
- vii) The determination of which person should go on a field visit should be on the basis of the work to be done on the visit matched with the person most appropriately qualified to do the job, and from the relevant Bagian. Field trip allocation on the basis of "whose turn next" will not ensure a useful result from the field visit.

9. The current staffing of JMT in terms of numbers ( JMT = 77 + Trans 11 = 32 ) is generous for the tasks actually performed, and in any expanded Secretariate the numbers would not even need to be doubled, but the qualification, experience and ability of new staff must be at least as high as the senior officials of line agencies whose activities are to be coordinated. If this is not so, the office of the JMT will not have the self confidence, ability or the respect of the line agencies.

#### Province Level

10. Having studied the regulations establishing the position of Regional Coordinator (Korwil) and Field Coordinator (Korlap) the consultants observed the system in Jambi and South East Sulawesi, in neither of which was the Korwil principle working well but for different reasons.

11. In both cases the Korwils were staff of the DGT; in Jambi the Korwil was a staff of the KaKanwil DGT and in South East Sulawesi he is a staff of DGT Jakarta posted from Jakarta. In both cases the Korwils were and are of lower rank than the KaKanwil DGT and the Chiefs of other Government Departments in the Provinces.

12. The result is that although some meetings can be called by such Korwils, they find it difficult to call their superior in the DGT, or the heads of the other agencies to meetings. Furthermore, since the KaKanwil is by Decree 26,1978, the Secretary to the Provincial Level Coordinating Body (Satbintrans) the Korwil is dependent upon the KaKanwil in any case for carrying out the coordination. At the same time, however, the KaKanwils felt that since someone else was Korwil, they did not have to concern themselves with the project.



13. Consequently, the consultants recommended for Jambi that the KaKanwil be appointed as Korwil in order to achieve better coordination and the full involvement of the KaKanwil in the implementation of Trans II. Subsequently, the consultants were informed that the JMT has made a policy whereby the KaKanwils of Jambi, South East Sulawesi and East Kalimantan (Trans III) will be appointed as Korwil. In the case of Jambi this has been affected and the project should progress more smoothly in future.

14. In this case there is no real case of double function, except in so far that the KaKanwil as Korwil also sends copies of his reports to the JMT as well as to the DGT. However, it will be necessary for certain specific staff to be assigned to assist the KaKanwil/Korwil, and it is suggested that these staff be based in the Provinces but as members of the JMT Secretariate.

#### General Manpower Needs and Training

15. A manpower planner and training consultant is currently making an assessment of the needs of all agencies involved in the transmigration programme. Special attention will be given to the JMT and DGT, but also the needs of the other agencies. The work will also assist with a more precise formulation of the Training Component to be financially assisted by the World Bank under the Trans III Loan.

#### Manpower and Training Study

16. The consultant has had discussions with staff of DGT and other agencies in Jakarta regarding their present allocations of manpower to the Transmigration Programme; problems they confront, and specific training requirements which arise because of their involvement. He has also been on fieldtrips to the Provinces of Jambi, South Sumatra and Lampung. Principal observations and conclusions (contained in the Consultant Draft Interim Report) are as follows :

#### Manpower Demand and Supply

17. Planned staffing ratios of Agricultural, Health and other extension staff are more generous in Transmigration areas than in non-transmigration areas of the outer islands, and much more generous than in Java, Madura, Lombok and Bali.

18. Realisation of planned ratios is much better in Transmigration areas than in non-transmigration areas;

19. Major shortages of such staff in non-transmigration areas will arise if Repelita IV increases transmigration targets significantly, if the target ratio for transmigrants stays the same.



20. DGT itself has requested and received a near doubling of its staff since 1978. However, the allocation of financial and professional resources to training such staff has been minimal, particularly since most of PLPT's budget is spent on transmigrant training.

21. DGT has no manpower planning or manpower allocation machinery.

### Training Needs

22. Significant training needs arise in some Departments on account of their involvement with the Transmigration Programme. Of those surveyed so far the main ones isolated include Agriculture: PPLs ill-equipped for work with transmigrants because of the unfamiliar nature of trans. areas (often rainfed upland or tidak swamp) and the nature of transmigrants (ex-peasant labourers, who have to become farm managers on fragile, extensive and difficult land plots).

23. NES Estate Staff training needs arise because of differences in methods of supervision and guidance for transmigrants compared with employees.

24. Public Works : TKTD staff (technical grades) under heavy work pressure, with little experience or relevant training in rural settlement and land conservation development planning.

25. PLPT ( land clearing ) some training needs in site managers (communication with other agencies and communities) although their special PU in-house training programme a model of its type.

26. In DGT itself, KaKanwils' ( as Korwils ), Korlaps' and Kepala Units' jobs have been studied and significant training needs isolated. A full job analysis and training specification has been done for the Kepala Unit job --to provide a basis for discussion and an example of what can and should be done for all cadres before training programmes are drawn up and executed. The KU cadre is seen by many as the most important single cadre in the development of the transmigration programme.

### Training Activities - Present

27. Main characteristics of PLPT/Balatrans current staff and transmigrant training activities have been summarized and appraised.



28. Main features are that
- i) existing physical resources are under-used (partly for want of budget allocation);
  - ii) no detailed analysis has been done of what respective staff cadres or transmigrants of various types need to know or be able to do after training;
  - iii) syllabi are centrally drawn up, and then applied to all Provinces;
  - iv) all training is in the form of long (one to three months) off-the-job residential courses with an excessive amount of lectures (theory) as opposed to other methods of training (including guided discussion and practical work);
  - v) the present staff of PLPT headquarters and Balatrans in the Provinces are almost all completely untrained in training management or training skills;
  - vi) a very low proportion of transmigrants and staff receive training from PLPT courses;
  - vii) training --especially for staff-- is very centralised (almost all takes place in Jakarta);
  - viii) little evaluation of the training given has been done (the lack of precise objective of the training given means that evaluation is difficult anyway);
  - ix) PLPT has no trainers of its own --all are brought in from other agencies, PLPT staff administer and coordinate courses but have little knowledge of nor control over, what is taught or the training material provided by the visiting speakers.

#### Suggestions for Future Strategy

29. (a) Decentralisation. If more training activities took place at Provincial and sub-Provincial levels, the following advantages would be realised:
- i) more people would have access to training (this is particularly true of staff);
  - ii) subject matter, would be easier to relate to special conditions of each Province;
  - iii) increased involvement of line management staff in the Provinces in (for example) setting priorities for training given. The possibility would arise of the training function becoming part of the routine responsibilities of line management staff, rather than training being "something that PLPT organises in Jakarta".
  - iv) syllabi could become adapted to Provincial requirements;
  - v) awareness and information -flows improved at Provincial levels- so that PLPT could become better informed about Provincial requirements.



30. This recommendation does not necessarily imply that new training centre should be built in all Provinces. Careful analysis of future transmigration programme needs and the possible uses the cadres could be put to is required first. It does, however, imply that training staff development (see section c) and training equipment and materials provisions should take place in all Provinces.

#### Reduction in Duration and Scope of Courses

31. (b) -This applies to both transmigrant and staff training-advantages :
- i) more efficient learning of fewer, high priority, things;
  - ii) reduction in opportunity cost of training. This is particularly important for training of transmigrants in transmigration areas (farm labour is scarce during the first few years of training);
  - iii) more people could receive direct training even without expanding existing facilities (i.e. more, shorter courses);
  - iv) easier evaluation.

#### Training for Training Staff (PLPT and Balatrans)

32. (c) This is required in order to permit the beginnings of decentralisation required at (a). First priority is for PLPT headquarter staff, then Balatrans staff -who should be trained partly by the newly trained headquarter staff. Recommended curricula and implementation strategy for this training have been drawn up. Brief training for part-time trainers in Jakarta and the Provinces has also recommended, and a formula suggested.

33. The Technical Assistance personnel proposed in the possible Trans-II Project would have to play a major role in this.

34. A significant component of any training in direct training skills given to the above staff must be devoted to building skills in discussion-leading and group work as training methods. Such methods are far more appropriate and efficient for the training of both staff and transmigrants.

#### Re-structuring, Reorganisation of Transmigrant Training

35. (d) Major reduction in the component of transmigrant training in Java, Bali, etc. This should be two weeks at most (not two months) and be concerned with briefing transmigrants on the process they are going to undertake, what their rights are, and what help they should receive. All transmigrants should receive a comprehensive illustrated information/guidance pack to back up courses the minority will have been on.



36. Much more use of pre-recorded audio visual media required.

37. Agricultural training should be given in Province transmigration by the Department of Agriculture. This Department should take over sole responsibility for this component completely, and organise brief, practical, specific and locally relevant training.

38. The Consultant will be working with staff of the PLPT, Junior Minister's Office and the Trans-III Mission in January 1982 to assist with the preparation of a final proposal for Transmigration training in Trans-III.

#### Training carried out by the Project Team to Date

39. The project in concert with the Staf Ahli in charge of finance and budgeting have organized, prepared training materials and carried out a two-day course for 50 key officials responsible for implementing the Trans-II project. These included project managers, treasurers, KaKanwil/Korwil and Korlaps, and instruction was given in budget preparation, tendering procedures and other aspects of procurement, accounting and processing of World Bank loan withdrawals. Lectures and discussions were given by a number of Government officials, including some from the BAPPENAS and the Ministry of Finance, the JMT and the consultants, both UNDP/OPE and a National consultant funded by the World Bank. The guidelines will be developed by the project in the form of manuals.

#### (i) Producing Manuals of organization, Financial Control and Coordinating Procedures as required, and training National Staff in their use

1. An outline description of a Transmigration Operational Manual has been prepared and the first statements for inclusion are under preparation. These are on the subject of budget formulation, procurement, purchases, accounting and loan withdrawal application, with special reference to World Bank funded projects as these are more complicated and the procedures are unknown to most Indonesian project managers.

2. A set of job descriptions was drafted for key officials working in transmigration. These included KaKanwil, Kandit, Project Managers and Treasurers, Korwil and Korlap. So far no reaction has been received on the content of these job descriptions, although they should be modified in the light of KaKanwils becoming Korwils, and some changes in the financial regulations since the time of their preparation in 1980.



(a) Developing a system to assure the timely preparation of work programme and submission of budgetary requests by the various agencies involved in Transmigration II

1. Until recently (September 1981), the consultants have played no part in this activity. The Project Sub-Coordinator's Office has not had staff organized for the task of instigating preparation of budgets, nor for their matching and collation.

2. Instead the consultants have worked with the line agencies in Jambi and assisted them in the preparation of budgets. During the course of which it came to light, that many officials were unaware of the way in which GOI and the World Bank funds must be shown separately on the budgets. Similarly, they were not informed on the procedures to be followed for procurement and loan withdrawal.

3. For these reasons the training course for agency personnel responsible for Trans-II was organized. However, as this course could not be organized through the Trans II Coordinator's Office, it was handled by the Bagan Administrasi Data under the leadership of the Staf Ahli.

4. The consultants have concluded that in future Trans II (and Trans III) finance and budgeting should be handled by a special sub-section in the JMT, even if the personnel are financed from Trans II project funds, and not the overall JMT budget.

(b) Developing reporting procedures for Monitoring rate of project implementation in the various Transmigration II sites and assuring their coordination

1. Up until September 1981 there were no transmigrants in Jambi under Trans II. Responsibility for reporting up to the time of land clearing completion rests with PLPT. House and community facility construction are by DGT and reported on by the staff of DGT. Similarly now that Transmigrants have started to arrive at their new houses an improved reporting system must be developed.

2. Much of the time of the Jambi based consultant has been taken up with the collection of routine and ad-hoc status reports on the activities of each agency's work in the Province on Trans II. The consultant has been acting as a kind of unofficial Korwil or Korlap which is neither the intention of the project in terms of objectives, terms of reference and work plan, nor a desirable state of affairs.





**MENTERI MUDA**  
**URUSAN TRANSMIGRASI**

POSITION PAPER

REVIEW OF THE ACTIVITIES OF UNDP/IBRD PROJECT  
"TRANSMIGRATION MANAGEMENT AND MONITORING SERVICES"

Introduction

The scale of operation of the Transmigration Programme and its implementation by numerous agencies had placed considerable stress on the limited organizational and managerial capacity of the Office of the Junior Minister for Transmigration. It was felt that assistance should be sought to strengthen the existing mechanism and improve the procedures for dealing with these management and coordination problems. An agreement was reached with UNDP and IBRD to provide such an assistance jointly. This led to the emergence of the project under review, namely 'Transmigration Management and Monitoring Services', with a total joint funding of US\$ 3.6 million by UNDP and IBRD, involving 500 man-months of technical assistance for a period of 3 years beginning from April 1980.

Objectives

The main objectives of the project, as agreed upon, are :

- (a) to strengthen the management capability of the Government in the planning and implementation of its transmigration programme;
- (b) to establish a Management Development Team within the Office of the Junior Minister for Transmigration to improve the general level of transmigration planning, management and monitoring;
- (c) to develop a systematized and timely information flow among all agencies concerned with the transmigration programme; and
- (d) to develop procedures for monitoring and evaluating the project planning and implementation process for both the overall programme and the second Bank-assisted project, Transmigration II.

By Pouch

MR ~~Caparas~~ Room  
E 624

for info. *Adm*

Miss Davis

for info and  
appropriate use.

*JB*



### Review

In view of the fact that the project is half-way through its life, it is considered that it is high time that we have an assessment of its performance. There is no doubt that the project has been actively engaged in a wide variety of activities concerning organizational structure, information system, monitoring, implementation of the IBRD supported Transmigration II Project in Jambi, etc. and some of their findings and advice have been useful. However, in our judgement the overall output of the project falls short of our expectations due to the following considerations : (a) Few innovative measures have been recommended to improve the coordination of the programme; (b) Emphasis appears to have been placed on the development of sophisticated information systems rather than on devising simple practical measures to gather, analyse and transmit information for the purposes of coordination and for spotting problems to be attended to; (c) A number of activities undertaken by the project are not directly relevant to the immediate objectives of the project; (d) In certain cases the experience and qualifications of the staff, both expatriate and locally recruited staff, made available have not been matched with the job requirements for the programme of this nature; (e) Neither sufficient information has been collected nor effective recommendations have been suggested to speed up the implementation of Transmigration II.

### Requirements of the Government

The present concern of the Government is that the remaining life of the project be spent more effectively to meet the Government's immediate requirements within the overall framework of the objectives of the project. In this connection the following requirements may be noted :

(a) The Office of the Junior Minister for Transmigration wishes to be fully informed of the planning and implementation activities of various executing agencies both for overall programme and Transmigration II project. Hence the project carries out activities relevant to objective (d) completely.

(b) The project should give increased attention to assisting the Office of the Junior Minister for Transmigration for improving the mechanism of collection of information from various agencies for purposes of coordination, and development of standardised procedures for that operation in future.



(c) The project should strengthen its work on monitoring. Such monitoring work should identify problems, highlight constraints and recommend practical measures to overcome difficulties.

(d) Assistance is urgently required to examine the utilization of funds from Government and external sources and to develop an overall budget control system for the programme.

#### Other Suggestions

Monthly reports should be brief -- preferably in Bahasa Indonesia with a summary in English. Semi-annual reports could be prepared in Bahasa Indonesia and English as required. Copies of all these reports should be provided to the Office of the Junior Minister for Transmigration for circulation among all the concerned executing agencies of the Government.

#### Work Plan

Pursuant to the decision taken at a preparatory meeting of the Consultative Committee (Joint Management Committee) the work plan must be revised and unanimously approved by all the parties concerned before end of February 1982. In this connection a 4 to 5 member-review committee will be set up with responsibilities to review or rewrite the Terms of Reference of specific posts, to make recommendations for restructuring the project team to meet the requirements of the Government and to submit their report before 10th February 1982.

#### Final Note

We are aware that we do not have sufficient staff to provide counterpart support for all the project activities. However we intend to make available some more middle level staff to work with the project team. The senior staff will also allocate additional time to communicate with the project team leader.

We wish to place on record our appreciation for the assistance provided by UNDP and IBRD for the implementation of this project and we express our hope to have their continuing cooperation in future.

↑ Was this met? Can we expect to receive copy of work plan by March 15?



DEPARTEMEN TENAGA KERJA DAN TRANSMIGRASI  
DIREKTORAT JENDERAL TRANSMIGRASI  
JLN.LET.JEN.HARYONO M.T.  
J A K A R T A

LAPORAN MINGGUAN HASIL MONITORING  
PERIODE Tgl. 25 JANUARI s/d 30 JANUARI 1982  
PROGRAM TAHUN 1981 / 1982.

NOMOR	PROPINSI / LOKASI	K	KD	KDA	KP (100%)	DT	TANGGAL MONITORING	SISA RUMAH	SD	STP	K E T R A N G A N
1	2	3	4	5	6	7	8	9	10	11	12
I.	D. I. A C E H :										
	- Meulaboh (1.000)	-	-	-	1.000	950	-	50	50	50	-
	- Sebulussalam (1.000)	10	14	67	125	-	25 - 1 - 1982	125	100	100	T.R. Sebagian kecil + 20 %.
	- Jagong Jagat (500)	15	10	-	50	-	25 - 1 - 1982	50	50	50	T.R. Selesai. Pembukaan lahan sebagian.
II.	SUMATERA UTARA :										
	- Sinumukan (1.000)	20	20	-	500	268	27 - 1 - 1982	232	200	-	Tata Ruang selesai.
	- Ujung Batu (500)	25	15	-	315	205	27 - 1 - 1982	110	75	75	T.R. selesai. Pembukaan lahan sebagian.
	- Batang Pane (500)	40	25	20	210	170	27 - 1 - 1982	40	40	-	T.R. selesai. Pembukaan lahan sebagian.
III.	R I A U :										
	- R e n g a t (2.000)	242	113	-	233	33	28 - 1 - 1982	200	150	-	T.R. baru 50 % . Pembukaan lahan baru 50 %.
	- Pasir Pangaraian III (3.200)	11	2	1	1.246	1.009	28 - 1 - 1982	237	200	200	Pembukaan lahan 53,4 % T.R. baru 60 %.
	- Taluk Kuantan III (300)	4	15	7	100	-	28 - 1 - 1982	100	-	-	Pembukaan lahan 47 %.
	- Rokan IV Kota (750)	-	-	-	-	-	28 - 1 - 1982	-	-	-	P. I. R.
	- R o k a n III (685)	232	3	67	160	-	28 - 1 - 1982	160	50	-	Pembukaan lahan 41 % . T.R. belum.
	- S i a k III (1.100)	48	12	9	30	-	28 - 1 - 1982	30	-	-	Pembukaan lahan 87 % . T.R. baru sebagian.
	- N a t u n a (350)	-	-	-	-	-	28 - 1 - 1982	-	-	-	KKLK/pindah lokasi T.R. belum.
IV.	SUMATERA BARAT :										
	- L u n a n g (1.000)	7	13	28	300	133	25 - 1 - 1982	167	125	125	-
V.	B E N G K U L U :										
	- I p u h (1.000)	-	-	-	-	-	27 - 1 - 1982	-	-	-	Pembukaan lahan 100 %, Tata Ruang belum.
	- Muko - Muko (600)	-	-	-	-	-	27 - 1 - 1982	-	-	-	Pembukaan lahan 30 %, Tata Ruang belum.
	- Ketahun/Sebelat (300)	-	-	-	-	-	27 - 1 - 1982	-	-	-	K K L K.
	- T a i s (250)	-	-	-	-	-	27 - 1 - 1982	-	-	-	Pembukaan lahan 0%. Tata Ruang 0 %.
	- Air Periukan (300)	-	-	-	300	246	27 - 1 - 1982	54	50	50	-



VI.	J A M B I :																		
	- P a m e n a n g	(1.000)	-	-	-	-	1.000	845	-	155	100	100	T.R. Selesai, Pembukaan lahan selesai,						
	- K u b a n g U j o	(1.400)	-	-	-	-	-	-	!27 - 1 - 1982	-	-	-	T.R. Selesai. Terlambat pembuatan rumah.						
	- Muara Ketalo	( 300)	-	-	-	-	-	-	!27 - 1 - 1982	-	-	-	T.R. belum, pembuatan lahan belum.						
	- Tanah Garo	(1.400)	-	-	-	-	-	-	!27 - 1 - 1982	-	-	-	T.R. belum, pembuatan lahan belum.						
	- Kuamang Kuning	(1.500)	-	-	-	-	-	-	!27 - 1 - 1982	-	-	-	T.R. belum, pembuatan lahan belum.						
	- Simpang Pandan/Lagan	( 700)	15	20	10	350	300	50	!27 - 1 - 1982	-	-	-	Pembuatan lahan 43 %. T.R. baru 43 %.						
	- Dendang III	( 300)	31	4	40	-	-	-	!27 - 1 - 1982	-	-	-	Pembuatan lahan 82 % . T.R. 0 %.						
VII.	SUMATERA SELATAN :																		
	- Pangkal Kersik	( 800)	10	5	-	130	-	130	!26 - 1 - 1982	75	75	Pembukaan lahan 0 % Tata Ruang 0 % .							
	- Sekayu/Peninggalan	(1.750)	-	-	-	-	-	-	!26 - 1 - 1982	-	-	Pembukaan lahan 0 % Tata Ruang 0 %.							
	- Sekayu	(1.000)	-	-	-	1.000	939	61	-	-	-	Pembukaan lahan 100 % Tata Ruang 100 %.							
	- Air Sugihan II	( 368)	-	-	-	368	239	129	-	100	100	Pembukaan lahan 100 % Tata Ruang 100 %.							
	- Air Sugihan III	( 132)	-	-	-	132	54	78	-	50	50	Pembukaan lahan 100 % Tata Ruang 100 %.							
	- Air Sugihan IV, VII & VIII																		
		(3.850)	65	35	-	3.280	2.952	328	!26 - 1 - 1982	200	200	Pembukaan lahan 90 % Tata Ruang 80 %.							
	- Air Sugihan IX	(2.400)	95	45	19	570	388	182	!26 - 1 - 1982	125	125	Pembukaan lahan 40 % Tata Ruang 30 %.							
	- Air Sugihan X	(1.400)	-	-	-	1.400	1.306	94	!26 - 1 - 1982	75	75	Pembukaan lahan 80 % Tata Ruang 40 %.							
	- Telang II/B	( 764)	-	2	-	730	628	102	!26 - 1 - 1982	50	50	Pembukaan lahan 100 % Tata Ruang 100 %.							
	- Air Saleh I	( 640)	-	-	-	336	107	229	!26 - 1 - 1982	150	150	Pembukaan lahan 80 % Tata Ruang 50 %.							
	- Pulau Rimau I	(1.600)	25	20	15	585	314	271	!26 - 1 - 1982	150	150	Pembukaan lahan 50 % Tata Ruang 40 %.							
	- Pulau Rimau II	(1.500)	-	-	-	-	-	-	!26 - 1 - 1982	-	-	Pembukaan lahan 0 % Tata Ruang 0 %.							
	- Pulau Rimau III	(1.500)	-	-	-	-	-	-	!26 - 1 - 1982	-	-	Pembukaan lahan 0 % Tata Ruang 0 %.							



1	!	2	!	3	!	4	!	5	!	6	!	7	!	8	!	9	!	10	!	11	!	12
	!	- L a h a t	(2.000)	!	-	!	-	!	-	!	-	!	-	126 - 1 - 1982	!	-	!	-	!	-	!	Pembukaan lahan 0 %, Tata Ruang 0 %.
	!	- Ngesti Boga	( 500)	!	-	!	-	!	-	!	-	!	-	126 - 1 - 1982	!	-	!	-	!	-	!	Pembukaan lahan 0 %, Tata Ruang 0 %.
	!	- K e l i n g i	(1.000)	!	-	!	-	!	-	!	-	!	-	126 - 1 - 1982	!	-	!	-	!	-	!	Pembukaan lahan 0 %, Tata Ruang 0 %.
	!	- Kerta Mulya	( 500)	!	-	!	-	!	-	!	-	!	-	126 - 1 - 1982	!	-	!	-	!	-	!	Pembukaan lahan 0 %, Tata Ruang 0 %.
	!	- Sugih Waras	( 500)	!	-	!	-	!	-	!	200	!	-	126 - 1 - 1982	!	200	!	100	!	100	!	Pembukaan lahan 0 %, Tata Ruang 0 %.
	!	- Way Hitam IV	(1.275)	!	-	!	-	!	-	!	300	!	-	126 - 1 - 1982	!	200	!	100	!	100	!	Pembukaan lahan 0 %, Tata Ruang 0 %.
	!	- Sungai Liat	( 100)	!	-	!	-	!	-	!	-	!	-	126 - 1 - 1982	!	-	!	-	!	-	!	Pembukaan lahan 0 %, Tata Ruang 0 %.
	!	- Pematang Panggang	(1.500)	!	20	!	60	!	-	!	400	!	390	126 - 1 - 1982	!	10	!	-	!	-	!	Pembukaan lahan 40 %, Tata Ruang 50 %.
	!	- Kayu Agung	( 300)	!	-	!	-	!	-	!	-	!	-	126 - 1 - 1982	!	-	!	-	!	-	!	Pembukaan lahan 40 %, Tata Ruang 0 %.
VIII.	!	<u>L A M P U N G :</u>		!		!		!		!		!			!		!		!		!	
	!	- Pakuan Ratu	(2.400)	!	-	!	-	!	-	!	-	!	-	125 - 1 - 1982	!	-	!	-	!	-	!	Pembukaan lahan 69 %, Tata Ruang 0 %.
	!	- Negara Ratu	(2.400)	!	-	!	-	!	-	!	-	!	-	125 - 1 - 1982	!	-	!	-	!	-	!	Pembukaan lahan 40 %, Tata Ruang 0 %.
	!	- Blambangan Umpu	(2.400)	!	-	!	-	!	-	!	-	!	-	125 - 1 - 1982	!	-	!	-	!	-	!	Pembukaan lahan 100 %, Tata Ruang 0 %.
	!	- M e s u j i	(1.800)	!	-	!	-	!	-	!	-	!	-	125 - 1 - 1982	!	-	!	-	!	-	!	Pembukaan lahan 50 %, Tata Ruang 0 %.
	!	- Tulang Bawang	(1.000)	!	-	!	-	!	-	!	-	!	-	125 - 1 - 1982	!	-	!	-	!	-	!	P e r l u a s a n.
IX.	!	<u>KALIMANTAN BARAT :</u>		!		!		!		!		!			!		!		!		!	
	!	- K e t a p a n g	( 900)	!	-	!	-	!	-	!	-	!	-	126 - 1 - 1982	!	-	!	-	!	-	!	Pembukaan lahan 0 %, Tata Ruang 0 %.
	!	- S a m b a s	( 500)	!	-	!	-	!	-	!	-	!	-	126 - 1 - 1982	!	-	!	-	!	-	!	Pembukaan lahan 0 %, Tata Ruang 0 %.
	!	- S a m b a s	(1.500)	!	-	!	-	!	-	!	-	!	-	126 - 1 - 1982	!	-	!	-	!	-	!	Pembukaan lahan 0 %, Tata Ruang 0 %.
	!	- S a n g g a u	( 600)	!	-	!	-	!	-	!	-	!	-	126 - 1 - 1982	!	-	!	-	!	-	!	Pembukaan lahan 100 %, Tata Ruang 0 %.
	!	- S i n t a n g	(1.800)	!	57	!	150	!	77	!	1.321	!	1.232	126 - 1 - 1982	!	89	!	50	!	50	!	Pembukaan lahan 90 %, Tata Ruang 0 %.
	!	- S i n t a n g	(1.500)	!	-	!	-	!	-	!	600	!	325	126 - 1 - 1982	!	275	!	275	!	275	!	P. I. R.
X.	!	<u>KALIMANTAN TENGAH :</u>		!		!		!		!		!			!		!		!		!	
	!	- K u m a i	(1.200)	!	-	!	-	!	-	!	-	!	-	126 - 1 - 1982	!	-	!	-	!	-	!	Pembukaan lahan 0 %, Tata Ruang 0 %.
	!	- Hanjalipan	(1.200)	!	-	!	-	!	-	!	-	!	-	126 - 1 - 1982	!	-	!	-	!	-	!	Pembukaan lahan 0 %, Tata Ruang 0 %.
	!	- P a n g k u h II	( 680)	!	-	!	-	!	-	!	-	!	-	126 - 1 - 1982	!	-	!	-	!	-	!	Pembukaan lahan 0 %, Tata Ruang 0 %.
	!	- P a n g k u h III	( 750)	!	-	!	-	!	-	!	-	!	-	126 - 1 - 1982	!	-	!	-	!	-	!	Pembukaan lahan 0 %, Tata Ruang 0 %.
	!	- P a n g k u h IV	( 520)	!	72	!	22	!	11	!	487	!	356	126 - 1 - 1982	!	131	!	100	!	100	!	Pembukaan lahan 80 %, Tata Ruang 75 %.
	!	- P a n g k u h V	(1.600)	!	8	!	1	!	1	!	333	!	201	126 - 1 - 1982	!	131	!	100	!	100	!	Pembukaan lahan 80 %, Tata Ruang 60 %.
	!	- P a n g k u h VI	(1.416)	!	-	!	-	!	-	!	-	!	-	126 - 1 - 1982	!	-	!	-	!	-	!	Pembukaan lahan 80 %, Tata Ruang 30 %.



XI.	! KALIMANTAN SELATAN :	!	!	!	!	!	!	!	!	!	!	!	!	!	!	!	!					
	! - Batu Licin	( 500)	!	-	!	-	!	-	!	-	!	127 - 1 - 1982	!	-	!	-	!	Pembukaan lahan 100 %, Tata Ruang 0 %.				
	! - S. Kupang / Klumpang	( 700)	!	-	!	-	!	-	!	-	!	127 - 1 - 1982	!	-	!	-	!	Pembukaan lahan 100 %, Tata Ruang 0 %.				
	! - P a m u k a n	( 600)	!	-	!	-	!	-	!	-	!	127 - 1 - 1982	!	-	!	-	!	Pembukaan lahan 100 %, Tata Ruang 0 %.				
	! - S e b a m b a n	( 700)	!	-	!	-	!	-	!	-	!	127 - 1 - 1982	!	-	!	-	!	Pembukaan lahan 100 %, Tata Ruang 0 %.				
	! - Batu Licin	(1.500)	!	-	!	-	!	-	!	250	!	150	!	127 - 1 - 1982	!	100	!	100	!	100	!	P. I. R.
XII.	! KALIMANTAN TIMUR :	!	!	!	!	!	!	!	!	!	!	!	!	!	!	!	!					
	! - Tenggarong / Sapari	(1.000)	!	-	!	-	!	-	!	1.000	!	1.000	!	-	!	-	!	-	!	Pembukaan lahan 100 %, Tata Ruang 100 %.		
	! - Tenggarong / Jagong	( 600)	!	-	!	-	!	-	!	-	!	-	!	126 - 1 - 1982	!	-	!	-	!	-	!	Pembukaan lahan 6 %, Tata Ruang 0 %.
	! - Tanjung Redep	( 600)	!	-	!	-	!	-	!	-	!	-	!	126 - 1 - 1982	!	-	!	-	!	-	!	Pembukaan lahan 8 %, Tata Ruang 0 %.
	! - Sepaku Semoi	( 500)	!	-	!	-	!	-	!	-	!	-	!	126 - 1 - 1982	!	-	!	-	!	-	!	K K L K. )
	! - Payao Plato	( 500)	!	-	!	-	!	-	!	-	!	-	!	126 - 1 - 1982	!	-	!	-	!	-	!	K K L K. )
	! - S e m p u l a n g	( 500)	!	-	!	-	!	-	!	-	!	-	!	126 - 1 - 1982	!	-	!	-	!	-	!	K K L K. )
	! - K u a r o	(1.500)	!	-	!	-	!	-	!	-	!	-	!	126 - 1 - 1982	!	-	!	-	!	-	!	Pembukaan lahan 0 %, Tata Ruang 0 %.
XIII.	! SULAWESI UTARA :	!	!	!	!	!	!	!	!	!	!	!	!	!	!	!	!					
	! - M a r i s a	(1.000)	!	-	!	-	!	-	!	1.000	!	1.000	!	-	!	-	!	-	!	-	!	-
	! - S a n g k u p	( 500)	!	-	!	-	!	-	!	500	!	331	!	-	!	169	!	100	!	100	!	-
XIV.	! SULAWESI TENGAH :	!	!	!	!	!	!	!	!	!	!	!	!	!	!	!	!					
	! - Taopa Lambunu	(1.500)	!	-	!	-	!	-	!	500	!	500	!	125 - 1 - 1982	!	-	!	-	!	-	!	Pembukaan lahan 100 %, Tata Ruang 30 %.
	! - Basidondo	( 300)	!	-	!	-	!	-	!	-	!	-	!	125 - 1 - 1982	!	-	!	-	!	-	!	Pembukaan lahan 0 %, Tata Ruang 0 %.
	! - B u n t a	( 800)	!	30	!	59	!	73	!	65	!	-	!	125 - 1 - 1982	!	65	!	-	!	-	!	Pembukaan lahan 45 %, Tata Ruang 0 %.



1	2	3	4	5	6	7	8	9	10	11	12										
! - M a y o a	( 500)	!	-	!	-	!	500	!	350	!	25 - 1 - 1982	!	150	!	75	!	75	!	Pembukaan lahan 100 %, Tata Ruang 100 %.		
! - T o i l i	(1.000)	!	30	!	50	!	211	!	625	!	376	!	25 - 1 - 1982	!	276	!	100	!	100	!	Pembukaan lahan 100 %, Tata Ruang 100 %.
XV. ! <u>SULAWESI SELATAN :</u>		!		!		!		!		!		!		!		!		!		!	
! - K a l u k u	( 600)	!	-	!	-	!	-	!	-	!	28 - 1 - 1982	!	-	!	-	!	-	!	Pembukaan lahan 25 %, Tata Ruang 0 %.		
! - A n g k o n a II	(1.000)	!	30	!	51	!	-	!	484	!	350	!	28 - 1 - 1982	!	134	!	100	!	100	!	Pembukaan lahan 70 %, Tata Ruang 100 %.
XVI. ! <u>SULAWESI TENGGARA :</u>		!		!		!		!		!		!		!		!		!		!	
! - Alangga/Rumbia	( 800)	!	-	!	-	!	-	!	-	!	26 - 1 - 1982	!	-	!	-	!	-	!	Pembukaan lahan 0 %, Tata Ruang 0 %.		
! - Wawutobi (ADB)	(1.800)	!	-	!	-	!	-	!	-	!	26 - 1 - 1982	!	-	!	-	!	-	!	Pembukaan lahan 66 %, Tata Ruang 0 %.		
! - L a h u m b u t i	(1.000)	!	25	!	23	!	-	!	400	!	353	!	26 - 1 - 1982	!	47	!	47	!	47	!	Pembukaan lahan 70 %, Tata Ruang 80 %.
! - Alangga / Tinanggea	( 770)	!	117	!	33	!	15	!	435	!	279	!	26 - 1 - 1982	!	156	!	100	!	100	!	Pembukaan lahan 100 %, Tata Ruang 100 %.
XVII. ! <u>M A L U K U :</u>		!		!		!		!		!		!		!		!		!		!	
! - Dataran Kao	( 600)	!	-	!	-	!	-	!	-	!	28 - 1 - 1982	!	-	!	-	!	-	!	Pembukaan lahan 80 %, Tata Ruang 0 %.		
! - Dataran Wasile	( 300)	!	-	!	-	!	-	!	-	!	28 - 1 - 1982	!	-	!	-	!	-	!	Pembukaan lahan 56 %, Tata Ruang 0 %.		
! - Dataran Weda	( 300)	!	-	!	-	!	-	!	-	!	28 - 1 - 1982	!	-	!	-	!	-	!	Pembukaan lahan 0 %, Tata Ruang 0 %.		
XVIII. ! <u>IRIAN JAYA :</u>		!		!		!		!		!		!		!		!		!		!	
! - A i m a s	(1.000)	!	-	!	-	!	-	!	-	!	27 - 1 - 1982	!	-	!	-	!	-	!	Pembukaan lahan 0 %, Tata Ruang 0 %.		
! - P r a f i	(1.050)	!	-	!	-	!	-	!	399	!	397	!	27 - 1 - 1982	!	2	!	-	!	-	!	Pembukaan lahan 75 %, Tata Ruang 100 %.
! - K u r i k	( 900)	!	-	!	-	!	-	!	439	!	434	!	27 - 1 - 1982	!	5	!	-	!	-	!	Pembukaan lahan 50 %, Tata Ruang 50 %.
! - Kumbe/Semangga	( 900)	!	-	!	-	!	-	!	-	!	27 - 1 - 1982	!	-	!	-	!	-	!	Pembukaan lahan 6 %, Tata Ruang 0 %.		
! - Kumbe/Bupul	( 500)	!	-	!	-	!	-	!	-	!	27 - 1 - 1982	!	-	!	-	!	-	!	Pembukaan lahan 0 %, Tata Ruang 0 %.		
! - N a b i r e	( 700)	!	-	!	-	!	-	!	-	!	27 - 1 - 1982	!	-	!	-	!	-	!	Pembukaan lahan 0 %, Tata Ruang 0 %.		
! - Jaya Pura/Arso	( 500)	!	-	!	-	!	-	!	-	!	27 - 1 - 1982	!	-	!	-	!	-	!	Pembukaan lahan 0 %, Tata Ruang 0 %.		

J U M L A H (100.000) ! 1.284 ! 822 ! 671 ! 24.414 ! 19.110 ! - ! 5.304 ! 3.412 ! 2.972 ! -



K E T E R A N G A N :

K = K e r a n g k a.  
K D = Kerangka Dinding.  
K D A = Kerangka Dinding Atap.  
K P = K a p u r a n 100 %.  
D T = D i t e m p a t i  
S D = Sudah Disemprot.  
S T P = Siap Terima Penempatan.

Untuk Lokasi P.I.R./PATRA TANI tidak disiapkan konstruksinya sebanyak 8.250 KK  
Rumah yang dibangun 87.750 KK

Target yang telah dikerjakan thn 1980/1981 = 4.000 KK.

J A K A R T A, 30 J a n u a r i 1982.

f DIREKTORAT JENDERAL TRANSMIGRASI.





**MENTERI MUDA**  
**URUSAN TRANSMIGRASI**

POSITION PAPER

REVIEW OF THE ACTIVITIES OF UNDP/IBRD PROJECT  
"TRANSMIGRATION MANAGEMENT AND MONITORING SERVICES"

Introduction

The scale of operation of the Transmigration Programme and its implementation by numerous agencies had placed considerable stress on the limited organizational and managerial capacity of the Office of the Junior Minister for Transmigration. It was felt that assistance should be sought to strengthen the existing mechanism and improve the procedures for dealing with these management and coordination problems. An agreement was reached with UNDP and IBRD to provide such an assistance jointly. This led to the emergence of the project under review, namely 'Transmigration Management and Monitoring Services', with a total joint funding of US\$ 3.6 million by UNDP and IBRD, involving 500 man-months of technical assistance for a period of 3 years beginning from April 1980.

Objectives

The main objectives of the project, as agreed upon, are :

- (a) to strengthen the management capability of the Government in the planning and implementation of its transmigration programme;
- (b) to establish a Management Development Team within the Office of the Junior Minister for Transmigration to improve the general level of transmigration planning, management and monitoring;
- (c) to develop a systematized and timely information flow among all agencies concerned with the transmigration programme; and
- (d) to develop procedures for monitoring and evaluating the project planning and implementation process for both the overall programme and the second Bank-assisted project, Transmigration II.



### Review

In view of the fact that the project is half-way through its life, it is considered that it is high time that we have an assessment of its performance. There is no doubt that the project has been actively engaged in a wide variety of activities concerning organizational structure, information system, monitoring, implementation of the IBRD supported Transmigration II Project in Jambi, etc. and some of their findings and advice have been useful. However, in our judgement the overall output of the project falls short of our expectations due to the following considerations : (a) Few innovative measures have been recommended to improve the coordination of the programme; (b) Emphasis appears to have been placed on the development of sophisticated information systems rather than on devising simple practical measures to gather, analyse and transmit information for the purposes of coordination and for spotting problems to be attended to; (c) A number of activities undertaken by the project are not directly relevant to the immediate objectives of the project; (d) In certain cases the experience and qualifications of the staff, both expatriate and locally recruited staff, made available have not been matched with the job requirements for the programme of this nature; (e) Neither sufficient information has been collected nor effective recommendations have been suggested to speed up the implementation of Transmigration II.

} no 1  
me.

### Requirements of the Government

The present concern of the Government is that the remaining life of the project be spent more effectively to meet the Government's immediate requirements within the overall framework of the objectives of the project. In this connection the following requirements may be noted :

(a) The Office of the Junior Minister for Transmigration wishes to be fully informed of the planning and implementation activities of various executing agencies both for overall programme and Transmigration II project. Hence the project carries out activities relevant to objective (d) completely.

(b) The project should give increased attention to assisting the Office of the Junior Minister for Transmigration for improving the mechanism of collection of information from various agencies for purposes of coordination, and development of standardised procedures for that operation in future.



(c) The project should strengthen its work on monitoring. Such monitoring work should identify problems, highlight constraints and recommend practical measures to overcome difficulties.

(d) Assistance is urgently required to examine the utilization of funds from Government and external sources and to develop an overall budget control system for the programme.

#### Other Suggestions

Monthly reports should be brief -- preferably in Bahasa Indonesia with a summary in English. Semi-annual reports could be prepared in Bahasa Indonesia and English as required. Copies of all these reports should be provided to the Office of the Junior Minister for Transmigration for circulation among all the concerned executing agencies of the Government.

#### Work Plan

Pursuant to the decision taken at a preparatory meeting of the Consultative Committee (Joint Management Committee) the work plan must be revised and unanimously approved by all the parties concerned before end of February 1982. In this connection a 4 to 5 member-review committee will be set up with responsibilities to review or rewrite the Terms of Reference of specific posts, to make recommendations for restructuring the project team to meet the requirements of the Government and to submit their report before 10th February 1982

#### Final Note

We are aware that we do not have sufficient staff to provide counterpart support for all the project activities. However we intend to make available some more middle level staff to work with the project team. The senior staff will also allocate additional time to communicate with the project team leader.

We wish to place on record our appreciation for the assistance provided by UNDP and IBRD for the implementation of this project and we express our hope to have their continuing cooperation in future.



MISS *Davis*  
Mr. *Thias* of.  
Mr. *Copas* of a.  
November 5, 1961

DATE : November 5, 1981

**SUBJECT:** Indonesia - Transmigration

At a meeting with the RMI management consulting team (the team is serving as management advisors to the Junior Minister of Transmigration - JMT - under a UNDP project and is performing similar duties under Transmigration II Project), we reviewed the status of their work and ways in which to strengthen their advisory role. From the discussion it became evident that the original idea of the JMT's Office becoming the overall coordinator of the transmigration program is not working. The JMT has neither the power, the ability nor the manpower to fulfill this intended role. While everybody agreed that a change in the coordination arrangement is unlikely before the election, there was a consensus that unless a proper coordination mechanism is introduced the program will continue to suffer. Until such time as a change in the coordination arrangement is made, the TOR and staffing of the RMI team should be revised in order to bring it in line with the reality of the JMT's functions. To that end we have asked RMI to prepare a short note outlining the services they could usefully render to the JMT Office in its present setup. We have also agreed that Mr. Walden will arrange for mid-term review of the UNDP Management Project. The review should take place in Jakarta in late January and agree formally on required changes to the RMI contract.

With regard to Transmigration II Project, RMI reported that an additional land clearing contract is about to be approved. These areas covered by the two contracts will enable settling about 12,000 families under the original food crop farm model. At our request RMI has agreed to prepare on behalf of the JMT a detailed implementation schedule for these areas outlining the timing and nature of activities to be undertaken by each participating agency (RSI will follow up on this with an official request to the JMT). RMI also reported that the Governor of Jambi is anxious that the original project target of 30,000 families should be met. The search for additional land in Jambi is therefore continuing though there was some uncertainty as to who is doing the work and when it will be completed. Also, according to RMI GOI has decided to delay formal approval of a change in the farm model from food crops to tree crops until such time as it became evident that there was not enough suitable land to settle 30,000 families under the food crop model. RMI were uncertain, however, whether this would apply only to Jambi. I have requested Mr. Walden to obtain additional information on this issue and we will also pursue it further during our meeting with Minister Zain next week.

We also explored with RMI how to improve arrangements for management and supervision of the Transmigration II Project. With five experts working full time on this project - two at the site in Jambi and three in



November 5, 1981

Jakarta - there seems to be excess consulting manpower on the project which is not performing any real function at this stage. I have asked RSI to review with the JMT Office what changes should be made in the consultant's terms of reference and manpower. To make better use of RMI's manpower and to strengthen coordination under the project, we agreed that before going to the field future Bank supervision missions will prepare a detailed outline of information and data they would like to review. RMI will collect this information and also add to it their own assessment of implementation issues which require Bank attention. The Bank will use this information as the basic document for its supervision work. This approach should be confirmed with JMT.

The last item reviewed with the RMI team was the timing of detailed design. Unlike earlier practice of undertaking all village related design work prior to land clearing, experience has shown that it is much more efficient to delay the design work until after the land clearing has been completed. This, however, will require strict conservation measure to avoid erosion and soil leaching on cleared land prior to the establishment of crops by the transmigrant. Agriculture Division 4 staff will look into this question to see how best to reorganize Phase III (detailed designs) of the consulting firms working on site preparation. They will also review how best to modify the completed designs on Transmigration II areas to agree with field conditions.

cc: Mr. R.J. Cheetham  
Mr. M.J. Walden  
Mr. R. Stern  
Mr. M. Altaf Hussain ✓  
Mr. T. Prins

AGolan:ds

File: Trans II



17 APR 1980  
*Mr. Rosenberg*  
PAE RMI

PACIFIC ARCHITECTS AND ENGINEERS, INCORPORATED & RESOURCES MANAGEMENT INTERNATIONAL, INC.

Please Reply To:  
Jl. Melawai VI/8, Kebayoran Baru,  
JAKARTA SELATAN, INDONESIA  
Tel: 715608 Cable: RESOURCES JKT Telex: 47129 RMIJKT

Ref: 175/JV/Transm.

November 9, 1981

Mr. John B. Cella  
Senior Director OPE  
United Nations Development Programme  
Office for Project Execution  
One United Nations Plaza  
New York, N.Y. 10017  
U.S.A.

Dear Mr. Cella:

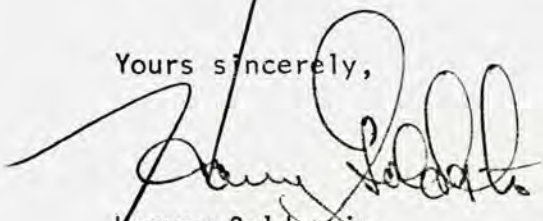
UNDP/OPE INS/79/001 Transmigration Management  
Development and Monitoring Services - Contract No. 92

The project being executed under contract to PAE/RMI started on 17 April 1980 and is scheduled to be completed thirty six months hence.

As a result of the various delays encountered by the project and by the Trans II project also, PAE/RMI request that they be permitted to extend the project in time to September 30, 1983. This will permit PAE/RMI to provide all the man months of consultancy time in a more effective manner and at no extra charge.

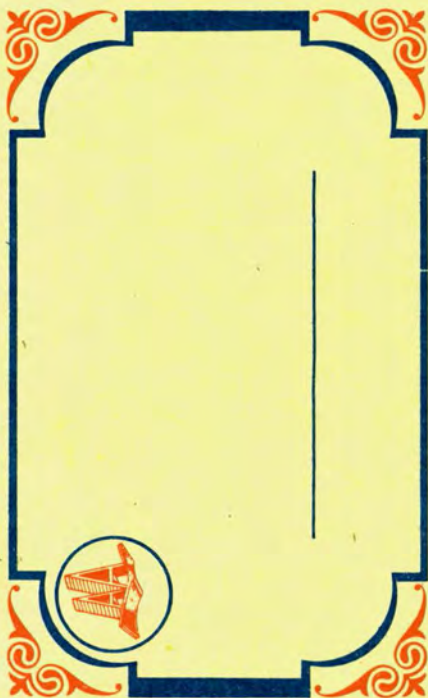
I am copying this letter to the GOI, World Bank and UNDP Jakarta in order that their comments may be facilitated.

Yours sincerely,

  
Harvey Goldstein  
Executive Vice President.

c.c: Mr. H.E. Martono, JMT  
Mr. G. Hamdy, UNDP Res. Rep. Jakarta  
Mr. R. Cheetham, World Bank, RSI







No.

Ethioconsult

Work closely with CRIA on food crops

Livestock - send IFAD tender docs.

restrict importation

reduce losses

improve disease resistance

- Livestock -

No drains in Merauke -

Simatupang talked to PLPT about  
drainage - not agreed

Need PLPT non-standard contracts

Plans for 25,000 have been done  
at Phase III -

Manu a

Suradama / Nanta 3000

S. Kalemantan 2000

10,000 KK Plans -

Jubri

Pratomo - OGE - Jambi Head of Planning  
Tree Crops



November 17, 1981

No. 06 FCA -

Par Bambang Gunarto -

- Rock Phosphate -  
now in Public Works

1. Procurement

Rp 11,280,000

Building procurement -

25,142,000

22,729,000

rp 59,000,000

59,050,000

\$100,000

over what sum ~~for~~ no object \$100,000

- Exemption - buildings -

Letter

Rp 109 1/2 x 1000

100,000 ton x 400

40,000,000

10 prequalified to provide rock phosphate  
SETNEG cases for 4 -

C. U. Amindo

Price is fixed -

- Lampung W. N. T.

- Jambi -

SETNEG Above 500,000,000

Vehicle & Office Equipment

Rock phosphate

C. U. Amindo - third contract

Main point



No.

## - Soil Conservation

Agreement

PTPT must follow conservation procedures

Agraria must consider conservation -

distribute shrub trees - leguminous

fund for cattle -

Rp 900,000,000 -

one package for 4 families Rp 9,000

90-100 packages -

for most transmigrations

Lamtoro 1 Kg

Albizia 500g

Turi 250g

Gambel 200g

Calliandra 250g

## PTP VI

2 expatriate } DGF -  
3 locals

2 expatriate } DGLS - 8,000 ha  
2 locals 3 years ex  
4 years for locals

Up to now target -

commodities, better living -

Minister of agriculture estimated \$1000kk/year

2500 kg rice \$200/capita

developed in comparison with PIR

No.

1. Paddy, corn, cassava =

2. Commercial commodities Soyabean plants

3. Integrated farming livestock, goats

4. Coconut, coffee,

- chickens - - farming -

80% Jamburan Hamp -

3 tons would use fertilizers are working -

5 or 6 varieties -

breeding varieties /

- better variety of rice → Suryatna Effendi in charge

No subsidy on herbicides -

paddy goqoh problem with weeds  
need 3-4 tons/ha -

Fertilizer, corn, paddy

Packet A already distributed

Use Euroconsult to develop planning times -





### PANCASILA

1. KETUHANAN YANG MAHA ESA
2. KEMANUSIAAN YANG ADIL DAN BERADAB
3. PERSATUAN INDONESIA
4. KERAKYATAN YANG DIPIMPIN OLEH HIKMAH KEBIJAKSANAAN DALAM PERMUSYAWARATAN PERWAKILAN
5. Keadilan Sosial bagi seluruh rakyat Indonesia



INDONESIA RAYA

Indonesia tanah airku  
Tanah tumpah darahku  
Disanalah aku berdiri  
Jadi pandu ibuku

Indonesia kebangsaanku  
Bangsa dan tanah airku  
Marilah kita berseru  
Indonesia bersatu

Hiduplah tanahku  
Hiduplah negeriku  
Bangsaku rakyatku  
Semuanya

Bangunlah jiwanya  
Bangunlah badannya  
Untuk Indonesia Raya

Indonesia Raya Merdeka, Merdeka  
Tanahku negeriku yang kucinta  
Indonesia Raya Merdeka, Merdeka 2x  
Hiduplah Indonesia Raya



JMT Secretariat - Error 16Specialist Sections1. Meetings

- Bagian i Baksotrans  
 ii Satdel Trans  
 iii Team Teknis  
 iv Satbintrans I

- Tugas i.  
 i. Perform all administrative duties for convening such meetings.  
 ii. Keep minutes of such meetings.  
 iii. to take administrative follow-up action as required.

2. Finance and Budget

- Bagian i Forward financial planning  
 ii Budget preparation  
 iii Financial Monitoring  
 iv WB Financed projects  
 a. Trans I  
 b. Trans II  
 c. Trans III

3. Technical Advisory and Follow-up Sections

- Bagian i Perencanaan = Planning  
 ii Persiapan = Preparation  
 iii Pembinaan = Development and Guidance  
 iv Project Appraisal.



Service and Support Sections

4. JMT Administration

- |        |     |             |
|--------|-----|-------------|
| Bagian | i   | Finance     |
|        | ii  | Personnel   |
|        | iii | Procurement |

5. Information Systems

- |        |     |                                     |
|--------|-----|-------------------------------------|
| Bagian | i   | Planning and Programming            |
|        | ii  | Implementation monitoring           |
|        | iii | Impact monitoring and early warning |
|        | iv  | Evaluation                          |
|        | v   | Reports distribution                |

6. Computer Section

DAPB/pt  
19.11.81

MARTONO

STAF AHLI MENTERI

1. Bidang Persiapan.  
- Drs. Soentoro.
2. Bidang Luar Negeri.  
- Drs. Sudjino Hs.
3. Bidang Pembiayaan  
- Drs. V. Manurung MBA
4. Bidang Pembinaan.  
- Hartono Padmowirjono.

SEKRETARIS

BAMBANG SUMANTRI  
Brig. Jen. TNI.

KARO TATA USAHA

R. A. DWITORIJONO  
IV/c

KEPALA BAGIAN  
ADMINISTRASI DATA

Dra. Ny. Suharti  
III/c

MENTERI	:	1
SEKRETARIS (ABRI)	:	1
STAF AHLI/KARO (Gol. IV)	:	5
KABAG (Gol. III)	:	2
KASUBAG : Gol. III	:	3
Gol. II	:	1
STAF : Gol. III	:	2
Gol. II	:	36
Gol. I	:	2
J U M L A H	:	53
		=====

HONOR 24

JUMLAH 77

KEPALA BAGIAN  
U M U M

A. F. Manurung S. H.  
III/d

Kasub. Bagian  
Pengumpulan Data

Nursito K. BSc.

1. Army Siregar
2. Suharto S.
3. Erlina Thalib
4. Maudin
5. Jandiman.

Kasub. Bagian  
Penyajian Data

1. Endang S. BA.
2. Putut Sutatmo
3. M. S. Manurung
4. B. Hutagalung
5. Barkah E. M.
6. R. Syamsurizal.

Kasub. Bagian  
Pengolahan Data

1. Djoko Santoso
2. Mulyanto BSc.
3. Nurhidayati
4. Heru Prihanto
5. Drs. B. Tambunan
6. E. Manurung

Kasub. Bagian  
Tata Usaha

S. Slamet Basoeki

1. Sugeng Prasetyo
2. Tri Murniati BA
3. Rachjoeni BA.
4. Tata Sukarta
5. M. Acing Muhili
6. Purnomowati
7. Sri Ani Suharti
8. Magdalena Manurung.
9. PBB. Napitupulu
10. Soetjipto P.
11. Musa Romli.
12. Sarjono.
13. Siti Sarweni SH

Kasub. Bagian  
Keuangan

Drs. Maryono

1. Miyoto
2. Pimmy.
3. Sri Danarto
4. Sri Harminig-sih.
5. Triono.
6. Hari J. P.

Kasub. Bagian  
Perleng/Perj. Dina

J. Soewarto

1. Tata Sumitra
2. Laksito.
3. Suharso.
4. Sri Retno Kertawanti.



MENTERI  
URUSAN TRANSMIGRASI  
MARTONO

STAF AHLI MENTERI

1. Bidang Persiapan.  
- Drs. Soentoro.
2. Bidang Luar Negeri.  
- Drs. Sudjino Hs.
3. Bidang Pembiayaan  
- Drs. V. Manurung MBA
4. Bidang Pembinaan.  
- Hartono Padmowirjono.

SEKRETARIS  
BAMBANG SUMANTRI  
Brig. Jen. TNI.

KARO TATA USAHA  
R. A. DWITORIJONO  
IV/c

KEPALA BAGIAN  
ADMINISTRASI DATA  
Dra. Ny. Suharti  
III/c

KEPALA BAGIAN  
UMUM  
A. F. Manurung S. H.  
III/d

Kasub. Bagian  
Pengumpulan Data  
Nursito K. BSc.

1. Army Siregar
2. Suharto S.
3. Erlina Thalib
4. Maudin
5. Jandiman.

Kasub. Bagian  
Penyajian Data

1. Endang S. BA.
2. Putut Sutatmo
3. M. S. Manurung
4. B. Hutagalung
5. Barkah E. M.
6. R. Syamsurizal.

Kasub. Bagian  
Pengolahan Data

1. Djoko Santoso
2. Mulyanto BSc.
3. Nurhidayati
4. Heru Prihanto
5. Drs. B. Tambunan
6. E. Manurung

Kasub. Bagian  
Tata Usaha  
S. Slamet Basoeki

1. Sugeng Prasetyo
2. Tri Murniati BA
3. Rachjoeni BA.
4. Tata Sukarta
5. M. Acing Muhili.
6. Purnomowati
7. Sri Ani Suharti
8. Magdalena Manurung.
9. PBB. Napitupulu
10. Soetjipto P.
11. Musa Romli.
12. Sarjono.
13. Siti Sarweni SH

Kasub. Bagian  
Keuangan  
Drs. Maryono

1. Miyoto
2. Pimmy.
3. Sri Danarto
4. Sri Harminingsih.
5. Triono.
6. Hari J. P.

Kasub. Bagian  
Perleng/Perj. Dinas  
J. Soewarto

1. Tata Sumitra
2. Laksito.
3. Suharso.
4. Sri Retno Harwanti.

MENTERI : 1  
SEKRETARIS (ABRI) : 1  
STAF AHLI/KARO : 5  
(Gol. IV)  
KABAG (Gol. III) : 2  
KASUBAG : Gol. III : 3  
Gol. II : 1  
STAF : Gol. III : 2  
Gol. II : 36  
Gol. I : 2  
J U M L A H : 53  
=====

HONOR : 24  
JUMLAH : 77



## Functions of the JMR

### 1. External Relations

- a. ~~to~~ oversee projects with external assistance
- a. Special Unit for Bank assisted projects

i) subco-ordinator Trans II

ii) subcoordinator Trans III etc

b. UNDP technical Assistance

iii. Other

### 2. Budget and Finance

a. Forward Financial planning

b. Budget Preparation of int'l budget

c. Financial monitoring

### 3. Technical Advising and Follow-up

a. Planning Site Screening Selection and Development

b. Re-orientation and community development

c. Agricultural Support

### 4. Monitoring and Evaluation

a. monitoring of implementation

b. early warning systems

c. evaluation

### 5. Assistance for Policy Formulation

### 6. JMR Administration



## Functions of the JMR

1. Assistance for Policy Formulation and Representation
    2. To convene meetings, record minutes and undertake follow-up for
      - i) team terms
      - ii) Sordal
      - iii)
  6. Represent Government
2. Finance and Budget

THE WORLD BANK . Resident Mission . 30, Macarthy Street, Lagos

Telephone 656577, 654497 . Telex 21174 . Cable: INTBAFRAD LAGOS . Postal Address P. O. Box 127, Lagos

December 10, 1981

Ms. Gloria J. Davis,  
Room E 624,  
World Bank,  
1818 H. Street,  
WASHINGTON D.C., 20433,  
U.S.A.

Dear Gloria,

The other day I was talking to Dr. Hartmans, Director General of the International Institute of Tropical Agriculture at Ibadan, Nigeria. He mentioned that he was looking for a lady Rural Sociologist to work in the Farming Systems Research Program now getting under way at the Institute.

It occurred to me that you might know of someone who would be qualified and interested.

The address of IITA is

P.M.B. 5320, IBADAN, Nigeria.

Hope all goes well with you and Transmigrasi.

Yours sincerely,



R.H.S. Fennell  
Resident Representative