

**THIRD IMPLEMENTATION WORKSHOP
FOR THE SMALL-SCALE IRRIGATION
MANAGEMENT PROJECT**

PUNCAK PASS — WEST JAVA

February 12-16, 1990

ISPAN Activity No. 680C

ISPAN Report No. 27



IRRIGATION SUPPORT PROJECT FOR ASIA AND THE NEAR EAST

Sponsored by the U.S. Agency for International Development



**IRRIGATION SUPPORT PROJECT FOR ASIA
AND THE NEAR EAST**

ISPAN Technical Support Center
Room 1001
1611 North Kent Street
Arlington, Virginia 22209-2111
U.S.A.
Phone: (703) 243-7911
FAX: (703) 525-9137
TELEX: 276532 ISPAN UR

INTEGRATED IRRIGATION MANAGEMENT RESOURCES

Camp Dresser & McKee International Inc. (Prime Contractor)

CARE

Cornell University

Development Alternatives, Inc.

Harza Engineering Company

International Science and Technology Institute, Inc.

Training Resources Group

The University of Arizona

ISPAN Report No. 27

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We would also like to thank members of the Third Implementation Workshop Planning Committee, from the Directorate General of Water Resources Development. Their exceptional work in preparing the workshop and their continuing guidance and support were vital to the workshop's success. The workshop materials were first rate, as were the hotel arrangements.

Finally, we would like to thank the members of the workshop secretariat, who worked long hours putting together the workshop proceedings. The quality of their work was superb.

ACRONYMS AND TERMS

ABLN	<i>Administrasi Bantuan Luar Negeri</i> (office of foreign aid administration) also <i>Anggaran Bantuan Luar Negeri</i> (Foreign Assistance Budget)
ADB	Asian Development Bank
AIDAB	Formerly ADAB (Australian International Development Assistance Bureau)
APBD	<i>Anggaran Pendapatan dan Belanja Daerah</i> (Regional Budget)
APBN	<i>Anggaran Pendapatan dan Belanja Negara</i> (State Budget)
ARD (USAID)	Agriculture and Rural Development
AWLR	Automatic water level recorder
<i>Bag TU</i>	<i>Bagian Tata Usaha</i> (Administrative Division)
<i>BangDes</i>	<i>Pembangunan Desa</i> (Village Development) - a directorate general of the Department of Home Affairs
BAPPEDA	<i>Badan Perencanaan Pembangunan Daerah</i> (Regional Development Planning Board)
BAPPENAS	<i>Badan Perencanaan Pembangunan Nasional</i> (National Development Planning Board)
<i>Belanda</i>	Dutch
BI	Bank of Indonesia
<i>BinLak Timur</i>	<i>Subdit Pembinaan Pelaksanaan Wilayah Timur</i> (Subdirectorates of Construction Management, Eastern Region - DOI I)
BPN	<i>Badan Pertanahan Nasional</i> (formerly Directorate General for Agrarian Affairs responsible for land titling)
DPP	<i>Bina Program Pengairan</i> (Directorate of Planning and Programming - DPP, DGWRD)
BUMN	<i>Badan Usaha Milik Nasional</i> (State-owned firm)
<i>Bupati</i>	Kabupaten (district/regency) head

<i>Cabang dinas</i>	Branch office
<i>Camat</i>	<i>Kecamatan</i> (sub-district) head
<i>CanTek</i>	<i>SubDit Perencanaan Teknis</i> (Subdirectorates of Technical Planning (DOI I)
CBD	Congress Business Daily
CIDA	Canadian International Development Agency
<i>Daerah</i>	Area, region, territory
<i>Dalam Negeri</i>	(Ministry of) Home Affairs
DATI I	<i>Daerah Tingkat I</i> (Provincial level)
DATI II	<i>Daerah Tingkat II</i> (Regional level, refers to kabupaten)
<i>Desa</i>	Village
DG	Director General
DGFCA	Directorate General of Food Crops Ministry of Agriculture
DGWRD	Directorate General of Water Resources Development, Ministry of Public Works
<i>DikLat Air</i>	<i>Badan Pendidikan dan Latihan Pengairan</i> (Education and Training Division of DGWRD)
<i>Dinas</i>	Service, office department
DIP	<i>Daftar Isian Proyek</i> (Development Projects List) - approved development budget allocation
DIR (USAID)	Office of the Director
<i>DitJen</i>	<i>Direktør Jenderal</i> (Director General)
DOI I	Directorate of Irrigation I (concerned with design, construction, and O&M of surface irrigation systems under SSIMP)
DOI II	Directorate of Irrigation II (concerned with groundwater development under SSIMP)
DOL	Directorate of Logistics (concerned with commodity procurement under SSIMP)
DPP	Directorate of Planning and Programming (<i>Direktorat Bina Program</i> , DGWRD)

DPUP	<i>Dinas Pekerjaan Umum Propinsi</i> (Provincial Public Works Service)
UP	<i>Daftar Usulan Proyek</i> (List of Development Project Proposals) becomes DIP when approved
EEC	European Economic Community
EKUIN	<i>Ekonomi, Keuangan dan Industry</i> (Coordinating Ministry for Economics, Finance, and Industry)
E&P	<i>Exploitasi dan pemeliharaan</i> (operations and maintenance)
EvPro	<i>SubDit Evaluasi Proyek</i> (Subdirectorate of Project Evaluation)
FAR (USAID)	Fixed Amount Reimbursement
FAO/UNDP	Food and Agriculture Organization/United Nations Development Program
FIN (USAID)	Office of Finance
FY	fiscal year (Indonesian FY: Apr 1 - Mar 31)
GOI	Government of Indonesia
GW	Groundwater
HPSIS	High Performance Sederhana Irrigation System (final stage of USAID Sederhana project that involved introduction of COs)
HHS	Household survey
ICB	International Competitive Bidding
Ir.	Engineer (used as title)
ISF	Irrigation Service Fee
ISPAN	Irrigation Support Project for Asia and the Near East
ISSP	Irrigation Sub-Sector Project (World Bank)
<i>Kabupaten</i>	District (unit below provincial)
<i>Kantor</i>	Office
<i>KanWil</i>	<i>Kantor Wilayah</i> (Provincial Office of sectoral agency)
<i>Kecamatan</i>	Subdistrict (unit below <i>kabupaten</i>)

<i>Kelompok tani</i>	Farmer group
<i>Kepala desa</i>	Village head
KEPPRES	<i>Keputusan Presiden</i> (Presidential Instruction)
KLS	<i>Kerjasama Lintas Sektoral</i> (Subdirectorate of Cross-Sectoral Cooperation, DPP)
K2	<i>Kalimantong II</i> project in NTB
LA/RLA (USAID)	Legal Advisor/Regional Legal Advisor
LCB	Local Competitive Bidding
LP3ES	<i>Lembaga, Penelitian, Pendidikan dan Penerangan Ekonomi dan Sosial</i> (Institute for Economic and Social Research, Education and Information)—nongovernment organization handling SSIMP WUAO program
MOHA	Ministry of Home Affairs
MOF	Ministry of Finance
MOA	Ministry of Agriculture
MPW	Ministry of Public Works
NTB	Nusa Tenggara Barat (West Lesser Sunda Islands) province
NTT	Nusa Tenggara Timur (East Lesser Sunda Islands) province
O&M	Operations and maintenance
OECD	Overseas Economic Cooperation Fund (Japan)
PACD	Project Assistance Completion Date
<i>Panitia</i>	Committee
(SubDit) PAT	<i>Pengembangan Air Tanah</i> (Subdirectorate of Groundwater Development)
P2AT	<i>Proyek Pengembangan Air Tanah</i> (Groundwater Development Project)
P3A	<i>Perkumpulan Petani Pemakai Air</i> (Water Users Association)
P3SA	<i>Proyek Perencanaan dan Pengembangan Sumber Air</i> (Provincial Water Resources Development and Planning Project)
<i>PemDa</i>	<i>Pemerintah Daerah</i> (regional/local government)

<i>Pengairan</i>	irrigation
<i>Pertanian</i>	Agriculture
PIL (USAID)	Project Implementation Letter
PIO/C	Project Implementation Order for Commodities
PIO/P (USAID)	Project Implementation Order for Participants
PIO/T (USAID)	Project Implementation Order for Technical Assistance
<i>Pimpro</i>	<i>Pimpinan Proyek</i> (Project Manager)
PJR	Project Justification Report
PPS (USAID)	Program and Project Support Office
PQ	Prequalification
PRIS	Provincial Irrigation Service
PTGA	<i>Pengembangan Tata Guna Air</i> (water management development training program)
PU	<i>Pekerjaan Umum</i> (Public Works)
<i>PU Kab</i>	<i>Pekerjaan Umum Kabupaten</i> (District public works)
<i>Pusat</i>	Center (refers to central government)
<i>RoCan</i>	<i>Biro Perencanaan</i> (Bureau of Planning, MPW)
<i>RoKLN</i>	<i>Biro Kerjasama Luar Negeri</i> (Bureau of Foreign Assistance Cooperation, MPW)
<i>RoBSP</i>	<i>Biro Bina Sarana Perusahaan</i> (Bureau of Construction of Industry Development)
RRIA	Rapid Rural Irrigation Appraisal
RRM (USAID)	Regional and Resources Management (division of ARD in which SSIMP is located)
SAMAIR	Assistant Director General, Water Resources Division
SKB	<i>Surat Keputusan Bersama</i> (joint ministers' decision)
<i>SulSel</i>	<i>Sulawesi Selatan</i> (South Sulawesi) province
<i>SubDin Air</i>	<i>SubDinas Pengairan</i> (Provincial Water Resources Subdivision)

SW	Surface Water
TA (GOI)	<i>Tahun Anggaran</i> (fiscal year)
TA (USAID)	Technical Assistance
<i>Tan. Pangan</i>	<i>Tanaman Pangan</i> (food crops)
TK	Tiu Kulit project in NTB
Tk I/TK II	Tingkat I/II (provincial level/ <i>kabupaten</i> or metropolitan level of government administration)
TU	<i>Tata Usaha</i> (administration)
<i>Wilayah</i>	District (office)
WB	World Bank
WUA	Water User Association
WUAO	Water User Association Organizer program (under SSIMP)

RINGKASAN

LAPORAN WORKSHOP III SSIMP PUNCAK PASS 12 - 16 FEBRUARI 1990

UMUM.

Workshop diikuti oleh kurang lebih 70 peserta yang berasal dari Departemen PU (Biro Perencanaan), Dit-Jen Air (DOI-1, DOI-2, DOL, DPP, Diklat), PU Prop., Bappeda Prop., Dinas Pertanian Prop., Proyek yang bersangkutan, Harza, USAID, OECF dan LP3ES. Pembukaan dilakukan pada tanggal 12 Pebruari 1990 jam 10.00 WIB.

Pembukaan yang sedianya akan dilakukan oleh Bapak Direktur Jenderal Pengairan, karena sesuatu hal diwakili oleh Bapak Staf Ahli Menteri Bidang Pengembangan Pengairan. Pembukaan dihadiri antara lain oleh Chief of Agriculture and Rural Development, USAID (Mr. Marcus Winter) dan OECF Representative (Mr. Hisao Tarimoto).

Dalam sambutan Direktur USAID yang diwakili oleh Mr. Winter, dilontarkan beberapa 'issues' yang perlu dibahas dalam Workshop ini. Issues tersebut adalah:

1. Kemungkinan perlunya diadakan perumusan kembali tujuan proyek dan mengkaji apa yang bisa diselesaikan dalam waktu yang masih tersisa.
2. Kebutuhan perbaikan sistim manajemen agar pelaksanaan proyek bisa lebih baik.
3. Perlu diadakan perbaikan prosedur pelaksanaan agar pelaksanaannya bisa lebih baik.
4. Perlu perhatian yang lebih besar terhadap kebijakan pelaksanaan terutama yang menyangkut masalah desentralisasi dan pembentukan P3A yang meningkatkan dampak proyek.

Bapak Direktur Jenderal Pengairan dalam sambutannya yang dibacakan oleh Bapak Staf Ahli Menteri Bidang Pengembangan Pengairan menyampaikan 3 masukan sebagai pokok bahasan di dalam Workshop ini. Ketiga masukan tersebut adalah:

1. Mengingat lingkup proyek SSIMP yang cukup luas dalam arti mencakup banyak komponen, banyak lokasi di 3 Propinsi dan banyak pihak yang terlibat di dalamnya, perlu memanfaatkan kesempatan di dalam Workshop ini untuk merumuskan pemecahan semua permasalahan yang ada dalam pelaksanaan. Ditekankan pula agar pengalaman pada 2 Workshop terdahulu tidak terulang dimana tindak lanjut kesepakatan tidak sepenuhnya dilaksanakan.
2. Dengan keterlambatan yang terjadi pada proyek SSIMP ini, semua pihak perlu menata diri sebaik-baiknya untuk mempercepat pelaksanaan proyek ini.

3. Sebagaimana pengalaman pada pengelolaan bantuan-bantuan dari donor lalu, perlu dilakukan langkah-langkah penyesuaian proyek ini dengan keadaan yang ada di Indonesia, seperti: sistim, kebijakan dan kendala-kendala lain.

Dari kedua sambutan tersebut, jelas terlihat bahwa baik Dit-Jen Air maupun USAID menghendaki dilakukannya langkah-langkah untuk mempercepat pelaksanaan proyek SSIMP ini. Dari pihak USAID bahkan membuka kemungkinan diadakannya perumusan kembali tujuan proyek.

KEGIATAN WORKSHOP.

HARI 1:

Kegiatan pokok yang dilakukan pada hari pertama ini adalah antara lain:

- Perkenalan antar peserta dan fasilitator.
- Mengingat kembali tujuan serta target proyek SSIMP.
- Merumuskan tujuan Workshop dengan mengumpulkan masukan dari seluruh peserta. Seluruh masukan kemudian diformulasikan sebagai berikut:
 - a. Membentuk saling pengertian akan tujuan SSIMP dan aktifitas yang perlu dilakukan sampai tahun 1993.
 - b. Mencari jalan untuk memperkuat kerjasama antara Dit-Jen Air, USAID, TA dan PU Propinsi dalam pelaksanaan SSIMP.
 - c. Menyusun program pelaksanaan SSIMP berdasarkan hasil Workshop di Bali, hasil Mid-Term Evaluation dan hasil Review Direktur USAID (DIR).
 - d. Mencari jalan keluar atas permasalahan yang akan mempengaruhi jalannya SSIMP di kemudian hari.
 - e. Menyusun perencanaan tingkat proyek semua kegiatan SSIMP untuk 3 tahun mendatang.
 - f. Menyusun kelengkapan dokumen serta tindak lanjut yang diperlukan.
- Merumuskan pokok-pokok permasalahan, yang kemudian dapat dikelompokkan sebagai berikut:
 - a. Prosedur implementasi.
 - b. Sistim implementasi.
 - c. Struktur koordinasi.
 - d. Sistim irigasi air permukaan.
 - e. Pengembangan air tanah.

- f. Program P3A.
- g. Kegiatan perencanaan, desain dan konstruksi.
- h. Eksploitasi dan Pemeliharaan.
- i. Training.

HARI 2:

Beberapa kegiatan yang dilakukan pada hari kedua adalah:

- Menyusun issue-issue yang ada menurut pembagian kelompok permasalahan terdahulu.
- Membagi peserta Workshop dalam 2 bagian yaitu group air permukaan dan group air tanah untuk membahas permasalahan makro masing-masing bidang.
- Menerima penjelasan masalah prosedur keuangan dari USAID dan OECF.

HARI 3:

Untuk mencari pemecahan semua issues yang ada pada semua permasalahan, peserta dibagi dalam 5 group dengan target mendapatkan jalan keluar atas semua issues yang ada. Ke-5 group tersebut adalah:

- Group 1: Menyusun perencanaan tingkat proyek untuk proyek-proyek air permukaan.
- Group 2: Menyusun perencanaan tingkat proyek untuk proyek-proyek air tanah
- Group 3: Memecahkan permasalahan yang berkaitan dengan sistim implementasi.
- Group 4: Memecahkan permasalahan yang berkaitan dengan prosedur implementasi.
- Group 5: Mencari jalan keluar masalah sistim koordinasi baik di tingkat pusat maupun tingkat Propinsi.

Sesudah perumusan masing-masing group, dilakukan diskusi antar group agar didapat sinkronisasi dalam pelaksanaannya.

HARI 4:

- Group 3, 4 dan 5 mempresentasikan hasil pembahasan group kepada semua peserta.
- Pembahasan program training SSIMP.
- Pembahasan masalah P3A dan Eksploitasi & Pemeliharaan.
- Presentasi hasil pembahasan Group 1 kepada semua peserta.

- Perumusan permasalahan pokok serta tindak lanjut yang diperlukan.

Hasil pembahsan-pembahasan ini tercantum dalam laporan Workshop pada lampiran-lampiran (Appendix: D,E,F,G dan H).

HARI 5:

- Merumuskan kesepakatan yang diperoleh, permasalahan yang masih belum terpecahkan dan tindak lanjut atas semua permasalahan.
- Menentukan jadwal dari tindak lanjut yang diperlukan serta penanggung jawab tindak lanjut tersebut.
- Penutupan Workshop.

BEBERAPA HASIL YANG DICAPAI.

Beberap hasil Workshop yang bersifat makro, sebagai hasil pembahasan selama Workshop adalah sebagai berikut:

1. Untuk meningkatkan sistim koordinasi SSIMP, dibentuk tata koordinasi baru yang dalam pelaksanaannya akan dibantu oleh working group dan sekretariat.
2. Dari penyusunan jadwal proyek-proyek air permukaan, disimpulkan bahwa sampai akhir masa berlakunya loan dan grant (Sept. 1993), hanya Awo dan Kalimantan yang dapat diselesaikan. Penyebab dari hal ini adalah terdapatnya ketentuan-ketentuan serta peraturan-peraturan yang harus dipenuhi.
3. Untuk mempercepat pelaksanaan proyek-proyek air tanah, disepakati untuk mengusulkan sistim FAR (Fixed Amount Reimbursement) untuk konstruksi jaringan irigasi dengan beberapa dokumen penunjang, seperti: spesifikasi mutu, cara inspeksi USAID, dsb. Dengan sistim FAR ini, penerbitan PIL "earmark" dan "commitment" dapat dilakukan sekaligus.
4. Bila tujuan SSIMP tetap dipertahankan seperti tujuan semula, nampaknya perlu dilakukan perpanjangan masa berlakunya loan dan grant paling tidak sampai dengan tahun 1995. Mengenai masalah ini, USAID akan mengadakan evaluasi lagi pada akhir tahun 1990 ini tentang perlu tidaknya dilakukan perpanjangan tersebut. Performance pelaksanaan selama tahun 1990 ini akan menjadi pertimbangan utama dalam evaluasi tersebut.
5. Salah satu permasalahan yang belum mencapai kesepakatan di dalam Workshop dan akan didiskusikan lebih lanjut adalah mengenai keharusan pemakaian ICB dalam penunjukkan kontraktor, dimana hal ini tidak sejalan dengan kebijakan Pemerintah Indonesia dalam pembinaan kontraktor nasional.

6. Klarifikasi juga masih diperlukan tentang posisi TA di tingkat Propinsi. Dit. Irigasi I menghendaki TA memperkuat Sub Dinas Pengairan Propinsi (SDPP), dengan kemungkinan SDPP mengarahkannya langsung ke Proyek. Hal ini sejalan dengan tujuan SSIMP yaitu "strengthening" PRIS.

KESIMPULAN

Kesimpulan yang didapat dari pelaksanaan Workshop selama 5 hari ini, sebagaimana juga dikemukakan oleh Wakil USAID (Mr. Winter) dan wakil Dit-Jen Air (Bpk. KUSDARYONO) dalam pesan penutupan Workshop, adalah:

1. Workshop dapat dikatakan berhasil dalam arti mampu menghasilkan kesepakatan-kesepakatan, menumbuhkan pengertian bersama dan menyusun langkah mendatang.
2. Keberhasilan Workshop dalam arti yang lebih luas akan dibuktikan dengan performance pelaksanaan SSIMP pada waktu-waktu mendatang.

Chapter 1

INTRODUCTION

1.1 Background

The Small-Scale Irrigation Management Project (SSIMP) in Indonesia, approved 20 June 1985, has a Project Assistance Completion Date (PACD) of 30 September 1993.

By diversifying crops, increasing cropping intensity, and improving water reliability, SSIMP seeks to expand Indonesia's agricultural production. The project intent is to design and apply irrigation technologies and management systems that support decentralization, diversified cropping patterns, in South Sulawesi, Nusa Tenggara Timur Barat (NTB), and Nusa Tenggara (NTT), and farmer participation, and water user associations (WUAs).

The U.S. Agency for International Development (USAID)/Indonesia, in conjunction with the Ministry of Public Works (PU), asked the Irrigation Support Project for Asia and the Near East (ISPAN) to help conduct a project review workshop in February 1990. Approximately 70 participants attended this workshop, most of them on a full time basis. (See Appendix A for participant list.) Steven Joyce, Sofyan Lubis, and Wayne Bougas served as facilitators.

1.2 Scope of Work

ISPAN was requested to conduct the following activities leading up to and including a project review workshop:

- Review project documentation to date and become familiar with the status and scope of the project.
- Interview USAID and central Ministry staff, as well as members of the Technical Assistance (TA) team, to determine what major concerns exist about the project.
- Based upon issues resulting from interviews and from the Mid-Term Evaluation (November 1989), design a five-day workshop to address issue areas and begin the development of province-level plans (groundwater) and project-level plans (surface water).
- Facilitate the five-day workshop.
- Write a report describing the workshop process, recommendations and, next steps.

1.3 Data Collection and Findings

In preparation for the workshop, 25 people were interviewed from USAID, the Harza TA Team., and PU. PU interviewees included staff from the Directorate of Irrigation I (DOI I), the Directorate of Irrigation II (DOI II), the Directorate of Planning and Programming (DPP), and the Center for Irrigation Education and Training).

Key interview questions included the following:

- What should the workshop try to accomplish?
- What is the most important issue or problem to address at the workshop? What are other key issues?
- In SSIMP, how do you see these roles:
 - PU Center
 - Chief of Party, TA Team
 - USAID
 - PU Province

An analysis of information from interviews and from the Mid-Term Evaluation identified several major areas that needed attention. (Decentralization was a cross-cutting theme in most of these areas.)

- SSIMP coordination
- Implementation procedures
- Implementation systems
- Surface water project-level plans for next three years
- Groundwater province-level plans for next three years
- Training
- Operations and maintenance (O&M)
- Water users associations.

Discussion handouts, developed for each issue, included questions raised in the Mid-Term Evaluation and in the individual interviews.

The PU Workshop Planning Committee reviewed the workshop design on February 10, and final adjustments were made according to its recommendations.

Chapter 2

WORKSHOP DESIGN

2.1 Overview

Two key messages emerged from the pre-workshop interviews:

- People were feeling frustrated by "the slow progress" of the project.
- People were skeptical that this workshop would prove beneficial, since most recommendations from the Bali workshop (February 1988) "were not followed through."

Given these feelings, it was determined that the workshop's major thrust would be to rebuild momentum—by identifying appropriate recommendations and "next steps" for issue areas, by specifying completion dates and individuals responsible (where appropriate) for each next step, and by developing realistic province- and project-level plans covering the remaining life of the project (September 1993).

A major factor affecting the overall workshop design was the participant mix: of the 70+ participants, approximately 30 were from PU Center (headquarters in Jakarta). To maximize workshop time, it was determined that issues requiring resolution primarily by PU Center, USAID, and TA team participants could be addressed while province-level participants were developing their detailed plans. Small working groups addressed these issues and reported problem analysis and recommendations to the full group.

In most cases, questions and suggestions raised in the ensuing full-group discussion required that the small group rethink or revise their recommendations and next steps. Final agreement on recommendations and next steps were reached on the last morning of the workshop. Participants received copies of all workshop agreements before leaving.

The workshop took place at the Puncak Pass Hotel in West Java (approximately 90 km outside Jakarta). The residential setting enabled people to focus exclusively on workshop issues and goals, and the relaxed evening atmosphere encouraged informal communication and team building.

2.2 Goals

The following workshop goals were developed for the workshop and endorsed by the Third Workshop Planning Committee:

- Build a common understanding of overall SSIMP purpose and key activities through 1993.

- Identify ways to strengthen collaboration within SSIMP, and among the Directorate General of Food Crops (DGWRD), USAID, and TA team.
- Build on the outcomes of the Bali workshop, the Mid-Term Evaluation, and the USAID Mission Director's review to facilitate SSIMP implementation (to build momentum).
- Determine ways to address the most critical issues and problems that affect SSIMP implementation.
- Develop project-level plans for the coming three years, and revise budgets according to these plans.
- Complete specific documents required for follow-up actions.

2.3 Schedule

The workshop took place over a five-day period, beginning at 10 a.m. on 12 February 1990, and ending at 11:30 a.m. on 16 February 1990.

12 February

Session 1: Official Workshop Opening

Session 2: Workshop Introduction

- Participant expectations
- Background to the workshop
- Goals/Schedule

Session 3: Identification of Project Accomplishments

Session 4: Presentation on Revised Project Scope

- Background/rationale for project revision
- Overview of upcoming SSIMP activities
- Presentation on planning requirements

Session 5: Presentation of Major SSIMP Challenges

- Coordination
- Implementation systems
- Implementation procedures
- Training
- WUAs
- Planning, design, and construction
- O&M

13 February

Session 6: Implementation Procedures

- Clarification of issues/problems
- Surface water/groundwater group work to identify basic implementation steps, time frames, responsibilities, and specific issues
- Group reports on issues
- Presentations: reimbursement/disbursement, procurement, OECF procedures
- Surface water/groundwater group work to complete basic procedural steps

14 February

Session 7: Small-Group Assignments/Report-outs

- Surface water project-level planning
- Groundwater province-level planning
- Coordination
- Implementation systems
- Implementation procedures

15 February

Session 8: Presentation/Discussion on Training

Session 9: Presentation/Discussion on O&M and WUAs

**Session 10: Surface Water Plan Presentation
Groundwater Plan Presentation**

16 February

Session 11: Final Agreements and Next Steps

- Summary/finalizing agreements and next steps
- Remaining issues

Session 12: Closing Ceremony

2.4 Workshop Sessions

Official Opening

The opening ceremony began with welcoming addresses by Marcus Winter, chief of the USAID Agriculture and Rural Development Office, and by Hisao Tanimoto, senior representative of Japan's Overseas Economic Cooperation Fund (OECF). Ir. Koesdaryono, assistant director general of Water Resources Development, delivered the main address.

Introduction

The first session provided an overview of the workshop process and an explanation of the planning and design process. Because many participants were not interviewed as part of the workshop needs assessment, they were asked to reflect upon what they expected to gain from the workshop. Participant responses were noted on a flipchart (see Appendix B). After the workshop goals and schedule were introduced and compared with expectations, most participants felt that their expectations closely matched the workshop goals and schedule.

Identification of Project Accomplishments

This session provided a positive framework for the workshop by acknowledging project accomplishments before participants began to grapple with problems and issues. Participants reflected on this question: "From your experience, what have been the major SSIMP accomplishments to date?" Responses were recorded, followed by clarification and discussion.

Presentation on Revised Project Scope

This session reviewed SSIMP status and target activities through 1993, and introduced the new planning approach being formulated by the TA team.

Herb Blank, USAID project officer for SSIMP, began the session by providing background information and rationale for SSIMP revisions. Ir. Mashudi of DOI I then previewed upcoming SSIMP activities through 1993. The session concluded with a presentation by Jeff Frey, TA chief of party, who outlined SSIMP planning requirements and approach.

Presentation of Major SSIMP Challenges

The last session of day 1 reviewed the most critical challenges facing SSIMP, using a summary derived from--

- Third SSIMP Workshop Planning Committee
- Participant Interviews

- SSIMP Mid-Term Evaluation
- 1988 Bali Workshop Report

This summary of critical project challenges included the following topic headings:

- Coordination
 - Coordination of key players
 - Roles and responsibilities
 - Decision-making
 - Decentralization
 - Donor coordination
 - Lessons learned
- Implementation Procedures
 - GOI/OECF/USAID procedures
 - Procurement, reimbursement, disbursement
 - Signatory powers
 - Tendering process and issues
 - Decentralization of procedures
 - Lessons learned
- Implementation Systems
 - Monitoring/evaluation
 - Reporting/communication flow
 - Lessons learned
- Groundwater Development
 - Operations and procedures
 - Targets
 - O&M policy
 - Water user association organizers (WUAOs)
- Surface Irrigation System
 - Operations and procedures
 - WUAOs
 - Center/province decentralization
 - O&M
 - Site profiles
 - Adequacy of material resources

- Water User Association Program
 - Role of WUAs
 - WUA strengthening
 - LP3ES
 - Relationship - PU, LP3ES, and TA
 - Program time frame
- Operations and Maintenance
 - O&M strategy
 - Farmer participation
 - Linkage between PU staff and WUAs
 - Role of outside agencies
- Training
 - Review
 - Surface and groundwater training needs
 - Agreement on training plan
 - Contribution/assignment following long-term training

Implementation Procedures

The purpose of this session was twofold:

- To provide an opportunity for surface water and groundwater participants to clarify basic implementation steps, time frames, responsibilities, and specific issues; and
- To allow resource people from USAID and OECF a chance to share information on reimbursement and disbursement, procurement, and OECF procedures.

Participants worked in two groups—surface water and groundwater—to clarify basic implementation steps, and then reconvened in a plenary session to share specific procedure issues and to pose specific procedural questions to USAID and OECF resource people.

Following this plenary session, participants returned to surface water and groundwater groups to reach agreement on basic implementation steps, time frames and responsibilities.

Project Issues and Project Planning: Small Group Assignments/Report-Outs

This session, which required all of day 3 to complete, had two goals:

- To provide an opportunity for surface water project-level planning and groundwater province-level planning; and

- To identify recommendations and "next steps" for the issue areas of coordination, implementation systems, and implementation procedures.

The surface water and groundwater planning groups consisted primarily of province-level participants, and the issue groups consisted primarily of PU Center participants. After receiving an overview of planning expectations (with sample plans), the planning groups were asked to develop detailed plans for the 1990-93 period. They were also asked to address several questions and issues that had been raised in the SSIMP Mid-Term Evaluation (see Appendix C).

The three issue groups—coordination, implementation procedures, and implementation systems—worked separately during the first half of the day, also addressing questions raised in the Mid-Term Evaluation and during pre-workshop interviews (Appendix C). The groups spent the second half of the day reporting out to one another; their recommendations and next steps were summarized to the full group the next morning. In addition, Ir. Trie Mulat Sunarjo, head of Sub-Directorate of Project Evaluation, DPP, provided an overview of PU's project monitoring approach.

Presentation/Discussion on Training

This session introduced participants to the newly completed SSIMP training plan. Wayne Bougas, TA team training specialist, presented a summary of the training plan and facilitated a large-group discussion of the plan.

Presentation/Discussion on O&M and WUAs

This session gave participants an overview of the DOI I planned approach to WUAs and O&M. Ir. Sukarso of the Sub-Directorate of Operations and Maintenance Management, DOI I, introduced the session with a discussion of operations and maintenance, after which Sofyan Lubis of LP3ES presented the LP3ES planned approach in the WUAO program.

Surface Water Plan Presentation/Groundwater Plan Presentation

During the second half of day 4, the surface water planning groups presented to PU Center, USAID, and the TA chief of party. Critical next steps were also identified for the coming year.

Following the surface water presentations, the groundwater planning group presented its agreements and identified critical next steps for the coming year.

Final Agreements and Next Steps

This session, which took place the morning of day 5, summarized and finalized agreements and next steps in the presence of the full workshop group.

Ir. Trie Mulat Sunarjo facilitated the summary of workshop agreements, with assistance from Ir. Tjetjep Soedjana, head of Sub-Directorate of Groundwater Development, DOI II, and Ir. Wahyu Djoko Marjanto, SSIMP coordinator in NTB.

The lead facilitator provided the summary of next steps, and facilitated refinement of next steps and additional next steps. At the conclusion of this session, remaining issues were identified and agreement reached on how they would be resolved.

Closing Ceremony/Evaluation

At the closing ceremony, Marcus Winter of USAID, and Hisao Tanimoto of OECF addressed the group, followed by Ir. Koesdargono, who gave the main address. The speakers agreed that the workshop had increased understanding among all parties and had clarified areas of agreement and also outstanding unresolved issues. The true test of success, however, will be whether the participants can abide by the agreements reached, adhere to the schedules developed, and follow up effectively and efficiently on all actions identified. Following the main address, the PU participants presented Ir. Koesdargono (who retires in April) with an appreciation gift for his years of dedicated service. The workshop concluded with the administration of a final workshop evaluation.

Chapter 3

WORKSHOP AGREEMENTS AND NEXT STEPS

This chapter summarizes the specific agreements and next steps for issue areas previously identified. Agreements, responsible parties, and a schedule of specific actions appear in chart form at the end of this chapter. For a full description of issue group products, refer to Appendices D through F.

On the final day of the workshop, it was agreed that three individuals would serve as "monitors of next steps" to assure their completion: Ir. Trie Mulat Sunarjo, Ir. Bambang Walurjono, and Ir. Tjetjep Sudjana.

3.1 Groundwater Development

3.1.1 Agreements

- Use fixed amount reimbursement (FAR) system to finance contractors for drilling and construction (distribution system).
- Pre-finance local consultants for surveys, design, and construction supervision.
- Contract local firms with their own drilling rigs to expedite drilling of exploration and development wells.
- Use contractors for drilling (and dug wells) and distribution systems.
- Contract field surveys to local consultants.
- Carry out pilot schemes and expansion concurrently.
- Involve farmers in design and construction stages (perhaps a clause in contracts requiring contractors to hire local farmers).
- Consider establishing a WUAO program for the groundwater program:
 - LP3ES?
 - Coordinate with PTGA when possible and appropriate.
- Project staff of the Groundwater Development Project (P2AT) conduct site selection, assisted by TA team.

- Include "site profiles" in site-selection process.

3.1.2 Next Steps

- The detailed province-level plans will be finalized by March 1. (Ir. Wahyu Hartomo will lead coordination.)
- FAR System:
 - 1) Criteria manual will be developed for post audit by March 7. (Director-DOI II; Ir. Tjetjep will take the lead.)
 - 2) System will be cleared by the Directorate General of Water Resources Development (DGWRD) and the Regional Development Planning Board (BAPPENAS) by March 15. (Ir. Wahyu Hartomo will take the lead and submit to Ir. Mashudi.)
 - 3) Standard design for well and distribution system will be completed by May 1. (Ir. Kadarisman, Ir. Sihombing, and Ir. Sutedjo will be responsible for completion.)
- Pre-Financing: Clearance to use local consultants by BAPPENAS and Ministry of Finance (MOF) by April 1. (Ir. Tjetjep will discuss with Director DOI II, who will communicate the need to DGWRD.)
- Guidelines will be developed for farmer participation in design and construction by April 30. (Ir. Sihombing and Martin Wright will take lead.)
- Water User Association Organizers:
 - 1) DOI II briefed by DOI I (O&M Subdirectorate), USAID, and Harza on WUAO approach, methodology, etc. Internal DOI II discussion on whether to utilize WUAOs. Decision by June 1. (Ir. Tjetjep will brief on agreement for WUAOs; Director DOI II will make formal decision.)
 - 2) Meeting between DOI II, USAID, and TA to determine next steps in developing WUAOs, by June 15. (Ir. Tjetjep will coordinate meeting.)
- Guidelines for site selection will be finalized by April 30. (Ir. Soekardi, Martin Wright will take lead.)

3.2 Surface Water Development

3.2.1 Next Steps

- All schedules will be put on a consistent basis by the end of the workshop. (Dennis McCandless will coordinate changes.)
- Herb Blank will send a cover letter to DGWRD (copies to DOI I and DOI II directors) with the final version of the USAID director's *Annual Implementation Review*—by February 26.
- Detailed implementation schedules will be developed for each project based on workshop-completed plans—by May 1. (Dennis McCandless, Ir. Soeprapto, Ir. Wahyu Djoko, and Wally Schoenleber will take lead.)
- A letter will be prepared to submit to USAID Director to make the case that having separate contracts for dam construction and irrigation systems is the preferred strategy—by May 1. (Ir. Bambang Waluyono, Jeff Frey will complete.)
- A project review report will be prepared that summarizes SSIMP performance based on workshop-completed plans—by end of November 1990. (From DGWRD, and by the following: Ir. Mashudi, Ir. Tjetjep Sudjano, Ir. Bambang Waluyono, and Ir. Trie Mulat Sunarjo.)

3.3 SSIMP Coordination

3.3.1 Agreements

Center

- Quarterly meetings of key players will be held.
 - Including OECF
 - Provincial representation as needed
- Monthly meeting of "working group" will be held.
 - USAID
 - TA
 - Coordinator staff (Secretariat)
- Secretariat/TA will prepare agenda for "working group" meetings.
 - Status update, progress, and quality of progress

- Coordination problems
- Problems that cannot be resolved by key players
- Both quarterly and monthly meetings will be attended by fixed representatives.
- Follow-up will be the responsibility of the Secretariat.

Provincial Level

- Quarterly intersectoral meetings of key players will be held.

3.3.2 Next Steps

- By March 1, the assistant director general, Water Resources Division (SAMAIR) or DPP coordinator and key players will meet to introduce "new" coordination structures and representatives. Agenda will include the following:
 - Purpose for SSIMP coordination quarterly meetings (and membership)
 - Purpose for monthly meetings of "working group"
 - Other agreements
- At province level, quarterly intersectoral coordination meetings will be convened as follows:
 - NTT—by March 15 (Ir. Heru Marsudi, Provincial Irrigation Service [PRIS])
 - SulSel—by March 16 (Bpk. Sayadi, BAPPEDA)
 - NTB—by March 21 (Ir. Saleh, PRIS)

3.4 Implementation Systems

3.4.1 Agreements

Monitoring

- SSIMP Monitoring and Evaluation System will be adapted from SK Dirjen No. 71/KPTS/85, 5 March 1985 Guidelines and Manual.
- Appropriate PRIS staff will be trained in monitoring and evaluation.

Reporting Systems—Province Level

- Quarterly activity reports will be prepared.

- Monthly meetings will be held, attended by project managers, TA, and local consultants.
- Design/review meeting agenda will be sent to Center (by PRIS).
- Action status reports will be updated monthly. (To be completed by PRIS/TA and submitted to TA chief of party.)

Reporting Systems—Center

- Regular quarterly implementation meetings, in the form of small working meetings, will be held (including USAID) initiated by key players from DOI I and DOI II (not the coordinator).
 - Separate meetings for DOI I and DOI II—
 - to address urgent matters
 - to solve problems that cannot be resolved at PRIS level
 - to monitor progress

Meetings will be organized by the Directorate, with assistance from TA chief of party. Provincial representatives will be included, if necessary.

Communication Strengthening

- Receipt of all letters and actions will be confirmed within two weeks.
- Meeting schedules will be established and meeting minutes sent out within one week.

Budget Collaboration

- The list of development project proposals (DUP) will be prepared by PRIS, assisted by TA, and reviewed by USAID and DGWRD.
- DUP will be submitted to Directorate and changes discussed by all parties.
- DUP will be prepared in June after project receives "satuan 2" budget ceiling.
- Agreement on programs with USAID should be finished before September.

3.5 Implementation Procedures

3.5.1 Agreements

- The reasonable time for ICB procurement is 24 months; everybody concerned will reduce the time as much as possible during implementation.
- All concerned PU Center and project staff will become familiar with Government of Indonesia (GOI) and USAID regulations and guidelines.

3.5.2 Next Steps

- Evaluation criteria for the tendering process will be completed by May 30. (Binlak Division and Ir. Gunawan Widjaya)
- A decision will be made on signatory powers for Provincial level by April 1. (DGWRD/Office of Foreign Administration [ABLN] will check on status. Dr. Wayan Suyadnya will coordinate.)
- The authority of signatory powers at each level and of project managers will be clarified by April 15. (DGWRD, DOI I Director; Dr. Wayan Suyadnya and Dr. Dhono Bantolo will coordinate this.)
- A letter will be drafted that clarifies the roles/responsibilities vis-a-vis specific regulations of PU Center for policy and programming and of Project for implementation by April 15. (DOI I and DOI II; Ir. Tjetjep and Ir. Bambang Waluyono will coordinate.)
- USAID and ABLN representatives of DOI I and II will go to each province and explain procedures to project managers. (Ir. Gunawan Widjaya and Dr. Wayan Suyadnya)
- Development projects list (DIP) revision will be adjusted to the procurement schedule by June 1. (Project/DGWRD)
 - Ir. Bambang Waluyono
 - Ir. Tjetjep Sudjana
 - All project managers for surface water and groundwater
 - TA provincial staff
- Request for reimbursement for completed activities by project. Outstanding reimbursements must be submitted by April 1. (ABLN, Dr. Wayan Suyadnya, Dr. Sarwedi will coordinate with project managers to send requests to USAID.)

- Commitment PILs will be attached to every request for reimbursement/disbursement through the Bank of Indonesia (BI). (ABLN, Dr. Wayan Suyadnya, Dr. Sarwedi will coordinate.)
- Supporting documents including project manager's and contractor's certifications for reimbursement and disbursement will be submitted to USAID with cover letter supplied by authorized BI signatory.

3.6 Training

3.6.1 Next Steps

- Hold a meeting to resolve issues of graduate placement (those sponsored by SSIMP) back into the project by April 1. (Wayne Bougas will take lead, Ir. Rubini, Ir. Habibuddin Sinabur, Dr. Hudadi.)
- Finalize the training plan by March 30. (Wayne Bougas, Ir. Habibuddin Sinabur)

3.6.2 Additional Next Steps

- A draft workshop report will be completed by February 23. (Steve Joyce)
- ISPAN will fax draft report to USAID by February 28.
- A calendar of all next steps from the Third Implementation Workshop will be completed before February 28 to introduce at the March 1 quarterly meeting. (ISPAN will fax back to USAID and Suzanne Siskel will coordinate with the Secretariat.)
- The "relationship chart" introduced at the workshop will be clarified by March 1. (Ir. Tjetjep Sudjana, Ir. Bambang Waloyano, Ir. Mashudi, Jeff Frey, and Ir. Trie Mulat; Ir. Mashudi will serve as coordinator for this effort.)
- The following individuals will serve as a "SSIMP Workshop Report Committee": Ir. Mashudi, Jeff Frey, and Suzanne Siskel.

3.7 Summary

Table 1 displays the agreements reached at the workshop, designated responsible parties and due dates for each follow-up action.

TABLE 1

Workshop Agreements —Schedule of Specific Actions

<u>Agreement</u>	<u>Responsible Party</u>	<u>Due Date</u>
		<u>February</u>
● All schedules for surface water activities made consistent.	Harza/Dennis MacCandless	20
● Draft workshop report completed and faxed to USAID	ISPAN/Steve Joyce	28
● Cover letter to DGWRD with final version of outcomes of USAID Director's Implementation Review of SSIMP.	USAID/Herb Blank	28
		<u>March</u>
● Detailed province-level plans for groundwater activities finalized.	DOI-II/Wahyu Hartomo	1
● SSIMP coordinator and key players meet.	DPP/Trie Mulat	1
● Clarification of chart showing relationships among GOI, USAID, OECF and TA teams.	DOI-I/Bambang Waluyono Mashudi DOI-II/Tjetjep Sudjana DPP/Trie Mulat Harza/Jeff Frey	2
● FAR system criteria manual developed for post audit.	DOI-II/Director (groundwater).	7
● Draft workshop report finalized.	DPP/Trie Mulat DOI-I/Mashudi Harza/Jeff Frey USAID/Suzanne Siskel	15
● FAR System cleared by DGWRD and BAPPENAS.	DOI-II/Wahyu Hartomo assisted by DOI-I/Mashudi	15
● NTT quarterly inter-agency coordination meeting.	PRIS/Heru Marsudi	15
● SulSel quarterly interagency coordination meeting held.	BAPPEDA TK-I/Sayadi	16

● NTB quarterly interagency coordination meeting held.	PRIS/Saleh	21
● Training plan finalized.	USAID/Joes Oemarhamzah DIKLAT/Habibuddin HARZA/Wayne Bougas	30
● USAID and DOI-I and II staff trips to each province to explain financial procedures	USAID/Gunawan Widjaja DOI-I/Wayan Suyadnya DOI-II/?	March/April

April

● Clearance received to use local consultants for groundwater.	DOI-II/Director (briefed by Tjetjep Sudjana) to discuss with BAPPENAS and MOF.	1
● Replacement of signatory powers who will retire.	DGWRD, coordinated by DOI-I/Wayan Suyadnya.	1
● Requests for reimbursement submitted for completed activities.	DOI-I/Wayan Suyadnya DOI-I/Sarwedi	1
● Meeting held to resolve placement of returnees from SSIMP overseas participant training.	DIKLAT/Habibuddin DOI-I/Rubini DOI-II/Hudadi Harza/Wayne Bougas USAID/Joes Oemarhamzah	1 1
● Letter drafted clarifying roles and responsibilities of authorized signatories and of DGWRD-Jakarta for policy and programming and of provinces for project implementation.	DOI-I/Bambang Waluyono DOI-II/Tjetjep Sudjana	15
● Guidelines developed for farmer participation (groundwater).	P2AT-NTT/Ismara Sihombing Harza/Martin Wright	30
● Guidelines for site selection (groundwater) finalized.	HARZA/Sukardi, Martin Wright	30

May

- Standard design established for well and distribution systems (groundwater). Harza/Martin Wright 1
P2AT-NTB/Kadarisman
P2AT-SulSel/Sutedjo
P2AT-NTT/I. Sihombing
- Detailed implementation schedules completed for each project (surface water). NTB/W. Schoenleber 1
Wahyu Djoko
SulSel/D. McCandless,
Soeprapto
- Letter submitted to USAID Director re: separate contracts for dam construction and irrigation systems (surface water). DOI-I/Bambang Waluyono 1
Harza/Jeff Frey
- Evaluation criteria for tendering process completed (surface water). USAID/Gunawan Widjaja 30
DOI-I/Binlak

June

- Decision made on using WUAOs for groundwater. DOI-II/Director (briefed by Tjetjep Sudjana) 1
- DIP revisions adjusted to procurement schedules. DOI-I/Bambang Waluyono 1
DOI-II/Tjetjep Sudjana
All provinces/TA team and all surface and groundwater project managers
- Meeting held between DOI-II, USAID, and TA on developing WUAO for groundwater. DOI-II/Tjetjep 16

November

- Project progress review report completed for submitting to USAID Director and DG. DOI-I/Mashudi, 30
Bambang Waluyono
DOI-II/Tjetjep Sudjana
DPP/Trie Mulat

APPENDIX A

Workshop Participants

APPENDIX A

Workshop Participants

Directorate General of Water Resources Development (DGWRD)

Ir. Koesdaryono	Assistant Director General/SSIMP Coordinator
Ir. Habibuddin Simabur, Dipl. HE	Head of Education and Training Division (DikLat)
Yulia Umboh, BA	DikLat
Ir. Chafido, MSc.	DikLat (Workshop Committee)
Drs. Suyono	DikLat " "
Ahmad Loga, SH	DikLat " "
Aca Ditamihardja, BE	DikLat " "
Nurwahid	DikLat " "

Directorate of Planning and Programming (DPP)

Ir. Trie Mulat Sunarjo, M.Eng	Head of Subdirectorate of Project Evaluation (EvPro)
Ir. Budi Santoso, Dipl. HE	Head of Agriculture and Environment Section (EvPro)
Ir. Ngajiono	Staff, Agriculture and Environment Section (EvPro)
Drs. Ch. Nasri	Head of Subdirectorate of Cross- sectoral Coordination (KLS)
Ir. M. Amron	Head of Communication and Transmigration Section (KLS)
Drs. Dhono Bantolo	Head of Bilateral Assistance Section, Subdirectorate of Foreign Aid Administration (ABLN)
Drs. Bambang Prayitno	Staff of Bilateral Assistance Section (ABLN)

Directorate of Irrigation I (DOI I)

Ir. Mashudi, Dipl. HE	Head of Subdirectorate of Technical Planning (CanTek)
Ir. Totong	Head of Technical Planning Section II (CanTek)
Ir. Setio	Staff of Technical Planning Section II (CanTek)
Ir. Bambang Waluyono	Head of Subdirectorate of Construction Management, Eastern Area (BinLak Timur)

Ir. Geovani Wiyarto	Head of Region II for NTB projects (BinLak Timur)
Ir. Alfa Tampubolon	Staff, Region II for NTB Projects
Ir. Prabowo	Head of Region III for SulSel Projects (BinLak Timur)
Ir. Supriono	Staff, Region III for SulSel Projects (BinLak Timur)
Drs. Wayan Suyadnya	Head of Foreign Aid Administration Subdivision (ABLN)
Ir. Sukarso Djuanedi	Head of Tertiary and Rural Irrigation Development Section, Subdirectorate of O&M Management

Directorate of Irrigation II (DOI II)

Ir. Tjetjep Sudjana	Head of Subdirectorate of Groundwater Development (PAT)
Ir. Wahyu Hartomo	Head of Construction Preparation Section

Directorate of Logistics

Ir. Waluyo Utomo	Head of Administrative Division
Drs. Rasyid Redha	Head of SubDirectorate of Services Procurement

Bureau of Planning (Ministry of Public Works)

Drs. Sudirman, ME	Cross-sectoral and Regional Coordination Division
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Nusa Tenggara Barat (NTB)

Ir. Gatot Sunaryo	Head of Provincial Public Works
Ir. M. Saleh	Head of Provincial Irrigation Service (PRIS)
Ir. Paridjoto	Head of Provincial Irrigation O&M Subdivision
Ir. Wahyu Djoko Marjanto, MSc.	SSIMP Coordinator
Ir. Gde Sudanta	Sub-Project Manager for Embung
Ir. Danang Djojo	Sub-Project Manager for Kalimantanong
Ir. Pudji Hastowo	Sub-Project Manager for South Lombok
Ir. A. Astuti	Technical Assistant, Groundwater Development Project (P2AT)
Ir. Kadarisman	Sub-Project Manager for P2AT Sumbawa
Drs. Abubakar	Provincial BAPPEDA
Ir. Moedjiono	Provincial Agricultural Service

Nusa Tenggara Timur

Ir. Heru Marsudi
Ir. Ismara Sihombing

Head of Provincial Irrigation Service
Head of P2AT

Sulawesi Selatan

Ir. Syamsul Arida
Drs. Abdul Wahab

Project Manager, SSIMP
Head of Administrative Division,
SSIMP

Ir. Soeprapto, M.S.
Ir. Suwarno HP

SSIMP Staff (Awo Project)
SSIMP Staff (Surface Water Project
Design)

Ir. Soetedjo
Drs. Said Fatah
Ir. Radjagaoe A. Basir

Head of P2AT
O&M Subdivision (PRIS)
Head, Food Crops, Provincial
Agricultural Service
Provincial BAPPEDA

Sayadi, BAE

Faciliators

Steven Joyce
Wayne Bougas
Sofyan Lubis

ISPAN
Harza
LP3ES

USAID

Marcus Winter

Chief, Agriculture and Rural
Development Office (ARD)

Dr. Herbert Blank
Suzanne E. Siskel
Ir. Gunawan Widjaya
Ir. Joes Oemarhamzah
Ir. Irwan Suryadi
Richard Albores
Paula Lumowa

Project Officer, SSIMP
Consultant, SSIMP
Staff
Staff
Staff
Office of Finance (FIN)
Staff (FIN)

OECD

Hisao Tanimoto
Lyla

Senior Representative
Staff

Harza

Jeffery Frey
Ir. Terry Harianto
W.J. Schoenleber
Ir. Sukardi
Donald Adolphson
Martin Wright
Dennis MacCandless
Dr. Carol Hetler

Chief of Party (Jakarta)
Operations Coordinator (Jakarta)
Team Leader (NTB)
Hydrogeologist
Team Leader (NTT)
Agriculturalist (NTT)
Team Leader (SulSel)
Social Scientist (SulSel)

LP3ES

Syafril Salim

Irrigation division

Secretariate

Deece
Daisy Hartikti
Ida Farida, BSc.
Anneke Umboh
Sriati
Endang Maryanto

Harza
Harza
DPP
DGWRD
DGWRI
DGWRD

APPENDIX B

Participant Expectations

APPENDIX B

Participant Expectations

- Program for Special Studies
- Sequence of the project and function of management with regard to:
 - planning
 - organizing
 - executing/actuating
 - controlling
- Clarify authority for each party and roles/responsibilities at each level
- Schedule for project implementation in each province
- To present project problems which affect project delay and solve the problems proactively
- To inventory what has been achieved in previous period
- How to simplify the bureaucracy (procedures and procurement implementation; clarify time limitations, speed up implementation) and overcome constraints of the past
- Reports/decisions to resolve surface water project continuation or termination
- To improve coordination among participating agencies
- Recommend change based on needs of development
- To establish clear relationship between us (G01, OECF, USAID)
- Develop formal system of evaluation for all project components
- A clear statement of goals, resource needs and roles/responsibilities in implementing the groundwater program and clarification of surface water-groundwater relationships at province
- Clarify goals/objectives of project
- To reschedule project to finish point (1993) with clear targets for remaining period
- What are project priorities? Can we get enough financial support?
- To produce special documents for Director General
- Some agreement on initiating WUAO program

APPENDIX C

Issue Area and Planning Discussion Guidelines

APPENDIX C

Issue Area and Planning Discussion Guidelines

Coordination Structure

- How should coordination of key players be handled:
 - Who are the key players?
 - What should their relationship be to one another?
 - What steps should they take to better coordinate?
 - What should be the purpose of coordinating meetings?
- How should central management coordinate with DOI I and DOI II?
- What should be central management roles/responsibilities of key players?
 - Bina Program
 - Jeffery Frey, Harza Chief of Party
 - Herb Blank/Suzanne Siskel, USAID
- What is an appropriate approach to project decision-making?
 - At the sub-project level
 - At the province level
 - At central ministry level
- How can the management role at the province level be strengthened
- What is the appropriate role of TA team at province level at sub-project level?
- Identify lessons learned related to coordination/management of SSIMP
- How can donor coordination be strengthened?
 - At the provincial level
 - At central level

Implementation Systems

- What is an appropriate system for monitoring in SSIMP?
 - What is meant by project monitoring?
 - Who is responsible for project monitoring?
 - How and when will site profiles be used in project monitoring?

- What is an appropriate system for evaluation in SSIMP?

- What is an appropriate project reporting system in SSIMP?
 - Flow of information/feedback
 - center to province
 - province to center

 - Among the three parties

- What do we need to do to strengthen communication in SSIMP?

- What is an appropriate system for budget collaboration?

- Identify lessons learned.

Implementation Procedures

- Identify key differences between GOI, OECF, and USAID procedures?
- Determine ways to improve procurement, reimbursement, and disbursement:
 - How can the current system be revised to better support the project?
 - What are reasonable timetables?
 - Who is responsible for specific actions?
 - PU center
 - Bank of Indonesia (BI)
 - USAID
- Who should have signatory powers?
 - PU center
 - PU province
- Who is responsible for the tendering process at:
 - sub-project level
 - provincial level
 - central level
 - at USAID
- Identify other tendering issues. (Clarify "open competition.")
- How can procedures be more decentralized? (First define decentralization.)

Groundwater Development

Consider the following questions in your planning:

- In what ways can exploration pilot schemes and expansion be carried out concurrently?
- How should the project determine:
 - Who should do the field surveys—P2AT or consultants?
 - Should force accounts or contractors be used for the installation of the distribution systems?
 - How involved should the farmers be in the construction of their systems?
- Should local firms with drilling rigs be contracted to expedite the drilling of exploration/development wells? How should they be identified?
- What are realistic groundwater development targets?
- Is a WUAO program needed for groundwater? What should be the role of WUAOs? How should they be provided?
- How can cooperation be strengthened among members of WUAs?
- How should O&M policy be implemented? How should payment be recovered?
- How should site profiles be carried out?
 - What needs to be included in site profiles, and how should this information be used?
- What special studies should be carried out in the coming year?
- How should site selection of wells be determined?
 - technical
 - socioeconomic

Surface Irrigation System

Consider the following issues/questions in your planning:

- How can PU staff be assisted in developing reservoir operations and maintenance procedures?
- How will the province PU support project implementation during construction and during O&M?
- How can the tertiary designs be developed in collaboration with the beneficiaries?
- Where are material resources lacking?
- How can PU staff be assisted in developing main-system management procedures in support of palawija production? Other crop production?
- Who should pay O&M costs? How should these costs be recovered?
- How can a smooth transition be made from design to construction, and construction to O&M within the PU organization?
- How should site profiles be carried out?
 - What needs to be included in site profiles?
 - How should the information be used?

APPENDIX D

SSIMP Coordination

APPENDIX D

SSIMP Coordination

COORDINATION STRUCTURE

I. At Central Level / PU / DGWRD

1. Coordinator: Director DPP

2. Key Players:

DOI I	DOI II	DOL	DPP	USAID/ OECF TA	SEKDIJ JEW	OTHERS
CANTEK	PAT	BAG TU	ABLH	SSIMP	DIKLAT AIR	RO CAN RO KLN
BIHLAK TIM. ABLH EP	ABLH	ABLH	KLS EVPRO	HARZA JAP. TA		RO BSP OTHER DEPTS
PRIS/PROJECT if required	PRIS/PROJECT					

3. Secretariat: Coordinator staff

4. Working Group: USAID
TA
Coordinator staff

5. Subject (Material): Presentation/status update
Coordination problems
Problems that cannot be resolved by key players

6. Status / roles:

Coordinator: Information, coordination, consultative (Informatif,
koordinatif, konsultatif)
- not management

Key Players: Executive (excutfif), responsible, authority
- project implementation

7. Coordination for SSIMP has been on going and has served as the major
problem solving mechanism for the project.

8. Lessons Learned:

- Original plan to hold monthly meetings achieved
- Too many issues attempted
- Agenda not well prepared
- Participants always changing
- No follow-up
- Need strong coordination

9. Steps For Improvement:

- Quarterly Meeting (Plenary) of all key players and additional meetings if important needs arise
- Monthly meetings of working group
- Members of working group meet to report to coordinator & key players concerned
- Secretariat/TA prepare agenda for plenary & monthly meetings
- Key players should appoint fixed representatives to attend meetings
- Secretariat monitors follow-up actions by all key players

10. Immediate Next Step:

By March 1, SAMAIR (Assistant DG) or DPP coordinator and key players will meet to introduce new coordination structures & designate representatives.

II. At Provincial Level

1. Coordinator : BAPPEDA,

2. Key Players :

	DPU		PEMDA		PERTANIAN	BPN
	PRIS	PU Kab	TK I		TAN. PANGAN	TK I
	Pimpro	Seksi	(KSS II)			
			BAPPEDA			
	TA	AIR	TK II			

Kabupaten representation if required

3. Secretariat : PRIS
Project <-> TA as working team

4. Subject :

- Presentation/status update
- Problems that cannot be resolved at project level

5. Lessons Learned: ● Coordination meetings initiated
 ● Different levels of understanding among participants
 ● Need clear information
6. Steps for improvement: ● Improvement of mechanism information on vertical and horizontal level
 ● Result of province-level meetings should be conveyed to central level & results of central-level meetings should be conveyed to Province by TA
7. Immediate next step: ● Arrange inter-sectoral coordination meeting for:
- NTT : by March 15 by Ir. Heru Marsudi (PRIS)
 SULSEL : by March 16 by Bpk. Sayadi (Bappeda)
 NTB : by March 21 by Ir. Saleh (PRIS)

III. Central Level

(For Intersectoral Coordination as Needed)

1. Coordinator : BAPPENAS
- e.g.: USAID/TA PU/DGWRD MOA/DGFCFA BPN MOHA BAPPEDA TK.I
 OTHERS
2. Subject : Intersectoral Coordination
 Policy
 Donor Agency Coordination

IV. Donor Coordination (DGWRD)

1. Coordinator : DPP
2. Key Players : Donors DGWRD DEP PU
- ADB - USAID - ABLN - KLN
 - WB - OECF
 - EEC - CIDA
 - FAO/UNDP - BELANDA
 - AIDAB
 etc.

**Members of Group on
Coordination Structure**

-	Province	:	NTT NTB SULSEL	Heru Marsudi Abu Bakar Sayadi R.A. Basir Carol Hetler
-	DEPT. PU	:	PLANNING: DGWRD	Sudirman - Trie Mulat S - Dhono Bantolo - Budi Santoso - M. Amron - CH.87 Ngajiono - Bambang Prayitno
	USAID	:	SSIMP	- Suzanne Siskel
	TA	:	Harza	- Jeffrey Frey

APPENDIX E

Implementation Procedures

APPENDIX E

Implementation Procedures

A. Consulting Services

* Agreement

(Rp 10 ⁶)	0	20	±180	1000	3000
Tender:	3 pembeding	LCB Tender		ICB Tender	
Approval:	Project USAID	Project USAID		DG USAID	PU Minister USAID
					MPU with Ekuin recommendation USAID

* Next steps (1990/1991)

Project	Est. Cost (Rp. 10 ⁶)	Mode of Procurement	Advertise
1. Ponre-Ponre	400	ICB	} in CBD &
2. Salomekko	365	ICB	} Indonesia
3. Selli-Coppobulu	380	ICB	}
4. Gapit	180	LCB	} in the
5. Batujai Kiri	100	LCB	} province

B. Construction Services

* Agreement

	0	20	500	± 900	1000	3000
Tender:	3 firms	LCB	LCB	ICB	ICB	ICB
App:	Project USAID	Project USAID	DG USAID	DG USAID	MPU USAID	EKUIN USAID

* Next step:

- | | | | | | |
|----------------------------------|---|---------|--|-----|-------------------------|
| 1. Access Road & Buildings | : | < 500 | | LCB | Adv. in province |
| 2. Headworks & Irrigation System | : | > 1.000 | | ICB | Adv. in CBD & Indonesia |

* Agreement

	20	± 180	500	1000	3000	
Tender:	3 firms	LCB	ICB	ICB	ICB	ICB
App.	Project USAID	Project USAID	Project USAID	DG USAID	MPU USAID	EKUIW USAID

* Next step:

Stand. of Documents

- A PQ Document (already completed)
PQ Criteria (already completed)
PQ Report (already completed)
- B Tender Document (already completed vol 1 and 2)
Evaluation Criteria (Gunawan, Binlak will complete by May 30)
Evaluation Report

Next step:

1. DGWRD & USAID assisted by TA Consultant to prepare the standard documents

SUMMARY

I C B

PQ - Tendering Doc	7,5
Tendering	11,5
Contract	5
	<hr/> 24 month

L C B

- BUMN	+ BUMN
15.5 months	17.5 months

REASONABLE TIME
LCB < US \$ 500,000)

PQ for Buildings Roads (Preliminary works)

● Submission of PQ doc	: 0.5
● Evaluation	: 0.5
● Approval : DOI	: 0.5
USAID	: 1.0/3.0
	<hr/> 2.5/4.5 Months

Tendering for Buildings Roads (Preliminary works (Rp 900 x 10 - US \$ 500,000)

● Inv	: 0.5
● Subm of bid	: 2.0
● Evaluation	: 1.0
● Approval	: 1.5 (DGWRD)
	: 2.0 (USAID)
● Award	: 1.0
	<hr/> 8 months

Contract	5 -"-
	<hr/> 15.5/17.5 (+ BUMN)

Prefinancing Payment

1.	Payment Request (contract)	0.5 month	contract
2.	Approval-(SPP)	0.5 month	project
3.	Dit TUA	0.5 month	Dit Tua
4.	Transfer of fund BI contract	0.5 month	BI
		<hr/>	
		2.0	
5.	Application for Reimbursement	0.5 month	Project
		0.5 month	B.I.
6.	Reimbursement process	1.0 month	USAID
		<hr/>	
		2.0	

Direct Payment

1.	Payment Request	0.5 month	Contractor
2.	Approval (Application Form)	0.5 month	Project
3.	Application Process	0.5 month	B.I.
4.	Process	1.0 month	USAID
5.	Transfer of Fund	0.5 month	Banks
		<hr/>	
		3.0 month	

Next Steps:

1. Signatory Powers for provincial level (DGWRD/ABLN will check on status. Decision by March 1).
2. Request for reimbursement for completed activities by project. (ABLN/Wayan will coordinate with project managers, to send request to USAID).
3. PIL Commitment should be attached to BI (ABLN/Wayan will coordinate.)
4. Supporting documents, including project manager's and contractor's certifications for reimbursement and disbursement will be submitted to USAID with cover letter supplied by authorized BI signatory.

Signatory Powers

Current list:

Center: Ir. KUSDARYONO (Coordinator)
Ir. Martono
Ir. Sunarno
Ir. Sakdoen

Provincial: Ir. Yantahin - SulSel
Ir. Masnun - NTB
Ir. Sihombing - NTT

Next steps:

1. Clarify the authority of Signatory Powers at each level and project managers DGWRD/DOI I by April 15.
2. Request changes to signatory list due to personnel changes.

Decentralization: Definition

- To give more authority and responsibility to PRIS
- Procurement process done by Project except:
 - PQ for ICB
 - Tender for big structure-dams
 - Implementation of project activities fully done by project
 - Program and policy by center PU

Next steps:

1. Clarify the task of PU center for policy and programming, and project for implementation. (DOI I and II will complete clarification by April 15.)
2. To make all of Centre and Project staff concerned familiar with GOI and USAID regulations and guidelines.

Recommendation

1. USAID person and ABLN person of DOI I and II go to each province and explain procedures to project managers. (This recommendation activated Thursday evening of workshop. Next steps identified at this evening session.)

Reasonable Time (Months)

(Maximum)	Responsible	ICB		LCB		LCB (a))
		> 3 billion \$p.	3.0-1.0 billion \$p.	1.0-0.9 billion \$p.	0.9-0.5 billion \$p.	
PQ						
Adv. of PQ	USAID, Project					
Submission of PQ Dec. :	Contractors	2.5 months	2.5 months	2.5 months	0.5 month	0.5 month
Evaluation	Committee Project and DCWTD	1.0 month	1.0 month	1.0 month	0.5 month	0.5 month
Approval of Qual. Const./short list	DCWTD	1.0 month	1.0 month	1.0 month	0.5 month	-
	USAID	1.0/3.0 months				
		<u>5.5/7.5 months</u>	<u>5.5/7.5 months</u>	<u>5.5/7.5 months</u>	<u>2.5/4.5 months</u>	<u>2.0/4.0 months</u>
a) 5.5 without EVID 7.5 with EVID						

Tender Document:

Preparation and Printing	Project	1.5 months				
Approval	DCWTD	1.0 month	1.0 month	1.0 month	0.5 month	
	USAID	2.0 month	2.0 months	2.0 months	2.0 months	2.0 months
		<u>4.5 months</u>				

Tendering :

Major Construction

Invitation	Committee, Project	0.5 month	0.5 month	0.5 month	0.5 month	0.5 month
Submission of Bid	Project, Contractors	3.0 months	0.3 months	0.3 months	2.0 months	2.0 months
Evaluation, Reports	Committee, Project	1.0 month	1.0 month	1.0 month	1.0 month	1.0 month
Approval	DCWTD	2.0 months	2.0 months	1.5 month	1.5 month	-
	Ministry (include EVID recommendation)	2.0 months	1.0 month	-	-	-
(Informal approval process occur concurrently)	USAID	2.0 months	2.0 months	2.0 months	2.0 months	2.0 months
Award	Project	1.0 month	1.0 month	1.0 month	1.0 month	0.5 month
		<u>11.5 months</u>	<u>10.5 months</u>	<u>9.5 months</u>	<u>8.0 months</u>	<u>6.0 months</u>

Contract		ICB	ICB	ICB	LCB	LCB #)
		> 3 billion Rp.	3.0-1.0 billion Rp.	1.0-0.9 billion Rp.	0.9-0.5 billion Rp.	< 0.5 billion Rp.
Draft Contract	Project, Construction	1.0 month	1.0 month	1.0 month	1.0 month	1.0 month
Approval	USAID	2.0 months	2.0 months	2.0 months	2.0 months	2.0 months
Signing	Project, Construction	0.5 month	0.5 month	0.5 month	0.5 month	0.5 month
Form 2 Bappenas	Project, Bappenas	0.5 month	0.5 month	0.5 month	0.5 month	0.5 month
Commitment PII	Project, USAID	1.0 month	1.0 month	1.0 month	1.0 month	1.0 month
Notice to Proceed	Project	0.5 month	0.5 month	0.5 month	0.5 month	0.5 month
		5 months	5 months	5 months	5 months	5 months
Total Times (months)		22/24	21/23	20/22	15.5/17.5	13.5/15.5

es) Pelaksanaan sesuai Kepres 29/84

e) Next Step: - DIP preparation should be adjusted to the procurement schedule (Project BGVRD)

Responsible for Tendering

	Consultant	Construction	Goods
Subproject level	Proj. Manager	Proj. Manager	Proj. Manager
Project level			
Provincial level	-	-	-
Central level	Submit Cantek DOI I, DOI II	Submit Binalak DOI I, DOI II, PAT	Submit Jasa BDL Kabag TU DOI I Kabag TU DOI II
USAID level	Proj. Officer	Proj. Officer	Proj. Officer

Decentralization

Definition

- To give more authority and responsibility to PRIS
- Procurement process done by Project except: - PQ for ICB
- Tender for big structure - Buss
- Implementation of project activities fully done by project
- Programme and policy by center PU

PROCUREMENT PLAN

No.	KEGIATAN	PROYEK	DIREKTORAT	BAPPENAS		KETERANGAN
				USAID	DEP KU	
1.a.	Rencana Pengadaan - Packing - Spec. - Est. Eng					60 hari
b.	Penyiapan Tender Dokumen					7 hari (pengiriman ke Dit)
2.	Penelitian Dit./Pengajuan ke USAID					10-30 hari
3.	Penelitian USAID					14-30 hari
4.	Persetujuan USAID					7 hari
5.	Proses DUP/DIP					90 hari
6.	Permintaan PIL Earmark					7 hari
7.	Penerbitan PIL Earmark					7-21 hari
						202-252 hari

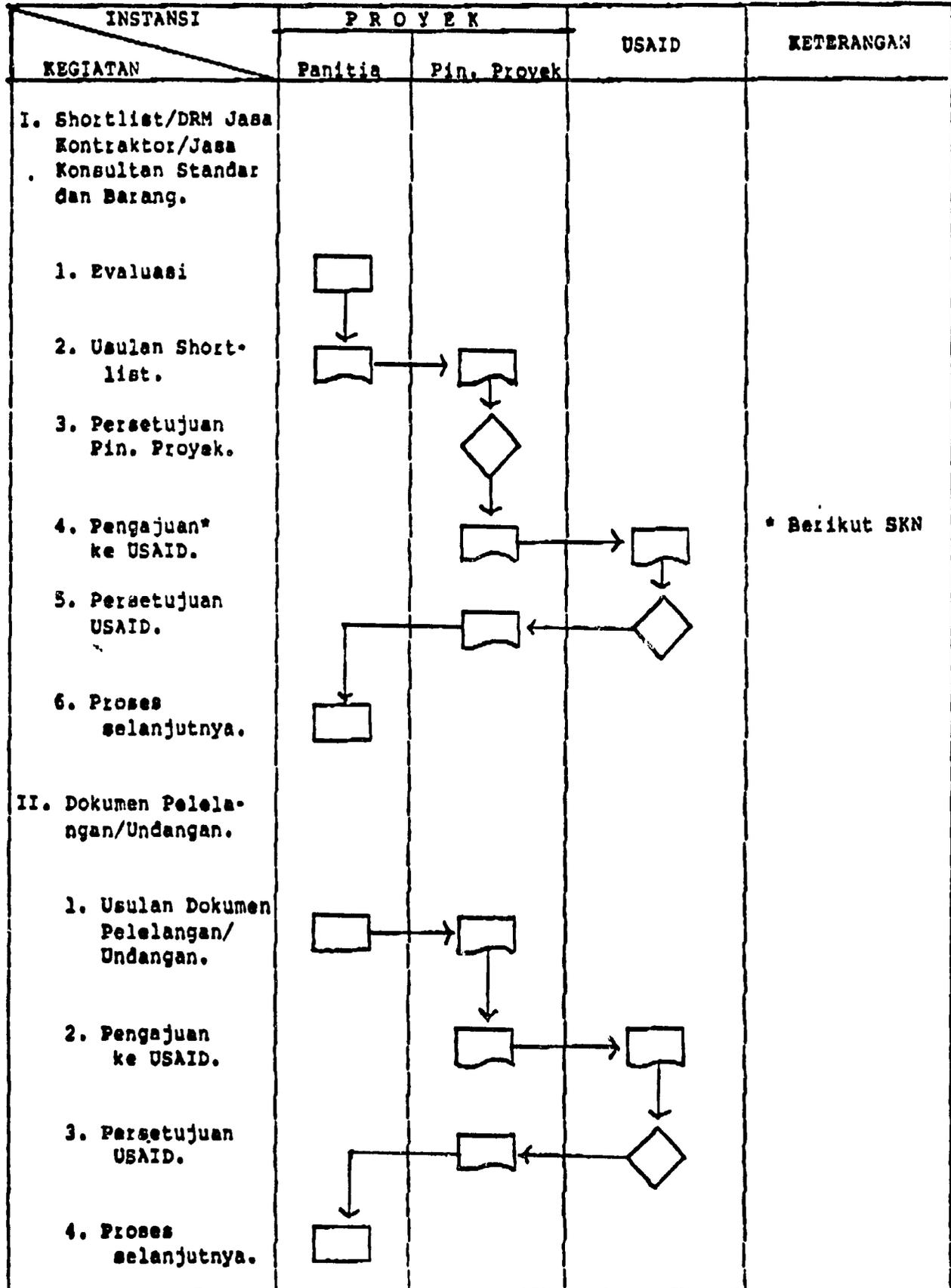
CATATAN:

- * PIL Earmark akan diterbitkan untuk semua kegiatan selama satu tahun anggaran.
- ** Jika nilai Kontrak < \$100,000, dan digunakan Pembiayaan Pendahuluan (PP), proses pengadaan dipakai prosedur Departemen.
- *** Untuk Fixed Amount Reimbursement (FAR), Earmark dan Commitment PIL digabung dan tidak tergantung dari besarnya Nilai Kontrak.

PROSES PERSETUJUAN DOKUMEN PRA PELELANGAN

Dengan Nilai:

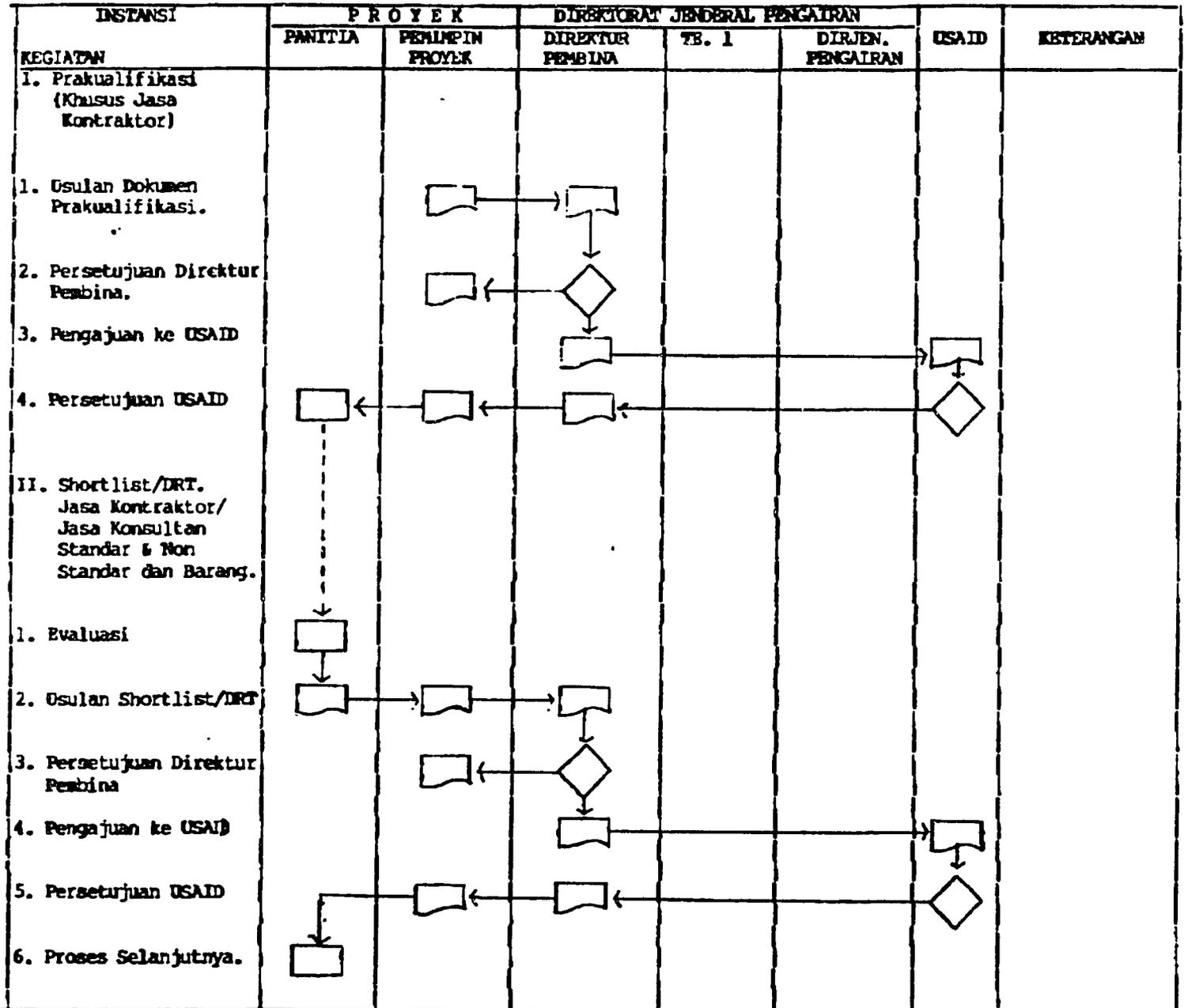
Kontraktor/Konsultan Standar dan Barang; dibawah Rp.500 juta.

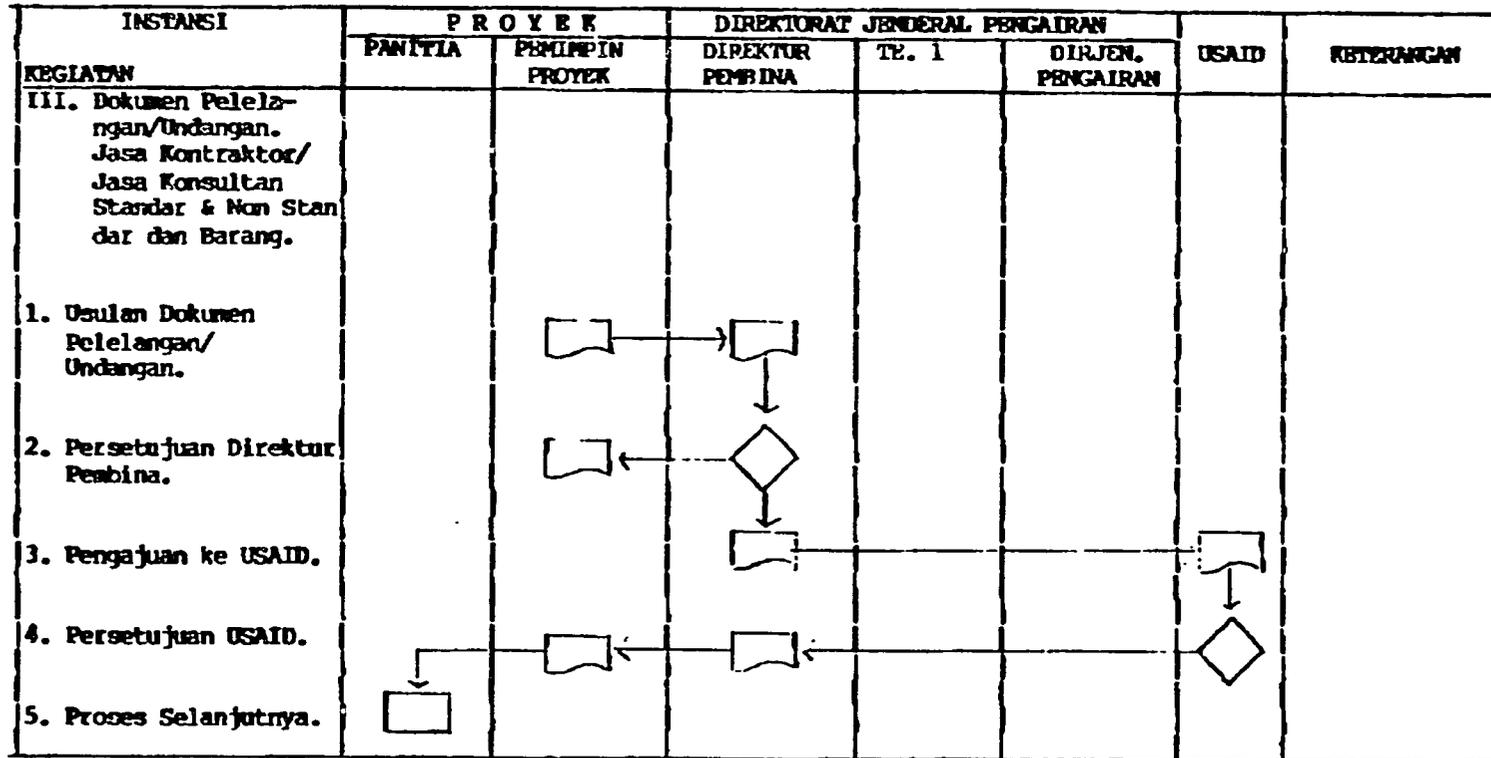


PROSES PERSetujuan DOKUMEN PRA PELELAKANAN

DENGAN NILAI
 KONTRAKTOR/KONSULTAN STANDAR DAN BARANG
 KONSULTAN NON STANDAR

:
 : Di atas Rp. 500 juta sampai dengan Rp. 1.000 juta
 : Di atas Rp. 200 juta sampai dengan Rp. 1.000 juta



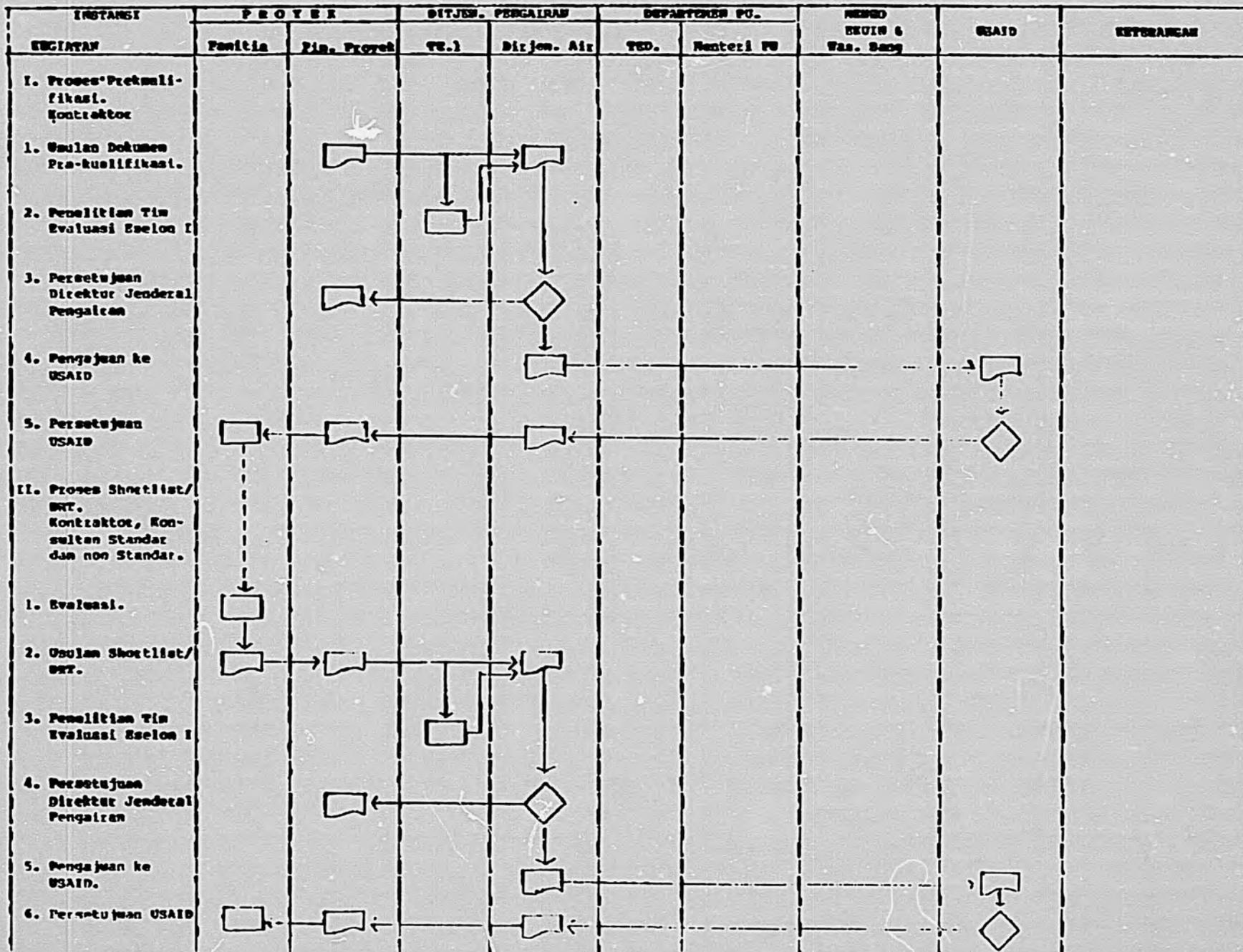


Keterangan:

- * Prosedur ini berlaku untuk:
- jasa kontraktor dengan nilai kontrak > \$100,000.00
 - jasa konsultan dengan nilai kontrak > \$100,000.00
 - barang dengan nilai kontrak > \$100,000.00
- dengan sistem pembayaran langsung oleh USAID.

**PROSES PERSetujuan DOKUMEN PRA PENGADAAN
JASA KONTRAKTOR, JASA KONSULTAN STANDAR & NON STANDAR & BARANG
DENGAN NILAI DI ATAS RP. 1.000.- JUTA**

60



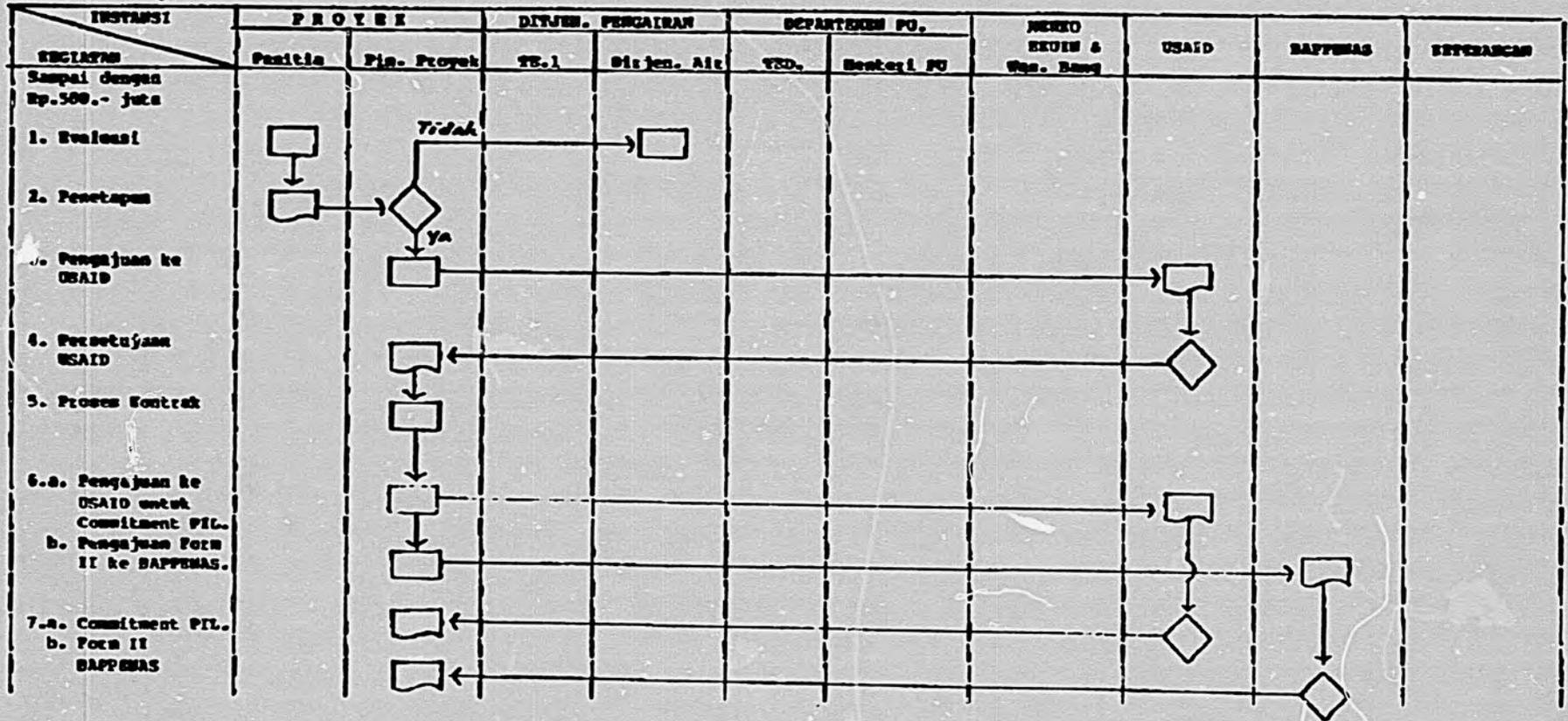
61

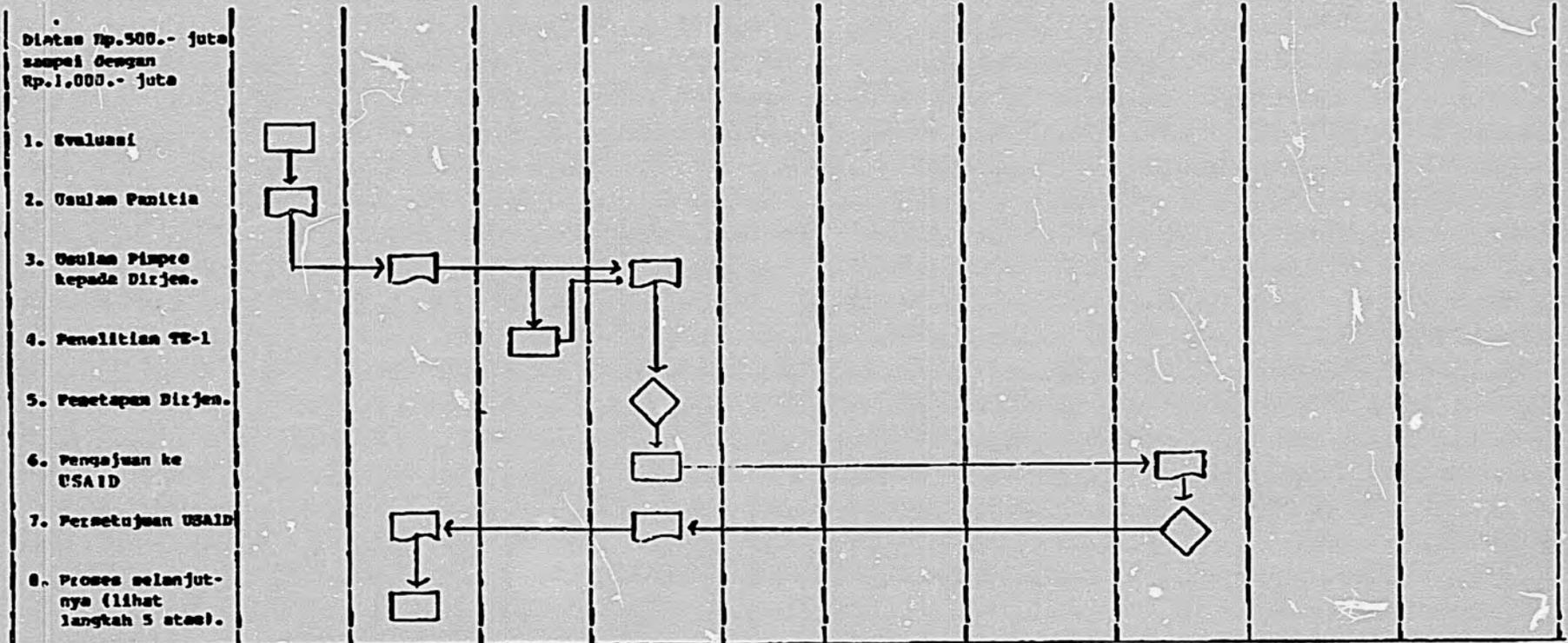
INSTANSI KEGIATAN	P R O Y E K		DITJEN. PENCAIRAN		DEPARTENES PU.		MEMBU BRUIN 6 Was. Basy	USAID	KETERANGAN
	Pemita	Pin. Proyek	TS.1	Dirjen. Air	TED.	Mensteri PU			
III. Proses Dokumen Pelelangan/ Undangan, Kontraktor, Konsultan Standar dan Non Standar. 1. Usulan Dokumen Pelelangan/ Undangan. 2. Penelitian Tim Kvalnasi Baslon 1 3. Persetujuan Direktur Jenderal Pengairan. 4. Pengaju-an ke USAID. 5. Persetujuan USAID 6. Proses Selanjutnya.									
<pre> graph TD subgraph "III. Proses Dokumen Pelelangan/ Undangan, Kontraktor, Konsultan Standar dan Non Standar." direction TB 1[1. Usulan Dokumen Pelelangan/ Undangan.] 2[2. Penelitian Tim Kvalnasi Baslon 1] 3{3. Persetujuan Direktur Jenderal Pengairan.} 4[4. Pengaju-an ke USAID.] 5{5. Persetujuan USAID} 6[6. Proses Selanjutnya.] end 1 --> TS1[TS.1] 1 --> Dirjen[Dirjen. Air] 2 --> TS1 2 --> Dirjen 3 --> Dirjen 3 --> USAID[USAID] 4 --> USAID 5 --> Dirjen 5 --> USAID 6 --> Dirjen 6 --> USAID </pre>									

Keterangan:

- Prosedur ini berlaku untuk: - jasa kontraktor dengan nilai kontrak > \$ 30,000.00
 - jasa konsultan dengan nilai kontrak > \$100,000.00
 - barang dengan nilai kontrak > \$100,000.00
- dengan sistem pembayaran langsung oleh USAID.

**PROSES PENETAPAN PERHANG PELELANGAN
JASA KONTRAKTOR, JASA KONSULTAN STANDAR DAN BARANG**

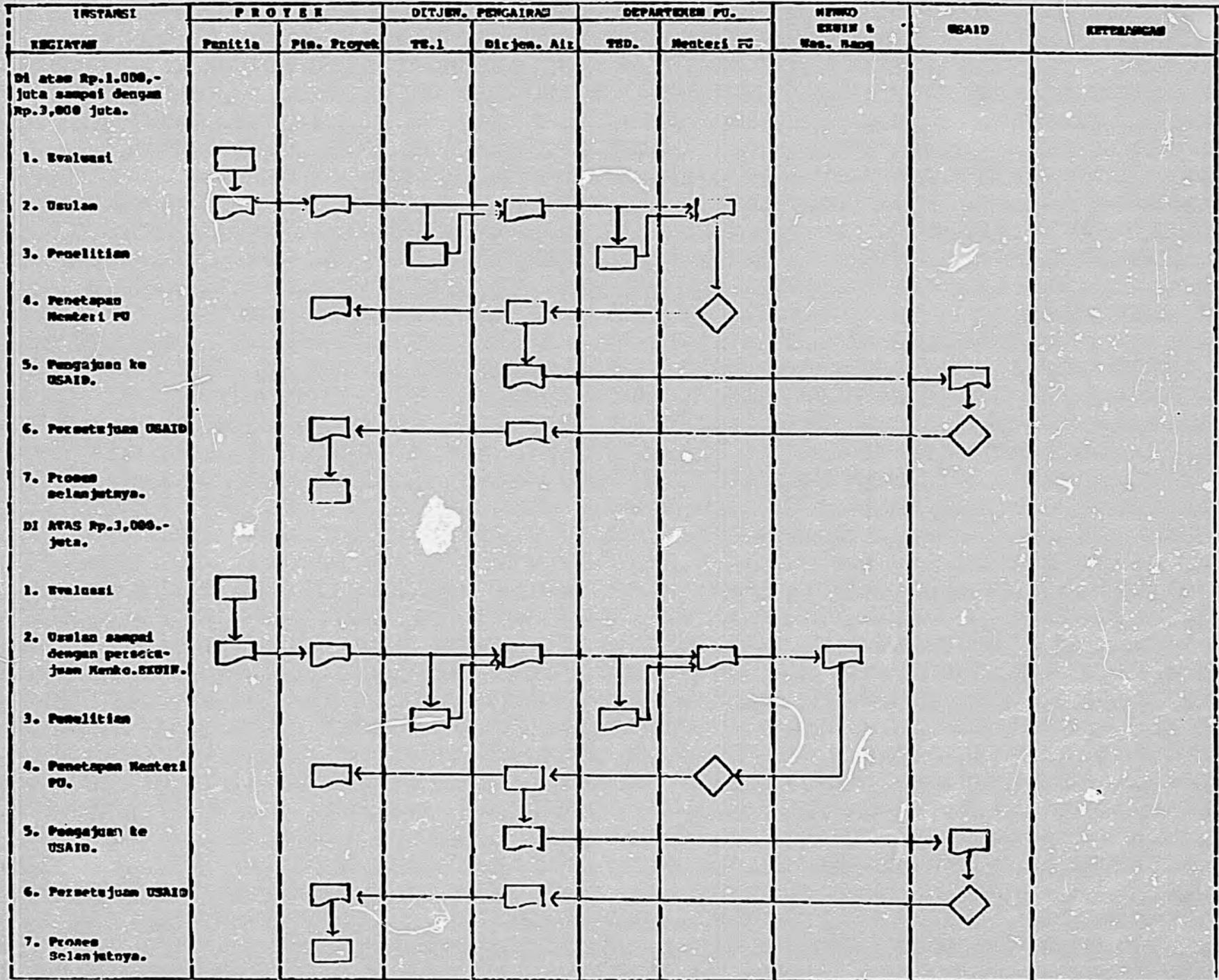


**Keterangan:**

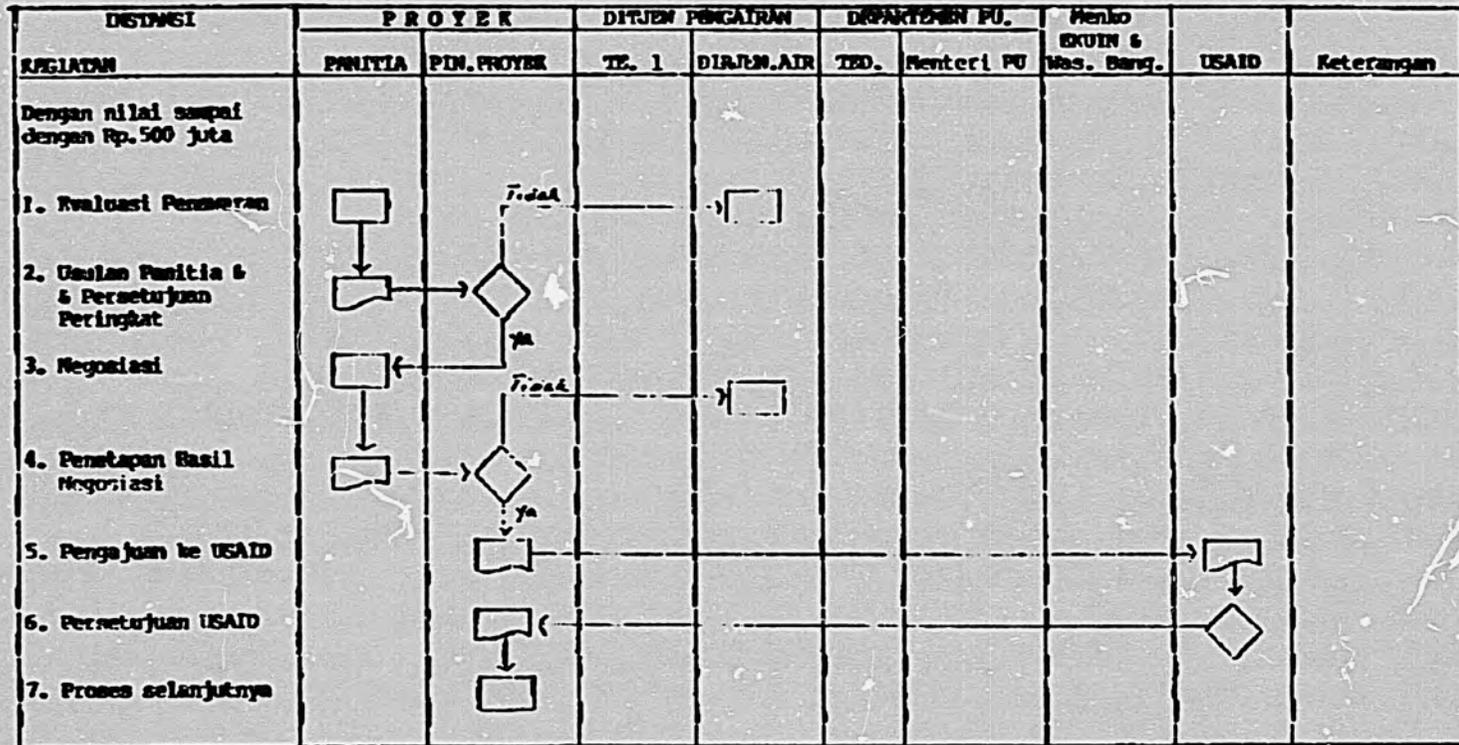
- Prosedur ini berlaku untuk: - jasa kontraktor dengan nilai kontrak \$100,000.00
- jasa konsultan dengan nilai kontrak \$100,000.00
- barang dengan nilai kontrak \$100,000.00

dengan sistem pembayaran langsung oleh USAID

**PROSES PENETAPAN PENANANG PELELANGAN
JASA KONTRAKTOR, JASA KONSULTAN STANDAR DAN RABANG**



**PROSES PENETAPAN PEMBANGUNAN
KONSULTAN NON STANDAR**



OECF Procedures

Consulting Service

- | | | |
|----|-----------------------------------|--------------------|
| 1. | S/L. TOR and Invitation letter | OECF Approval |
| 2. | Invitation to submit proposals | Tdk perlu approval |
| 3. | Evaluation of Proposal | -"- |
| 4. | Evaluation Report on Consultant's | OECF Approval |
| 5. | Contract Negotiation | Tdk perlu approval |
| 6. | Contract (Form No. 6) | OECF Approval |

Guidelines for Employment of Consultant shall be applied. (See Handbook, page 85.)

Procurement for Goods and Services

Categories

Including Foreign Currency Portion

Not including FCP
(Pure Local Currency Portion)

Guidelines

Guidelines for Procurement under OECF Loan (in principle ICB) (See Handbook page 101)

Procurement Rules and Regulations of the Borrower exceptable

If Estimated Contract Amount not less than 500 Mil. Yen (ICB & LCB)

- | | | |
|----|---|------------------|
| 1. | Procurement method (other than ICB and LCB) | OECF approval |
| 2. | P/Q Bidder | No OECF Approval |
| 3. | Result of P/Q | OECF approval |
| 4. | Tender | OECF approval |

5.	Evaluation of Proposal	No OECF approval (GOI approval)
6.	Proposal of Award	OECF approval
7.	Contract Negotiation	GOI approval
8.	Contract Signing	GOI approval
9.	Signed Contract	OECF Approval

If estimated Contract Amount less than 500 Mil. Yen:

A. ICB

E/A-BAPPENAS-OECF
Request for review
of contract (Form No. 2)

(no need for OECF approval).

1. P/Q
2. Result of P/Q
3. Tender
4. Evaluation of Proposal
5. Proposal of Award
6. Contract Negotiation
7. Contract Signing
8. Contract Award

B. LCB

E/A-BAPPENAS-OECF
submission of
notification of contract
(N.O.C).

- GOI approval
- " -
- " -
- " -
- " -
- " -
- " -
- OECF Approval

Contract

Foreign Currency Portion:

Items which are really imported portion shall be stated in yen or other international currencies. (Payment Method: Commitment Procedure)

Local Currency Portion:

Items which are locally procured shall be stated in Rupiah Currency (Payment Method: Transfer Procedure).

Note: Detailed design for Tiu Kulit Dam shall be reviewed by OECF and only offer OECF consent project/E/A may proceed the tendering.

- a. Existing data and information, formulation of groundwater irrigation development plan and project justification**
- b. Detailed design for groundwater irrigation development subproject shall be reviewed by OECF before beginning the next activities.**

APPENDIX F

Implementation Systems

APPENDIX F
IMPLEMENTATION SYSTEMS

I. Monitoring System

a. Monitoring involves the collection and analysis of data and information for evaluation purposes in order to undertake direct involvement (formulating, recommending & adjustments) in either planning or implementing.

b. GOI

-	DIR BPP	-	coordinating
-	DOI-I & II	-	program controlling
-	PRIS	-	project controlling

Donor

-	USAID/TA	-	coordinating
---	----------	---	--------------

c. How:

Making a comparison with baseline data and conditions at time of monitoring.

When:

During and after construction

II. The appropriate system is currently operating in DGWRD (INTAL, Monthly Reports, etc.)

The evaluation is carried out regularly based on:

- periodic reports (3 individual reports)
- annual meetings (DUP/DIP preparation)
- workshops (2-3 years), DIR, Mid-term etc.

III. Project Reporting System

a. At Provincial level

- Report on activities on quarterly basis
- Meetings on monthly basis (PU-PM/TA/LCs)

b. At Central level (including USAID)

- Regular meeting setup (agenda, participants, place, minutes, follow-up action)

- c. Design/review meetings at Provincial level; agenda to be submitted to central
- d. Action Status Report - updated monthly

IV. Communication Strengthening:

- Recommend confirmation of receipt of all letters & action within 2 weeks. (USAID, PRIS, Directorate)
- Telephone/Telex OK, but very expensive and will increase administration costs.
- Meeting schedule should be established & executed properly. (Minutes of meeting sent within 1 week; also Agenda prepared in advance by organizing party.)

V. Budget Collaboration:

- DUP is prepared by PRIS, assisted by TA, reviewed by USAID and DGWRD.
- DUP is submitted to Directorate. Changes should be discussed by all parties.
- DUP is prepared in June after satuan 2 received by project.
- Agreement on programs with USAID should be finished before September.

VI. Lessons learned:

- Relationship between DGWRD/USAID/PRIS & TA Team should be clarified soon after workshop. No final agreement reached on relationships between TA/PRIS/Projects, etc.

DGWRD: PROJECT MONITORING & EVALUATION SYSTEM

Presented by Ir. Trie Mulat Sunarjo
(INVESTMENT & BENEFIT)

PRIS to be trained in the following subjects:

- I. ● M & E
 - Data Collecting
 - Analysis
 - Evaluation
 - Follow-up Action
- Evaluation
 - Ex Ante Ev.
 - Concurrent Ev.
 - Ex Post Ev.
- Based on SK Sirjen
 - No. 71/KPTS/85 5 Mar 1985
 - Guideline and Manual - May, 1989

II. Log Frame and Indicator

			LEVEL
INPUT	RESOURCES	FINANCIAL	A
OUTPUT	IRR. STRUCTURE	PHYSICAL	
	BETTER WATER	REQUIRED	B
	SUPPLY/MGT		
EFFECT	INCREASE	YIELD	C
	PRODUCT/YIELD		
	INCREASE	FARM	D
	NET FARM	INCOME	
	INCOME		
IMPACT	INCREASE	- EDUCATION	E
	QUALITY OF LIFE	- HEALTH	
	INCREASE	- RESOURCES	F
	ENVIRONMENTAL	- FACILITIES	

III. Project Evaluation Information System (PEIS)

IV. Determine What, Who, When, How re: M&E

APPENDIX G

Summary of SSIMP Training Plan

APPENDIX G

Summary of SSIMP Training Plan

Training under SSIMP has been recognized as key element in the project. The principal goal of SSIMP training is to strengthen PRIS staff ability in SulSel, NTB, NTT to successfully manage local consultants and contractors selected to implement small scale irrigation projects.

Three types of personnel will be trained on the Provincial and District levels:

- 1) Sections Heads and Projects/Sub-project managers
- 2) Section Technical Staff members and
- 3) Other Administrative staff

Training for PRIS staff will be offered in four areas:

- 1) Technical Training (Surface and Groundwater)
 - Planning and Design
 - Construction
 - O&M
- 2) Project Management Skills
- 3) Project Monitoring and Evaluation
- 4) Personal Skill Development

Technical Training activities can be divided into two broad categories:

- 1) Formal (Classical) courses sponsored by DIKLAT and
- 2) On-the-Job Training.

On the Job Training (OJT) consists of the following types of training activities:

- 1) ISSP OJT Programs in Planning and Design, Construction Supervision, and Operation and Maintenance
- 2) In-House (TA Team) OJT
- 3) Counterpart OJT
- 4) Specialist Training
- 5) Field Trips

SSIMP will use ISSP OJT Training materials for its Planning and Design (PD), Construction Supervision (CS), and Operation and Maintenance (OM) training programs. ISSP materials will, however, be reviewed and adapted by the SSIMP TA team to make these general materials conform to local conditions and SSIMP specific project needs.

Instructors will be drawn from local PRIS Staff in NTB, SulSel, and NTT. Two training specialist from the TA team (Wiratman Associates) will also be assigned in NTB and SulSel to coordinate, organize, and actually conduct courses.

In-house training consists of short, one- or two-day lectures, workshops, or demonstration tied to practical field applications presented on-site by the TA team, PRIS staff, or returned overseas fellows.

Counterpart Training is a one-on-one training approach in which TA team members work out and implement a quarterly OJT program with their local PRIS counterpart.

Specialized Training, conducted by local universities, in Drafting, Survey and Mapping, Hydrology, Lab Technician training, and Design by Small Hydraulic Structure, etc. will be provided for a limited member of PRIS personnel in elected field.

Strengthening PRIS staff in "technical" skills alone will not ensure a fully functional organization. Training must also focus on the development of management and personal skills.

Management Skills Training contains the following courses:

- Project Management
- Team Building
- Decision Making
- Supervision
- Effective Communications
- Financial Supervision
- Administrative and Legal Training

Training in Project Monitoring and Evaluation is also provided and centers on a two-day workshop which introduces participants to general principals of Project monitoring and evaluation.

English instruction, computer training, and a Training of Trainers Program provides for Personal Skill Development.

SSIMP training will officially begin in April 1990 and continue through August 1993. Training programs in surface water design, construction and O&M have been scheduled for the three year period; 1990-1991 will focus on design, 1991-1992 on construction, and 1992-1993 on O&M.

Groundwater Training schedules are based on and directly linked to work implementation schedules for groundwater development.

Implementation of the SSIMP Training Plan will require the full-time services of bot foreign and local training consultants. The Training consultants will (1) design courses, (2) assist the TA team, PRIS instructors, and university staff to devise student-centered approached for training, and (3) teach.

The proposed budget for this three-year training plan is Rp.1,455,000 or US\$808,000.

APPENDIX H

WUAO Programs

WB → Program penyerahan irigasi kecil (on going project)

- Pengalaman diatas akan dilaksanakan dalam "SSIMP" → WUA Program
- Policy issues:
 - Desentralisasi
 - Partisipasi Masyarakat/Petani
 - Sustainability
 - Peraturan-peraturan pemerintah tentang Irigasi (PP22, PP23, INPRES 2/84)

KONSEP

- WUAO (Water User Association Organizer) → Tenaga Lapangan
- Tugas →
 - Memfasilitasi terbentuknya P3A
 - Mengembangkan P3A
 - Memperkuat P3A
- Melibatkan petani sejak tahap disain dan konstruksi merupakan "Momentum" penting untuk memperkuat P3A →
 - sense of ownership
 - sense of responsibility
 - sense of participation
- Siapa WUAO?
 - Staf PU, Pertanian, PEMDA, Orang lain
 - Sustainability → bisa untuk proyek lain
 - kualified
 - mengikuti latihan khusus untuk menjadi "WUAO"

SCOPE OF WORK LP3ES

PROGRAM (DRAFT KONTRAK) LP3ES - DOI - USAID

- Rekrutment + Seleksi WUAO
 - latihan peran serta petani tahap disain
 - latihan peran serta petani tahap konstruksi
 - latihan peran serta petani tahap OM (setelah 2 tahun)
- Penempatan WUAO di lapangan
 - * NTB
 - Kalimantan 5 WUAO
 - Tiu Kulit 3 WUAO

8 WUAO

- Lokakarya di Propinsi
- Working Group → Koordinasi di tingkat propinsi
- Supervisi dan monitoring
- Seminar Nasional

ORGANISASI

		LP3ES		DOI I
PUSAT	•	TEAM LEADER DAN STAF	•	SUBDIT EP
PROPINSI	•	SUPERVISOR	•	_____
KABUPATEN	•	KOORDINATOR WUAO	•	_____
LAPANGAN	•	WUAO		
	•	LUAS AREAL		
	•	JUMLAH DESA		
	•	TOPOGRAFI		
	•	WORKLOAD		

TUJUAN OUTPUT 'WUAO' PROGRAM

- Terbentuknya P3A
 - Berfungsi → OM Tersier
- Socioteknis
 - Mandiri
 - Legal (sesuai INPRES 2/84)
- Sistem fisik irigasi sesuai dengan kebutuhan dan aspirasi "Petani" → kalau tidak muncul masalah "OM Tersier".

ISSU-ISSU

- Siapa di DPUP yang ditugaskan menangani "WUA PROGRAM"?
- Apa saja yang akan dilakukan proyek (TA Team + Proyek) untuk memperkuat/mendukung 'PROGRAM WUA' pada tahap SDK + OM?
- Bagaimana hubungan LP3ES dengan PU Pusat + TA Team + USAID + PU Propinsi?

- "WUA PROGRAM" untuk "GROUND WATER' belum termasuk "Scope of Works" LP3ES?

- Kontrak LP3ES SSIMP SCHEDULE 9TA TEAM)

- NTB
 - > Kalimantan
 - > Kalimantan

Kontrak LP3ES SSIMP SCHEDULE
(DRAFT TA TEAM)

- Sulawesi Selatan

Surface water	-> Awo
	-> Awo
-> Salomekko (DOI I)	-> Ground Water Development? (DOI II)

- WUAO di lapangan sejak tahap disain. Apa tugas "WUAO" pada masa menunggu konstruksi? (+ 2 thn menunggu)

K.T.	<u>Disain</u>	<u>2 thn</u>	<u>Konst</u>	<u>OM</u>
	WUAO	WUAO		

- Apakah dibenarkan memberi "Honor" kepada WUAO Pegawai Negeri? (WUAO akan mengutamakan Staf Instansi)

APPENDIX I

Workshop Evaluation

APPENDIX I

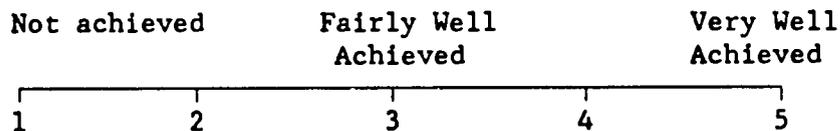
Workshop Evaluation

(Detailed comments from evaluation forms available on request from USAID)

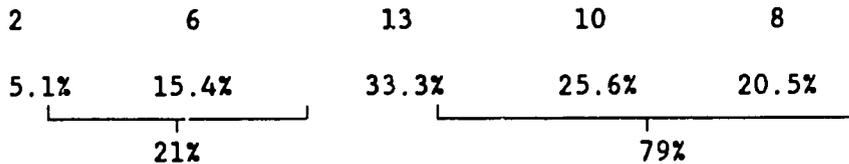
I. GOALS

The first day of the workshop, a series of goals were proposed. Please indicate below the degree to which each goal has been achieved. A score of 1 indicates the goal was not achieved; a score of 5 indicates it was achieved very well.

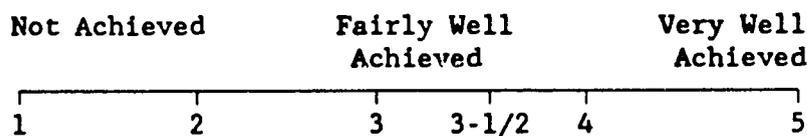
- a) To build a common understanding of overall SSIMP purpose and key activities through 1993.



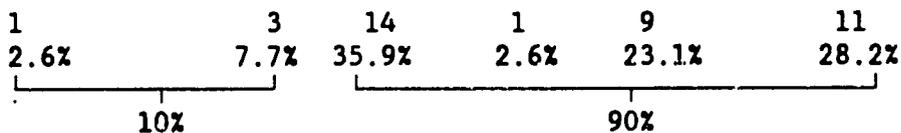
Results:



- b) To identify ways to strengthen collaboration within SSIMP, and among DGWRD, USAID, and the TA team.

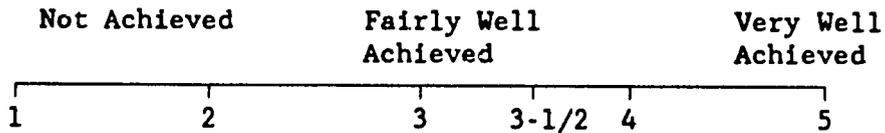


Results:

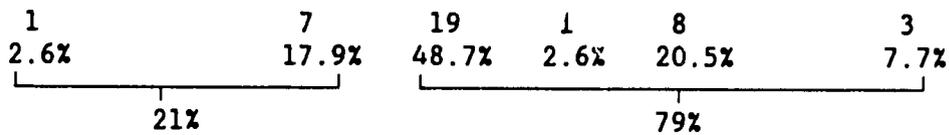


c) To determine ways to address the most critical issues and problems that affect SSIMP implementation (such as those identified in the Bali workshop, the mid-term evaluation, and the USAID Director's Implementation Review):

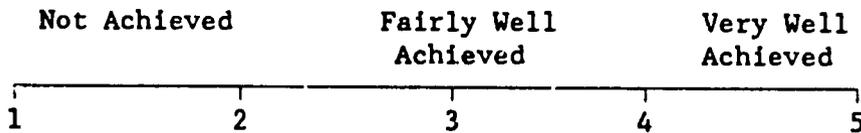
- coordination structure
- implementation systems
- implementation procedures
- O&M/WUAs
- Training



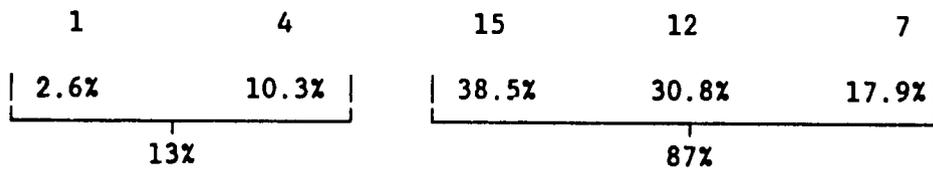
Results:



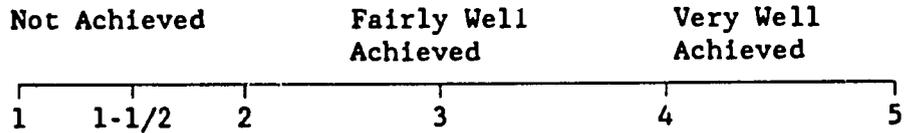
d) To develop project-level (sw) and province-level plans (gw) for the coming three years.



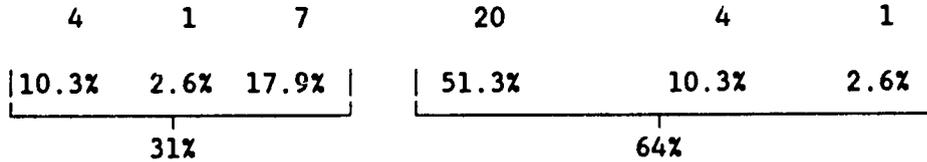
Results:



e) To revise budgets according to detailed plans.

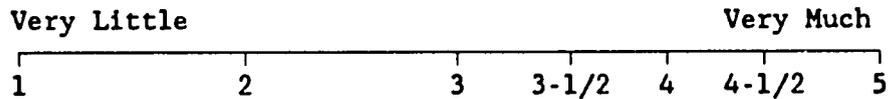


Results:

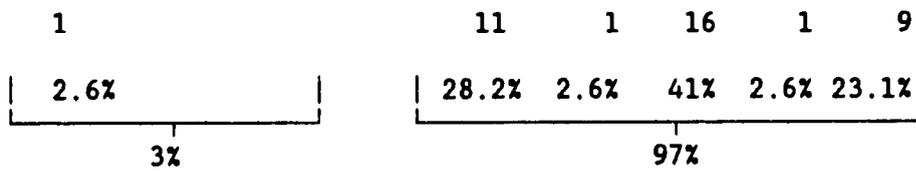


II. OTHER QUESTIONS

a) To what extent did the workshop improve relations and understanding among the different cooperating offices and agencies, and improve teamwork?



Results:



APPENDIX J

**Opening Remarks
by USAID Director**

APPENDIX J

Opening Remarks by USAID Director

Opening Remarks by David Merrill, Director of USAID, Indonesia
delivered by Marcus Winter, Chief of Office of Agriculture
and Rural Development

INTRODUCTION

Distinguished representatives of the Ministry of Public Works, OECF, Ladies & Gentlemen, Workshop Participants, it is a pleasure for me to be here. I would like to express the regret of the USAID Mission Director, Mr. David Merrill, that he could not be with you. A change in the schedule of a Washington visitor meant he had to remain in Jakarta for some meetings. It is Mr. Merrill's opening remarks that I am presenting on his behalf.

On behalf of USAID, I would like to express my satisfaction in seeing all of you here today at the inauguration of this Midterm Workshop. This is a chance for all of us to put down our routine duties and examine together the work we are doing, where it is going, and what we expect to achieve.

BACKGROUND

I believe this is a very good time to have this Workshop. During July and August of 1989 the Midterm evaluation of SSIMP was conducted by a group of external evaluators who talked to many of you. This was followed by the USAID Director's Implementation Review which was conducted from December 14-16, 1989 at the site of the planned Kalimantan II Irrigation Project in Sumbawa, NTB. Some of you participated in that review also.

Several issues were identified by the review and the evaluation, and they need to be addressed. This workshop can be important in addressing those issues. What are those issues?

- First, a need to restate the objectives of the project and to determine what can and will be accomplished by the end of the project.
- Second, a need for improved management to make implementation better.
- Third, a need for procedural improvements to speed up implementation.
- and finally, a need for a greater emphasis on the implementation of policy, for example, decentralization and Water User Associations to increase the impact of the project.

We have held several meetings within USAID to discuss these areas of concern, and meetings have subsequently been held with DGWRD staff to discuss and to begin to resolve those issues. As I just said, I hope and expect that this workshop will continue and further this process.

To help the process, I would like to look at these issues, one by one, to clarify what I think is meant.

PROJECT OBJECTIVE

What is the project objective? We in USAID do not believe that SSIMP is a construction project that seeks primarily to add irrigated land to the resource base of Indonesia. If it were only this, USAID would not be very interested in providing financing for the project. We believe that the importance of SSIMP lies in the experimental and new work that is being carried out in such areas as farmer participation, decentralization and environmental assessments.

As originally stated in the Project Paper, the objective of the Project is "to design and apply irrigation technologies and management systems in support of diversified cropping patterns in selected eastern islands". You will note that this does not heavily emphasize the construction aspects of the project. There is more emphasis on technology and management systems.

But, after some experience, we feel that the objective of the project could more accurately be stated as "to increase the capacity of the Ministry of Public Works, local government, private contractors and farmers' groups to design and implement sustainable irrigation systems using new or improved technologies, management systems and policy guidance". This would better reflect what I think we should all really expect from the project.

The means of achieving this objective is through a package of activities in each of the three provinces in which the project is working. The key elements of these packages are formal training, on-the-job training, design and construction of irrigation systems in conjunction with a program of establishing water user associations, technical assistance and special studies.

WHAT CAN BE ACCOMPLISHED

Using the above objective, and the identified means of achieving the objective, the question becomes what can be accomplished within the life of the project. The Midterm Evaluation, and the analysis that has been conducted since then, concluded that not all of the irrigation schemes proposed for construction in the original project design can be completed. Based on the analysis that has been carried out, it appears that several of the schemes are not technically feasible, others may not have attractive rates of return, and certain surface and groundwater sites cannot be finished within the project lifetime. However, much can be accomplished, including the majority of ground and surface water schemes, training needed to improve the capacities of involved organizations and groups, farmers organizations can be formed, special studies on topics of interest to DGWRD can be completed, and institutional capacities at national and local levels

can be strengthened. I believe that if we complete these activities, we will have achieved the project objective without the need to have constructed all the originally proposed schemes. I hope this Workshop will look at the analysis that has been prepared and that a consensus can be reached on what can feasibly be accomplished during the project lifetime while meeting project objectives.

IMPROVED MANAGEMENT

Turning to the second project issue - a need for improved management - this was identified as an area requiring improvement by both the Midterm Evaluation and the December Director's Review. We are pleased with the attention now being given to the question of management of the project within the DGWRD. There is obviously a need for regularly scheduled coordination meetings and follow-up to those meetings by appropriate DGWRD staff. We hope that the changes currently proposed and underway will bring about improvements in the coordination and execution of project activities. Without improvements it seems inevitable that SSIMP will fall further and further behind the original schedule and be able to achieve less and less of what it originally planned to achieve. I believe this area of management is also worthy of considerable attention at this workshop.

PROCEDURAL IMPROVEMENTS

The third issue was procedural improvements, and I must say that there are always opportunities to improve the procedural arrangements for implementing donor funded projects. During the December review, a number of areas were identified where changes could be made to speed implementation and several ideas were proposed. I know that our regulations, as many of you also know, are somewhat complicated and in many ways cumbersome. But in most cases there are alternative ways of doing things which may be advantageous in terms of project implementation. I have asked my staff at this Workshop to identify and explain these alternatives and hopefully some new understandings will result.

ROLE OF POLICY IN SSIMP

The final issue area that was identified is a need for greater focus on policy issues in SSIMP. We are pleased that the Government of Indonesia is striving to implement sound policies that will result in sustainable activities, and that a number of important policy decisions have been made that SSIMP can help support. For example, in the area of farmer organizations, the GOI has made an important decision to establish farmer organizations in all irrigation systems. We want to support this policy through an action program whose aim is to establish sustainable farmer organizations which have a true role in the management of irrigation schemes.

Similarly, in the area of decentralization, we feel that SSIMP should be assisting the Government of Indonesia in making decentralization a reality. In order that greater responsibilities can be assumed at the Provincial level, attention has to be given to training and other staff development activities that

will improve the capability of provincial level staff. We feel that SSIMP is contributing and can contribute more in the decentralization efforts.

But we believe that there may be other areas, as well as the two areas just mentioned, where SSIMP through Special Studies or other activities can assist the Government of Indonesia in developing or implementing policies that will positively affect Indonesia's development. I am planning to meet soon with the Minister of Public Works to discuss policy issues and to develop a program of how we might cooperate more fully with Public Works generally, including DGWRD, in analyzing and implementing policy changes.

OPEN MARKETS, OPEN SOCIETIES

Before concluding my remarks, I would now like to outline briefly some of the thinking that is currently going on within USAID regarding development assistance and how it can be made most effective. As many of you may know, for some time we have been trying to emphasize the role of the private sector and private people in development projects we assist. We have been concerned with assuring open competition in the market place, encouraging open competition in government contracting, reducing subsidies, reducing the role of government in certain areas and emphasizing sustainable economic growth. We have also been concerned with increasing the voice of ordinary citizens in government decisions, increasing public awareness and increasing the openness of government processes. A final concern has been the effectiveness of implementation. We want the projects we assist to proceed smoothly, quickly and well.

How does this relate to SSIMP? On the very positive side SSIMP is increasing private sector involvement in development, it is increasing employment outside of government, it is placing productive resources in private hands, and in the long run, the project will contribute to producing more agricultural products for the market.

The Small Scale Irrigation Project will also contribute to a more open society by building up local non-governmental organizations, by training Public Works staff to promote efficiency and facilitate decentralization of government services and by seeking to privatize irrigation management services formerly performed by government.

Implementation of activities is likewise proceeding, although at a slower rate than planned. Significant training has been completed, feasibility and design work for many sites has been carried out, equipment has been procured and additional procurements are underway, the contract to begin intensive water-user association work will be signed momentarily.

SSIMP is also ahead of many other projects in that a paper has been prepared which summarizes the findings of the recent reviews and evaluations and recommends some changes to improve implementation. An extract of this paper has been shared with you. We hope that the issues covered in this paper can be thoroughly discussed during the Workshop, and that agreement can be reached on how to achieve SSIMP objectives in an accelerated manner.

I would note that once agreement is reached on how the project is to achieve an agreed-upon set of objectives, the next step on the USAID side will be to make any needed changes in the Project Paper. After these are approved, we may need to amend the Loan and Grant Agreements. However, in the meantime we do not expect or want any delay in the implementation of on-going project activities. We need to keep pressing forward as fast as we can.

CONCLUSION

In conclusion, I think that this Workshop offers a great opportunity to speed-up project performance, as well as providing an opportunity to get together in a friendly atmosphere to share experiences and ideas. I hope that new ideas and agreements on how to proceed will emerge, and that you will return to your duties refreshed, reinvigorated and with a clear sense of purpose. This project can achieve significant accomplishments and really make a difference, so now we all need to work together to make what is possible actually happen. I look forward to hearing at the end of this Workshop that real progress has been made in reaching understandings on how to proceed in implementing SSIMP in a more smooth and rapid manner.

APPENDIX K

Workshop Handouts

APPENDIX K

Workshop Handouts

- Outcomes of Director's Implementation Review of SSIMP
- Training and Human Resources Development Plan
- Beberapa Catatan Tentang SSIMP - Ir. Tri Mulat Sunaryo, M. Eng
- The Third Work Shop USAID-SSIMP - SubDit ABLN, Dit. BPP.
- Mid-Term Evaluation, Small Scale Irrigation Management Project, Indonesia
- Summary of SSIMP Groundwater Program and Proposed Implementation Schedule
- Agenda - Workshop SSIMP, Puncak Pass - 12-16 February 1990
- Opening Remarks by David Merrill, Director of USAID, Indonesia (delivered by Marcus Winter, Chief of Office of Agriculture and Rural Development)
- Expectations of Participants
- Workshop Goals + document beginning SSIMP is a Complex Project
- Accomplishments
- SSIMP SulSel Project Schedule for the Awo Development
- OECF Procedures: Consulting Service, Procurement for Goods and Services
- New Financing Scheme applied to FY 1989 Project Loans - OECF
- Method of Disbursement Ratio Application (Annex 1 - OECF New Financing Scheme)
- Minutes of Discussions between the Republic of Indonesia and the Overseas Economic Cooperation Fund Regarding FY 1989 IGGI Project Loans
- OECF Handbook (limited distribution)
- USAID/GOI Procurement Plan
- Prosedur Pengadaan - USAID/GOI
- Unnamed - TimeLine list of resources/start date/duration/ task name
- Implementation Systems - questions for discussion
- Implementation Systems - responses

- Implementation Procedures - questions
- Implementation Procedures - responses (2 versions)
- DGWRD Project Monitoring and Evaluation System (Investment & Benefit)
- O&M / WUAs - questions for discussion (not used)
- WUA Program
- Issues - Finance
- Coordination Structure - questions for discussion
- Coordination Structure - responses
- Groundwater Development - questions for discussion
- Program Pengembangan Irigasi Air Tanah SSIMP (USAID) 90/91 s/d 93/94 (2 versions)
- Groundwater - Process for LCs
- Attachment to SSIMP Project Status Update -- Summary of Actions to be Taken --- Surface Water Program (draft)
- Attachment to SSIMP Project Status Update -- Summary of Actions to be Taken --- Groundwater Program
- SSIMP Project Schedule - NTB, NTT, SulSel
- Surface Irrigation Systems - questions for discussion
- Summary of Expected Completion for each Sub-project (SW)
- Revised SSIMP Budget
- Coordination
- Training - questions for discussion
- Agreements / Next Steps