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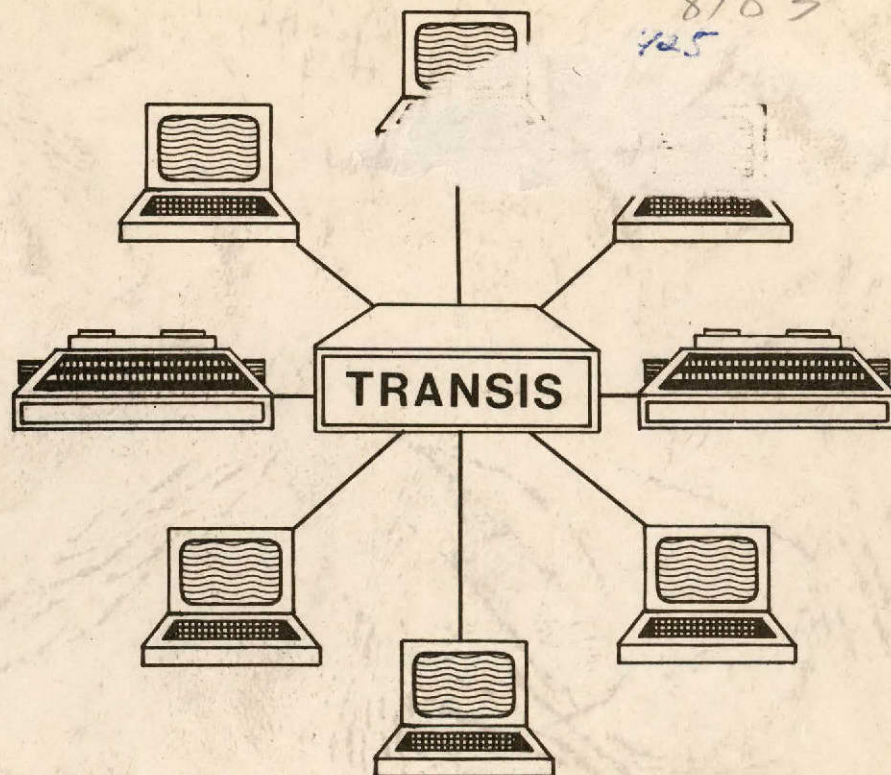
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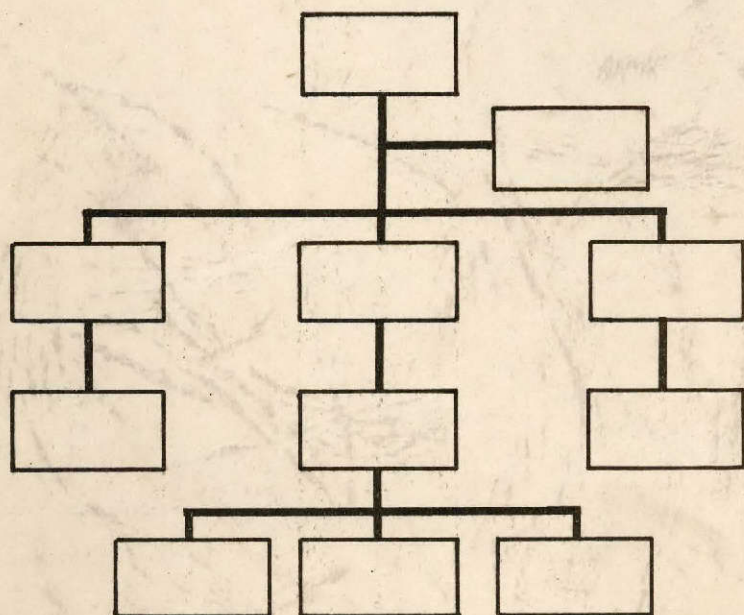
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Transmigration Management Development and Monitoring Services - Appendix 1 to
Final Report - Annexes to Chapters 1-11 - UNDP/OPE/INS/79/001 - August 1983 -

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**APPENDIX I TO
FINAL REPORT**
UNDP/OPE/INS/79/001
Transmigration
Management Development
and Monitoring Services
(Annexes to Chapters 1 - 11)



DEPARTMENT OF TRANSMIGRATION

DRAFT

FINAL REPORT

**APPENDIX I TO
FINAL REPORT
UNDP/OPE/INS/79/001
Transmigration
Management Development
and Monitoring Services
(Annexes to Chapters 1 - 11)**



**PACIFIC ARCHITECTS AND ENGINEERS, INC./
RESOURCES MANAGEMENT INTERNATIONAL, INC.**

AUGUST 1983

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UNITED NATIONS DEVELOPMENT PROGRAMME
OFFICE FOR PROJECTS EXECUTION
ONE UNITED NATIONS PLAZA
NEW YORK, NEW YORK 10017

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INS/79/001

TRANSMIGRATION MANAGEMENT DEVELOPMENT
ASSISTANCE

JUNE 1979



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I INTRODUCTION

A. Background

Indonesia is a nation made up of an archipelago of large and small islands stretching from 95° to 141° longitude and located entirely within the tropical zone. Topography ranges from rugged mountains to flat plains and coastal swamps. Its estimated population of 140,000,000 is irregularly distributed. The island of Java alone with 7% the total land area of the nation has an estimated population of 92,000,000 and population densities approaching 12-15 persons per hectare in some areas. On the other islands very low population densities exist in numerous areas suitable for agricultural development and exploitation. As Indonesia imports a substantial portion of its food requirements and as the population in high density areas includes many landless or land poor farmers, the movement of these agricultural peoples from the high density to the lower density areas has been considered a practical approach to solving a number of social and economic problems facing the nation.

The stated goals of the Government's transmigration activities are to:

- (a) improve on standard of living of those who move;
- (b) promote regional development;
- (c) contribute to a balanced distribution of population;
- (d) encourage equitable development throughout Indonesia;
- (e) assure a more effective utilization of human and natural resources;
- (f) to promote national unity.

Carried out within the framework of regional development, transmigration activities have become a major part of the total development effort of the Government of Indonesia and transmigration has grown into the largest sponsored programme of voluntary movement in the world today.

Government assisted transmigration has a long history in Indonesia, commencing in 1905 during the Dutch Colonial era. By 1940, 200,000 people had been moved to various locations throughout the islands. After the



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establishment of Indonesia as an independent nation, transmigration acquired increasing importance. During the period 1950-1958, 185,000 people were moved and in the decade 1959-1969 a further 240,000 people moved under transmigration programmes. During this period projects were poorly funded and project preparation was poor. Under the First Five-Year Development Plan (1969-1974) extensive efforts were made to improve and rehabilitate existing settlements, funding was increased, and an additional 180,000 people were moved to new areas.

External assistance to the transmigration programme commenced in 1971 and has grown to include technical and financial assistance from UNDP, FAO, WFP, World Bank, Asian Development Bank, Islamic Development Bank, EEC and five bilateral assistance programmes including U.S., Netherlands, U.K., Germany and France. But with the advent of external assistance, more sophisticated technology, and larger funding, problems of planning, budgeting, administration, monitoring and fiscal control, were accentuated. Drastic shortfalls in implementation occurred. In the Second Five-Year Development Plan (1974-1979) the target was to move 250,000 families at the rate of 50,000 families per year, but it is now estimated that the families actually moved will not greatly exceed 100,000.

Part of the reason for these shortfalls was that all components within the transmigration programme (roads, agricultural inputs, educational facilities, etc.) were provided by one agency, the Directorate General for Transmigration (DGT). With the increasing scale and complexity of the programme, however, the managerial resources of the DGT were seriously strained. In anticipation of an expanded programme under Repelita II a Presidential Decree 26, dated August 31, 1978, gave the responsibility and budgets for implementing each component to the line agencies ordinarily responsible for each sector (Public Works, Agriculture, Education, etc.). Responsibility for coordination was vested in the Ministry of Manpower and Transmigration. The specific body responsible for implementation is the



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Coordinating Body for the Implementation of Transmigration. This Body is chaired by the Minister of Manpower and Transmigration and includes the Ministers of 7 different departments of Government, 3 Junior Ministers and other Ministers as deemed necessary. The Secretary of this Body is the Director General of Transmigration. The coordinating Body is directly responsible to the President of the Republic.

Directly under the Coordinating Body is the Transmigration Control Unit. This Unit is chaired by the Junior Minister for Transmigration; the secretary being the Director General of Transmigration as Head of the Transmigration Control Unit Secretariate. The members are "The Directors General and Management of other institutions of the same level, whose works are related to the implementation of transmigration". It has been estimated that this group will include a minimum of 53 individuals. In all there are nine levels of management entities specified by the Presidential Decree between the Minister of Manpower and Transmigration and the Individual Settlement Site Manager. The UNDP/FAO project (INS/72/005) in a report entitled Notes on Pre-Implementation Activities defines 16 individual activities involving five different Ministries that must be undertaken prior to the commencement of settlement on a given site. This UNDP/FAO project has provided useful information and produced a number of manuals which can be utilized in the course of this proposed management project. One of the main constraints to an expanded transmigration programme is the lack of procedures and systems to coordinate the complex activity and sufficient numbers of trained people to implement effective procedures when they are developed.

B. Special Considerations

Both UNDP and the World Bank have an ongoing interest in the transmigration programme. FAO has provided technical assistance to the Director General of Transmigration since 1972 and it has provided assistance in the preparation and implementation of Government's settlement at Pematang Panggang.

In August 1978 UNDP sent the Hartzog mission to Indonesia to study the proposed transmigration programme for regional development (INS/78/012). The recommendations of this mission included three specific projects:



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- (a) continuation of data and knowledge generation;
- (b) a project level management and training project;
- (c) management advisory services executed by a management contract.

The first two recommendations formed the basis for a data generation and training project (INS/78/012) to be executed by FAO. The third recommendation resulted in the formation of an UNDP/OPE mission in February 1979 to prepare the documentation and Terms of Reference for a new project - Transmigration Management Development Assistance (INS/79/001).

The World Bank interest in management assistance stems from the fact that it is now and is likely in the future to be providing a major share of financial assistance in support of Government's transmigration programme. At present the Bank has provided a first loan to rehabilitate a settlement of 12,000 families in Way Abung and establish a settlement of 4,500 families in Baturaja. It has also negotiated a second loan to assist in the movement of 30,000 families to Jambi province and aid in the rehabilitation of 4,000 additional families. Of the 250 SKPs (development units of 2,000 families) which are to be established during Repelita III World Bank assistance has been proposed for 120. For this reason the second bank assisted project for transmigration (Loan/Credit 2349) contains components to improve the overall implementation of the transmigration programme as well as the management of the Transmigration II project.

II PROJECT OBJECTIVES

A. Development Objectives

The Transmigration Programme is intended to promote the large-scale movement of people from the heavily over-populated islands of Indonesia mainly Java, Bali and Madura, to organized settlements on the under-populated outer islands of the nation, principally Sumatera, Sulawesi and Kalimantan; and to also encourage spontaneous transmigration to these islands.



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The purpose of the programme is to improve the standard of living of the transmigrants, lessen population pressure in the areas of egress, contribute to overall regional development, achieve a more balanced distribution of population, and create equitable development in Indonesia through the more efficient utilization of the available human and natural resources of the nation. The Third Five-Year Plan 1979-1983 (Repelita III) sets a target for the transmigration of half a million families.

B. Immediate Objectives

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

These objectives will be achieved when a management system has been devised and is in operation under the full direction and supervision of Government officials and when established procedures have been tested and found acceptable by the Coordinating Body for Implementation of Transmigration.

III PROJECT DESCRIPTION

This project will provide technical assistance to the Ministry of Manpower and Transmigration over a three year period to improve the coordination and implementation of the transmigration programme. The project is financed by funds to be made available by the GOI from the proceeds of a World Bank/IDA credit to GOI for the Transmigration II project and by funds



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made available from UNDP within its Country Programme as a grant. These funds will be pooled and administered by UNDP/OPE in accordance with UNDP/OPE's subcontract procedures and established cost sharing arrangements. The Government will also make a counterpart in kind contribution.

The technical assistance will be provided by a single management firm with two separate but interrelated tasks. First, will be to provide assistance to a management development team within the Office of the Junior Minister for Transmigration (JMT) to improve all aspects of the coordination and implementation of the transmigration programme. Second, will be to provide management assistance to the project coordinator (in Jakarta) and the regional project coordinator (in Jambi province) who are responsible for coordinating the implementation of Transmigration II and to aid in establishing procedures for the monitoring and evaluation of this project. The linkage of these two components is deemed critical for the evolution of compatible management procedures within the Offices of the JMT in Jakarta and in the field. Lessons from the implementation of Transmigration II will be incorporated into general procedures, but in such a manner that procedures for the coordination of the overall programme will remain sufficiently flexible to incorporate the special requirements of other donor agencies.

Within the Office of the Junior Minister for Transmigration the selected firm would assist the management development team in inter alia;

- (a) analyzing the structure of the transmigration programme, ascertaining lines of authority, paths of crucial information flow, and financial control;
- (b) identifying problem areas and weaknesses in the administrative system and formulating strategies for making the necessary improvements;
- (c) establishing a systematized information linkage among all of the agencies concerned with the transmigration programme as specified in the Presidential Decree 26 (copy attached);



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- (d) developing a system to assure the timely preparation of work programmes and submission of budgetary requests within the implementing agencies;
- (e) establishing a standardized reporting system as an aid to decision-making and monitoring the status of implementation throughout the various projects;
- (f) establish benchmark of prior performance and design procedures for periodically evaluating the actual results of project implementation compared with short, medium and long-term goals, identifying blockages, and making recommendations for their elimination;
- (g) establishing procedures for monitoring and evaluating benchmarks of social and economic development within settlements; and applying them in the course of monitoring Transmigration II;
- (h) assessing the staffing needs and managerial requirements at all coordinating levels of the programme with specific recommendations as to assistance and training required; and designing and conducting in-service and on-the-job training programmes to meet those requirements;
- (i) producing manuals of organization, financial control and coordinating procedures as required, and training national staff in their use.

Within the Office of the Project Coordinator and Regional Project Coordinator to assist, among other things in:

Project Coordinator Office - Jakarta

- (a) developing a system to assure the timely preparation of work programme and submission of budgetary requests by the various agencies involved in Transmigration II;
- (b) developing reporting procedures for monitoring rate of project implementation in the various Transmigration II sites and assuring their smooth coordination;
- (c) recommending appropriate reporting procedures and linkages between the coordinating bodies at all levels, and between the various line staff;
- (d) assessing the overall management system established within Transmigration II and making recommendations for improvement;



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- (e) undertaking ad hoc studies as required which would provide data to facilitate decisions about policies to improve transmigration implementation;

Regional Project Coordinator Office - Jambi Province

- (a) establishing procedures for developing and coordinating agency work programmes and monitoring their implementation;
- (b) developing systems for identifying implementation problems and procedures facilitating their resolution;
- (c) establishing benchmarks of migrant development and undertaking their periodic measurement on all Transmigration II sites;
- (d) identifying problems in the course of benefit monitoring and arranging for ad hoc studies to clarify their source and promote their resolution.

IV INSTITUTIONAL FRAMEWORK

The technical assistance team will be located in the Ministry of Manpower and Transmigration, reporting to the Junior Minister for Transmigration. A new entity will be established, namely a Management Development Team staffed by full-time national professionals, assisted by the international experts, within the Junior Minister's Office. The consulting firm and national staff will jointly carry out the task of formulating an effective management system for transmigration.

To monitor the progress of the project a Joint Management Committee (JMC) will be established, chaired by the Junior Minister for Transmigration, which will be composed of a representative of Bappenas, three representatives from designated Government directorates, the team leader of the consulting team and one representative each from the UNDP, the World Bank and OPE.

The duty of the JMC will be to facilitate the work of the Management Development Team. In making its determinations, the Joint Management



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Committee shall keep formal minutes of its meetings and submit copies to UNDP/OPE and the Bank. This committee will be responsible for reviewing progress of the management development team and assuring that a workable management system is established which can eventually be directed by national staff. The JMC will periodically keep interested United Nations and bilateral agencies informed of the progress of this project.

V GOVERNMENT INPUTS

A. Administration

The Government, acting through the Ministry of Manpower and Transmigration, will provide office space within the building housing the Office of the JMT. It also will provide furniture for the subcontractor's personnel while working in Jakarta plus general support personnel such as messengers and a copy-machine operator as agreed upon in the contract document. The Government will make all arrangements for travel within the country, including accommodations in the field, and will in general facilitate the sub-contractor's relations with officials who are in any way involved in the sub-contractor's activities.

B. Assignment of National Staff

A sub-section within Office of JMT would be established to deal exclusively with management development. This sub-section or office would include 4 full-time professionals from the Junior Ministers Staff and other designated Government part-time staff. The sub-contractor's team will work with the national staff in the establishment of a management system as part of the total unit. National staff participation is expected to be approximately as shown below:

Professional

Estimated Participation
(man-months)



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(Approximately _____ m/m of administrative support personnel will also be required).

C. Other Government Inputs

~~The University of Indonesia's~~ Institute of Public Administration located in Jakarta is undertaking a six-month contract with the Ministry of Manpower and Transmigration to make recommendations on the administration of the transmigration programme. This University team will make its findings known to the International Team and coordinate its activities with the Management Development Team.

D. Equipment

Government inputs for vehicles and equipment is specified as follows:

VI JOINT UNDP - WORLD BANK INPUTS

UNDP/OPE - World Bank inputs will include a subcontract with a single international firm as management technical assistance to the Management Development team within the Office of the Junior Minister and to the Project Coordinator and Regional Project Coordinator responsible for the implementation of Transmigration II. Finalized inputs will be determined as a result of negotiations with the selected firm.

The subcontracted firm will provide about 250 man-months of internationally recruited personnel and about 250 months of locally recruited expertise. In addition the subcontracted firm will be responsible for all other equipment and support personnel and other arrangements required to effectively undertake their work except as otherwise provided by the Government.



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The activities of the subcontracted firm would be provided by core members of the technical assistance team with expertise in areas such as public administration, information management, systems analysis, budgetary planning and monitoring and evaluation. Of these at least the team leader, and one person to assist the project coordinator would be employed for the duration of the contract (three years). This core team would be complemented by short term specialists in such fields as computer programming and management training as required. Specialists working with the regional project coordinator would be required in October 1980 when migrants are anticipated and would be expected to live in Muaro Bungo, Jambi Province. Since consultants in the regional project coordinator's office would not only be required to establish procedures but initiate actual monitoring and evaluation they should include at least one full-time social scientist to establish benchmarks and assist in undertaking benefit monitoring. This person must speak the Indonesian language and have previous Indonesian experience.

VII. SCHEDULE OF REPORTS AND ACTIVITIES

A. Preparation of Work Plan

A detailed Work Plan for the implementation of the project will be prepared by the Team Leader in consultation with the Junior Minister for Transmigration and his staff. A bar chart will stipulate the nature and duration of each activity and the sequence of the functions to be performed by the assigned experts. This work plan will be approved by the Junior Minister, OPE and the Bank.

B. Supervision of Sub-Contractor Performance

The methodology and technical standards to be followed by the subcontractor will be outlined in his proposed plan, which will be made part of the respective contractual documents. Any proposed changes from the approved work programme will require the approval of the JMT, OPE and the Bank.



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Periodic supervision of overall administration and the technical details of the management system within the office of the Junior Minister will be undertaken by UNDP/OPE with Bank participation. Periodic meetings will be held between Bank resident staff and the team leader to review the status of those components dealing with Transmigration II. The supervision of the management and monitoring of Trans II will be done in the course of Bank supervision of the total Transmigration II project.

C. Periodic and Progress Reports

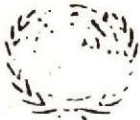
The sub-contractor will be required to submit monthly reports together with a monthly invoice according to the agreed Schedule of Payments in the contract to UNDP/OPE New York within 10 days after completion of each month's work. These monthly reports will be brief and will comment on the current status, problems and accomplishments of the project. Copies of these reports will be provided to the JMC, UNDP and the Bank.

Five semi-annual progress reports will be prepared which will focus on interim findings and recommendations in establishing a management system. These reports are to be available in English and presented simultaneously to the Joint Management Committee, UNDP and the Bank. Upon completion of the project, the subcontractor shall present to Government and UNDP/OPE a total of 100 copies in English of his Terminal (Final) Report. This report shall summarize the principal activities carried out and emphasize the findings and recommendations of the subcontractor and the Management Development Team.

Details of Reporting Requirements

A. Monthly Reports

Throughout the duration of the project, the Consultant shall submit Monthly Reports. These reports shall be prepared in brief letter-type form, with appropriate exhibits. These reports will consist of three sections.



The first section shall be a brief narrative of the progress of each primary activity, submissions, approvals, decisions, events, difficulties that may result in significant slippage of the work programme, and other main aspects. This section shall also contain discussions of major problem areas, current or foreseen, and recommended solutions.

The second section shall indicate scheduled progress versus actual performance, supplemented with narrative comments regarding any significant slippage and actions taken to correct the situation. This section shall also describe personnel movement throughout the month, including number and type of category of personnel assigned locally and at the home office, personnel on temporary duty, end-of-month strength, etc.

The third section shall include a brief description of the activities or programmes that the Contractor intends to undertake in the next month. Later, in subsequent Monthly Reports, as information becomes available, or for other reasons, the Consultant shall advise of any significant modification in these programmes.

Monthly Reports should be submitted in 20 copies in English by the 10th day of the month following the month being reported.

B. Semi-Annual Reports

These reports should emphasize findings and recommendations as a result of the progress during this period and highlight any major problems or difficulties encountered. It should describe each task performed by the team and its affect on management aspects of the transmigration programme. It should serve as both a progress and review report. Semi-annual reports should be submitted in 30 copies within ten days of completion of the six-month period.

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C. Final Report

Please refer to the general requirements of the Final Report in Appendix 4, Reporting Requirements (attached). This serves as a guideline, as applicable. The requirements of the terminal report will be specified in the contract and particulars discussed during meetings of the JMC following reviews of the semi-annual reports. The Final Report must be completed in draft form at least one-month before the completion of the contract.

VIII EVALUATION OF PROPOSALS

Technical proposals will be evaluated first and priced proposals will be evaluated separately after the technical evaluation has been completed.

Technical proposals will be evaluated by UNDP/OPE and the World Bank and *get* on the basis of:

- (a) The overall and specific quality of the proposal.
- (b) Demonstrated experience in similar or comparable studies.
- (c) Creditable overseas experience in Indonesia or Southeast Asia.
- (d) The Tenderer's overview of the project.
- (e) The Proposed methodology and work programme.
- (f) The proposed organization to carry out this assignment.
- (g) The qualifications and experience of the staff members the Tenderer will assign to the work.

It is not the intent necessarily to select the lowest price proposal. Priced proposals should clearly indicate the units and unit costs in U.S. Dollars used to arrive at the various items to make it possible to verify the reasonableness of the various unit costs and the appropriateness of the total expenditure in each category to overall project requirements.

Tenderers are encouraged to comment on the adequacy of this TOR which is the basis for the submission of a proposal. Where the proposal does



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not follow the TOR, this should be specifically identified and justified.

IX NEGOTIATIONS

It is anticipated that the evaluation will be completed within approximately one month from the required submittal date of proposals. On completion of the evaluation, the Tenderers will be ranked in order of evaluated capability to perform the services described herein. The evaluation results will then be presented to the UNDP Contracts Committee. Negotiations will be started with the top ranked Tenderer to discuss the details of his proposal, and establish the fee and other terms and conditions pertinent to the form and manner for the execution of the work. If it is not possible to reach agreement with the top ranked Tenderer, negotiations will be carried out with the next ranked Tenderer. This procedure will be repeated down the list until agreement is reached and the contract finalized.

The Contractor shall start work in Indonesia within one month after the Contract is signed by the contractor and the OPE Senior Director.

X CURRICULA VITAE

Detailed resumes, or personal experience records, of every professional level and key technical (non-professional) team member shall be included. These resumes shall indicate proposed job assignment, nationality, age, education, professional qualifications, specialization, number of years with the firm, work record, and in particular, overseas experience and that experience relevant to the work he is expected to perform on this project. The resumes shall show the year of commencement and completion of each discrete employment period and include the individual's job title, firm, level of responsibility and location of employment.



XI PLACE OF WORK AND TEAM ORGANIZATION

The Consultant should designate one of its officials as a team leader, who should be full time on the study in Indonesia, and have full authority to represent the Consultant in day-to-day conceptual and contractual matters.

It is also required that the most work on this contract be performed in Indonesia. Expatriate staff and local consultants will be required for various periods in the Jr. Minister's Office, the Project Coordinators and Regional Project Coordinator's Offices and at field sites. High priority should be given to personnel with Indonesian experience and language ability. Team members stationed in Jambi province must have a working knowledge of the Indonesian language before arriving in the field.

XII LOGISTIC SUPPORT

The Contractor shall provide all services required for the Contractor's personnel in the project area. Expenses of every kind incurred in connexion with such personnel shall be solely for the account of the Contractor - such expenses including, but not limited to, cost of wages, housing, food, travel, leave medical services and insurance.

Other than the stated Government inputs the contractor will include in the proposal additional equipment and supplies or necessary administrative support personnel. In its proposal the contractor should include provision for three cars and one station wagon in Jakarta and 2 four-wheel drive vehicles in the field. Other vehicles and support personnel will be subject to contract negotiations or further Government in kind contributions.

XIII DATA AND SERVICES PROVIDED BY THE GOVERNMENT

The Government is to provide the study team with all available pertinent information in its possession, including documents, plans and studies as may reasonably be requested by the Consultant for the purpose of this assignment.

XIV CUSTOMS DUTIES

Equipment and supplies imported into Indonesia by the Contractor on a temporary residence basis which are to be re-exported at the time of



repatriation of personnel shall be exempted from customs duties. The Government will assume responsibility for any customs duties that may be imposed on any special equipment imported by the Consultant for the performance of the work.

Personal effects of Contractor's expatriate staff brought into Indonesia on a temporary basis which are to be re-exported at the time of repatriation of personnel will also be free of customs duties.

XV TAXES

The Contractor's fees will be exempt from Indonesian taxes in accordance with the provisions of special decrees enacted. The salaries of Contractor's expatriate (non-Indonesian) staff working in Indonesia which are paid outside of Indonesia and their per diem living allowances paid in Indonesia will be exempt from Indonesian taxes.

XVI LANGUAGE

Proposals for this project and all studies, reports, contract documents, etc, shall be in English.

XVII CURRENCIES

All locally currency costs anticipated in the performance of the work must be quoted in both US\$ and Indonesian Rupiahs and shown separately on the appropriate forms in the proposal. A rate of exchange of 610rp/US\$1 should be used in calculations of dollar equivalents of local currency costs.

XVIII SUBSISTENCE

Subsistence in Indonesia should be calculated at the rate of _____ per day in Jakarta and _____ per day outside Jakarta. The contract will not cover costs of subsistence or travel for spouses or others accompanying Contractor personnel to Indonesia.



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XIX SPECIAL CONDITIONS

Attention is directed to Article III - Terms and Conditions - for standard provisions governing administration of UNDP/OPE contracts. The following "Special Conditions" modify or negate certain of these Standard Terms and Conditions and will be controlling in this contract. (Provided later).

Appendix 1, Annex 1.2

D.A.P. BUTCHER

REVISED

1-4-81

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2-4-81

UNDP/OPE INS/79/001

TRANSMIGRATION MANAGEMENT AND MONITORING SERVICES PROJECT

DRAFT

WORK PLAN

JAN. 1981 - JULY 1983

BASIS FOR THE INS/79/001 WORK PLAN

IMMEDIATE OBJECTIVES (AS GIVEN IN THE PRODOC)

- A : TO STRENGTHEN THE MANAGEMENT CAPABILITY OF THE GOVERNMENT IN THE PLANNING AND IMPLEMENTATION OF ITS TRANSMIGRATION PROGRAMME;
- B : TO ESTABLISH A MANAGEMENT DEVELOPMENT TEAM WITHIN THE OFFICE OF THE JUNIOR MINISTER FOR TRANSMIGRATION (JMT) TO IMPROVE THE GENERAL LEVEL OF TRANSMIGRATION, PLANNING, MANAGEMENT AND MONITORING;
- C : TO DEVELOP A SYSTEMATIZED AND TIMELY INFORMATION FLOW AMONG ALL AGENCIES CONCERNED WITH THE TRANSMIGRATION PROGRAMME;
- D : TO DEVELOP PROCEDURES FOR MONITORING AND EVALUATING THE PROJECT PLANNING AND IMPLEMENTATION PROCESS FOR BOTH THE OVERALL PROGRAM AND THE SECOND BANK-ASSISTED PROJECT - TRANSMIGRATION II.

SUB OBJECTIVES (DERIVED FROM PRODOC AND T.O.R.)

OFFICE OF THE JMT, JAKARTA

- A 1. STRENGTHENING OF THE TRANSMIGRATION ORGANISATION
- A 2. MANAGEMENT SUPPORT.
- A 3. INFORMATION SYSTEM.
- A 4. INTEGRATED TRANSMIGRATION STAFF DEVELOPMENT PROGRAMME.
- A 5. STRENGTHENING THE ADMINISTRATION.
- A 6. EVALUATION AND PROJECT APPRAISAL

SUB-COORDINATOR'S OFFICE, JAKARTA

- B 1. DEVELOP MANAGEMENT AND COORDINATION OF TRANS II.
- B 2. TO DEVELOP SYSTEMS FOR MONITORING THE IMPLEMENTATION AND OUTCOME OF THE PROJECT
- B 3. RESOLUTION OF URGENT OPERATIONAL PROBLEMS.

TARGETS

- A 1.1 DEVELOP THE ORGANISATION'S COORDINATION CAPABILITIES.
 - A 2.1 ESTABLISH A MANAGEMENT SUPPORT SERVICES FUNCTION.
 - A 2.2 IMPROVE THE DELIVERY OF INPUTS AND SERVICES
 - A 3.1 DEVELOP AND STRENGTHEN EXISTING INFORMATION SYSTEMS.
 - A 3.2 DEVELOP INTEGRATED INFORMATION SYSTEMS AND MONITORING.
 - A 4.1 DEVELOP AND CONDUCT STAFF DEVELOPMENT ACTIVITIES.
 - A 5.1 PRODUCE AN OPERATIONAL MANUAL.
 - A 5.2 STRENGTHEN THE BUDGETING PROCESSES.
 - A 5.3 FINANCIAL CONTROL AND ACCOUNTING.
 - A 5.4 ORGANISATION AND METHODS.
 - A 6.1 DEVELOP EVALUATION PROCESSES.
 - A 6.2 DEVELOP PROJECT APPRAISAL CAPABILITIES.
-
- B 1.1 ASSESS COORDINATION AND MANAGEMENT SYSTEMS OF TRANS II, AND ASSIST DEVELOPMENT OF COORDINATION AND MANAGEMENT.
 - B 1.2 STRENGTHEN PLANNING, PROGRAMMING AND BUDGETING METHODS.
 - B 1.3 STRENGTHEN THE IMPLEMENTATION MANAGEMENT STRUCTURE.
 - B 2.1 THE DEVELOPMENT OF REPORTING PROCEDURES FOR MONITORING RATE OF PROJECT IMPLEMENTATION IN THE VARIOUS TRANS II SITES, AND ASSURING THEIR SMOOTH COORDINATION.
 - B 2.2 ESTABLISH REPORTING PROCEDURE AND LINKAGES BETWEEN COORDINATING BODIES AT ALL LEVELS AND BETWEEN THE VARIOUS LINE STAFF.
 - B 3.1 SOLVE URGENT PROBLEMS; AND APPLY THE LESSONS LEARNT, TO FURTHER IMPROVE THIS AND OTHER TRANSMIGRATION PROJECTS.

Print in Trans II Annex I

BASIS FOR THE INS/79/001 WORK PLAN (CONTINUED)

IMMEDIATE OBJECTIVES

SUB OBJECTIVES

TARGETS

FIELD COORDINATOR'S OFFICE, JAMBI

- C 1. TO DEVELOP COORDINATION AND MANAGEMENT SYSTEMS AND MECHANISMS TO FACILITATE THE SUCCESSFUL IMPLEMENTATION OF TRANSMIGRATION II.
- C 2. TO DEVELOP SYSTEMS FOR MONITORING THE IMPLEMENTATION AND OUTCOME OF THE PROJECT.
- C 3. TO DERIVE LESSONS FROM THE TRANS II PROJECT TO FURTHER IMPROVE THE PROJECT AND FOR GENERAL APPLICATION IN OTHER TRANSMIGRATION PROJECTS.

- C 1.1 ESTABLISHMENT OF PROCEDURES FOR DEVELOPING AND COORDINATING AGENCY WORK PROGRAMMES AND MONITORING THEIR IMPLEMENTATION.
- C 2.1 IMPLEMENT SYSTEMS FOR MONITORING PROGRESS AND FOR IDENTIFYING IMPLEMENTATION PROBLEMS AND PROCEDURES FACILITATING THEIR RESOLUTION.
- C 3.1 ESTABLISH BENCHMARKS OF MIGRANT DEVELOPMENT AND UNDERTAKING THEIR PERIODIC MEASUREMENT ON ALL TRANSMIGRATION II SITES.
- C 3.2 IDENTIFY PROBLEMS IN THE COURSE OF BENEFIT MONITORING AND ARRANGE FOR AD HOC STUDIES TO CLARIFY THEIR SOURCE AND PROMOTE THEIR RESOLUTION.

PROPOSED STAFFING UNDP/OPE INS/70/001 : JANUARY 1991 TO END OF PROJECT

POST NUMBER	POSITION	MANMONTHS ON OVERALL PROGRAMME	MANMONTHS ON TRANS II	TOTAL MANMONTHS	TARGET RESPONSIBILITY
<u>Consultants Based in the Office of the Junior Minister for Transmigration</u>					
1	Team Leader (E)	15	15	30	BUTCHER
2	Deputy Team Leader (I)	20	10	30	SEDIQNO
3	Management Scientist (E)	20	8	28	HINDLE
4	Management Scientist (I)	18	8	26	*
5	Manpower Planner (E)	3	-	3	*
6	Agricultural Economist/Agric Inputs/Services Spec (E)	9	3	12 (2x6)	*
7	Agricultural Economist/Agric Inputs/Services Spec (I)	10	5	15	*
8	General Economist/Inputs/Services Specialist (E)	6	3	9 (6+3)	*
9	Information Scientist (E)	16	8	24	*
10	Information Scientist (I)	16	4	20	*
11	Operations Manual Specialists (I)	10	-	10	*
12	Operations Manual Specialists (E)	4	-	4	*
13	Finance and Budgeting Spec (E)	6	6	12 (3x4)	*
14	Finance and Budgeting Spec (I)	6	6	12 (3x4)	*
15	Computer Specialist (E)	8	2	10	*
16	Computer Specialist (I)	16	4	20	*
17	Organisation and Methods Spec (I)	4	2	6	*
18	Evaluation Specialist (E)	10	2	12	*
19	Evaluation Specialist (I)	18	2	20	*
<u>Consultants Based in the Project Coordinator's Office, Jakarta</u>					
20	Project Manager / Corporate Ad (E)	-	22	22	SAUNDERS
21	Project Mgmt Systems Spec (E)	-	28	28	FEINBERG
22	Govt Prog Coordination Spec (I)	-	30	30	MOESTALJAB
<u>Consultants Based in the Regional Coordinator's Office, Surabaya</u>					
23	Project Field Manager (E)	-	24	24	*
24	Agricultural Systems Specialist (I)	-	30	30	SUPOYO
25	Social Scientist (E)	-	24	24	*
<hr/>					
TOTAL MAN/MONTHS EXP		97 40%	145 60%	242 100%	MANMONTHS UTILIZED UP TO DECEMBER 31, 1980 = 61.5 TARGETTED 1-1-81 - 30-6-83 = 461
TOTAL MAN/MONTHS IND		118 54%	101 46%	219 100%	
GRAND TOTAL MAN/MONTHS		215 47%	246 53%	461 100%	

FUNDING 47% UNDP
53% WB

* = Consultants to be recruited.

SUB - OBJECTIVE : A 1. STRENGTHENING OF THE TRANSMIGRATION ORGANIZATION

* OFFICE OF THE JUNIOR MINISTER FOR TRANSMIGRATION

[illegible]

[illegible]

[illegible]

[illegible]

SUB - OBJECTIVE : A 3. INFORMATION SYSTEM (CONTINUED)

[illegible]

[illegible]

[illegible]

SUB - OBJECTIVE : A 5. STRENGTHENING THE ADMINISTRATION

[illegible]

	TARGETS AND ACTIVITIES	PROPOSED STAFFING Post No.	1981												1982												1983					
			J	F	M	A	M	J	J	A	S	O	N	D	J	F	M	A	M	J	J	A	S	O	N	D	J	F	M	A	M	J
A 5.2	STRENGTHEN THE BUDGETING PROCESSES																															
	5.2.1 Attempt the consolidation of budget plans for FY 1981/82 and related PO.s for TRANS-II	13 & 14					—																									
	5.2.2 Assist the development of common coding systems for budgets and PO.s, in coordination with BAPPENAS, Ministry of Finance, and BINA MARGA.	13 & 14					—																									
	5.2.3 Monitor implementation of TRANS-II budgets and PO.s.	13 & 14							—				—					—				—				—				—		
	5.2.4 Develop procedures for applying the revised methods to the total programme in FY 1982/83	13 & 14								—																						
	5.2.5 Monitor implementation of budgets and PO.s for the whole programme.	13 & 14																—			—				—				—			
	5.2.6 Design computer system for budget consolidation by the JMT.	15, 16, 13 & 14					—																									
	5.2.7 Assist with computer installation	15, 16							—	—	—	—																				
	5.2.8 Assist with programme writing and training of personnel	15, 16							—		—							—			—			—			—			—		

SUB - OBJECTIVE : A 5. STRENGTHENING THE ADMINISTRATION (CONTINUED)

[illegible]

[illegible]

SUB - OBJECTIVE : A 6. EVALUATION AND PROJECT APPRAISAL

[illegible]

SUB - OBJECTIVE : A 6. EVALUATION AND PROJECT APPRAISAL

[illegible]

[illegible]

[illegible]

[illegible]

SUB - OBJECTIVE : B 2. TO DEVELOP SYSTEMS (CONTINUED)

[illegible]

[illegible]

SUB - OBJECTIVE : R 3. RESOLUTION OF URGENT OPERATIONAL PROBLEMS

[illegible]

SUB - OBJECTIVE : C 1. TO DEVELOP COORDINATION AND MANAGEMENT SYSTEMS AND MECHANISMS TO FACILITATE THE SUCCESSFUL IMPLEMENTATION OF TRANSNIGRATION II

* FIELD COORDINATOR'S OFFICE, JAMBI

[illegible]

SUB - OBJECTIVE : C 2. TO DEVELOP SYSTEMS FOR MONITORING THE IMPLEMENTATION AND OUTCOME OF THE PROJECT

[illegible]

[illegible]

[illegible]

Appendix 1, Annex 1.3

**Elaboration of INS/79/001 Work Plan covering period
January 1982 to September 30th, 1983**

The immediate objectives of the project are as follows:

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

Elaboration of INS/79/001 Work Plan covering period
January 1982 to September 30th, 1983

On re-examination of the terms of reference of the RMI contract and the project outputs as listed in the project document, they can be logically grouped into seven categories. Within these categories can be placed the activities scheduled in the bar chart. (Letters are those in original Project Document).

1. Overall

1.1. Development of management and administration

- (a) Identifying problem areas and weaknesses in the administrative system and formulating strategies for making the necessary improvements;
- (e) developing a system to assure the timely preparation of work programmes and submission of budgetary requests within the implementation agencies;
- (i) assessing the staffing needs and managerial requirements at all coordinating levels of the programme with specific recommendations as to assistance and training required, and designing and conducting in-service and on-the-job training programmes to meet these requirements;
- (j) producing manuals of organization, financial control and coordinating procedures as required, and training national staff in their use.

1.2. Development of an information system

- (b) assisting in the establishment of paths of crucial information flow, and financial control.
- (d) establishing a systematized information linkage among all of the agencies concerned with the transmigration programme as specified in Presidential Decree No. 26;
- (f) establishing a standardized reporting system as an aid to decision making and to monitor the status of implementation throughout the various projects;
- (g) establish bench-marks of prior performance and develop procedures for periodically evaluating the actual results of project implementation compared with short, medium and long-term goals, identifying blockages, and making recommendations for their elimination;
- (h) establishing procedures for monitoring and evaluating benchmarks of social and economic development within settlements;

2. Trans II Sub-Coordinator, Jakarta

2.1. Reporting and monitoring systems

- (b) developing reporting procedures for monitoring rate of project implementation in the various Transmigration sites and assuring their smooth coordination;
- (c) recommending appropriate reporting procedures and linkages between the coordinating bodies at all levels, and between the various line staff;

2.2. Management and administration

- (a) developing a system to assure the timely preparation of work programmes and submission of budgetary requests by the various agencies involved in Transmigration II;

- (d) assessing the overall management system established within Transmigration II and making recommendations for improvement;

2.3. ad hoc studies

- (e) undertaking ad hoc studies as required which would provide data to facilitate decisions about policies to improve transmigration implementation.

3. Korwil Office, Jambi

3.1. Management

- (a) establishing procedures for developing and coordinating agency work programs and monitoring their implementation;
- (b) developing systems for identifying implementation problems and procedures facilitating their resolution;

3.2. Monitoring

- (c) establishing benchmarks of migrant development and undertaking their periodic measurement on all Transmigration II sites;
- (d) identifying problems in the course of benefit monitoring and arranging for ad hoc studies to clarify their source and promote their resolution.

* There is a varying degree of overlap between categories.

In part this is because all the project's activities except the actual carrying out of ad hoc studies fall within the general sphere of management.

Office of the JMT (Overall)

No.	Activities	Duration (months)	Start	Finish
1.1. 1.	Constantly review programme management and make recommendations for improvement.	continuous		
2.	Coordinate and give direction to the UNDP/OPE/RMI Team.	continuous		
3.	Conduct <u>ad hoc</u> studies on request of the JMC.	as required.		
4.	Provide technical assistance as requested.	continuous		
5.	Prepare all project progress reports.	continuous		
6.	Vet all project working papers and reports.	continuous		
7.	Support and follow up to team recommendations.	continuous		

No.	Activities.	Duration (months)	Start	Finish
1.1. 8.	Obtain background information while awaiting the establishment of facilities for obtaining detailed reporting information.	one	2/82	3/82
		one	2/82	3/82
9.	Effect improvement in the reporting system so that more prompt and more meaningful reports may be produced at national level.	two	3/82	5/82
10.	Commence amplifying the information contained in the reporting system so that the project sub-divisions and the expenditure heads (e.g. construction, materials, wages, etc.) may be incorporated.	one	5/82	6/82
11.	Prepare manual of Financial Reporting	one	5/82	6/82
12.	Review the position at three and take any remedial action required.	-		
13.	Examine the special conditions pertaining to Trans II and cooperate in installing a similar system there.	three	3/82	5/82
14.	Consider practicability of improving budgeting procedure with regard to:			
	(a) approval of number of years' capital budgets where a project contract covers more than one year;			
	(b) improved and uniform lay out;			
	(c) manual on budget preparation.	two	4/82	6/83
15.	Collection of standards for services and inputs by line agencies.	one	3/82	

No.	Activities	Duration (months)	Start	Finish
1.1. 16.	Estimate quantities required.	one	3/82	
17.	To identify from the foregoing, critical areas of supply and budgetary implication.	two	8/82	9/82
18.	A list of most critical areas of activity will be drawn and the JMT requested to order by priorities and further analysis carried out, to:	one	9/82	10/82
19.	Identify and analyse problem areas, why these problems exist and what steps are required to improve the provision of services and the physical distribution of these inputs.	one	10/82	11/82
20.	Ascertain situation regarding actual supply of inputs and services.	five	3/82	7/82
21.	Ascertain extent to which agricultural production data is available from transmigration areas.	three	3/82	5/82
22.	Identify critical bottlenecks.	two	6/82	7/82
23.	Match capacity of MOA with requirements of 1981/82 and 1982/83 programme.	one + half	8/82	9/82
24.	Identify and investigate possible solution to foreseeable difficulties.	continuous	9/82	
25.	Analyse current planning and design procedures.	as required.		
26.	Look into sequencing of activities and recommend improvements.	seven	1/82	7/82
27.	Examine technical content of planning and match with implementation methods and farming objectives.	six	7/82	12/82

No.	Activities	Duration (months)	Start	Finish
1.1. 28.	Technical appraisal of alternate cropping systems overall and Trans II.	five	4/82	9/82
29.	Monitor and "trouble shoot" on planning and site preparation stage.	as required		
30.	Pilot Korlap/Korwil Training Project - Jambi.	four	3/82	6/82
31.	Formulation of precise job description for Korwil/Korlap.	one	6/82	7/82
32.	Analysis of training needs of Kepala Unit.	one	4/82	5/82
33.	Design of training programme and materials for KU.	two	5/82	6/82
34.	Implementation of programmes for KU (4 provinces)	two	7/82	8/82
35.	Foundation training for PLPT staff.	half	8/82	
36.	Analysis of manpower and training requirements for JMT	one	4/82	
37.	Follow up recommendations from Interim Report on Manpower and Training.	three	6/82	8/82
38.	Liaise with other agencies as required, re Training.	three	6/82	8/82
39.	Assist PLPT with preparations re Trans III training components.	two	4/82	5/82
40.	Make recommendations for setting up Trans II coordination arrangements for South Sumatra and Riau.	two	8/82	9/82

No.	Activities	Duration (months)	Start	Finish
1.2. 1.	Establish Data Dictionary to store definitions of data sources, forms, reports, data items and code lists.	four	3/82	6/82
2.	Install UNDP micro equipment within the Office of the JMT and train counterparts.	three	4/82	6/82
3.	Assist the JMT to draft standard classifications for important variables such as Activities, Targets Geographic Units and Statistics.	six	3/82	8/82
4.	Complete the detailed design of the Budget Monitoring system.	nine	3/82	11/82
5.	Develop a Sub-System to support the Budget Planning activities.	three	4/82	6/82
6.	Design and develop sub-system for			
	(i) Monitoring Physical Progress;	six	7/82	12/82
	(ii) Generating Plans for the sequencing of activities within Transmigration "Schemes".	seven	1/82	7/82
7.	Develop a sub-system for processing the Transmigrant Welfare data.	four	1/82	4/82
8.	Develop a sub-system for setting up a data store of statistical data relating to Transmigrants and Settlement Areas including population figures, geographic location, climatic conditions, agricultural production, etc.etc.	three	10/82	12/82
9.	Maintain lines of communication with other Transmigration agencies. as required.			

No.	Activities	Duration (months)	Start	Finish
1.2. 10.	Assist the JMT in establishing an effective system for information dissemination using the TRANSIS Data Dictionary mechanism.	seven	6/82	12/82
11.	Assist the JMT in establishing an effective system for Data Collection, using the Data Dictionary mechanism, in relation to both the JMT's own data collection staff (Korwil/Korlap) and the other sources of data required for co-ordination purposes.	nine	6/82	2/83
12.	Draft framework evaluation of transmigration programme.	one	1/82	
13.	Assist in the conduct of on-going evaluations of mid-term Pelita III.	two	2/82	3/82
14.	Assist in the conduct of ex post evaluation of Pelita I until mid Pelita III.	seven + half	4/82	11/82

Office of the Project Coordinator (Trans II)

No.	Activities	Duration (months)	Start	Finish
2.1. 1.	Update Masterplan for TM II A.	two	3/82	4/82
2.	Prepare Masterplan for TM II B.	four	5/82	8/82
3.	Update BARCHARTS for TM II.	quarterly	3/82	
4.	Assist in preparation of Annual Budgets.			
5.	Assist in preparation of Loan Disbursement Schedule.	two	7/82	8/82
6.	Monitor and provide technical assistance in Site Identification Process for TM II B			
	Sumsel	seven	3/82	9/82
	Riau	seven	3/82	9/82
	Jambi KBLK & KKLK	seven	3/82	9/82
7.	Prepare project monitoring reports.	as required.		
8.	Assist in preparation of JMT monitoring report.	as required.		
9.	Submit recommendations to Project Sub Coordinator.	as required.		
10.	Follow up on recommendations and assist Trans II Team Leader, Korlaps & Korwil in resolving problems on request basis.	as required.		
11.	Conduct on-site field visits.	as required.		
12.	Participate in supervision missions as requested.	as required.		
13.	Assist in improvement of JMT reporting systems.	three	3/82	5/82
14.	Develop Early Warning System.	three	3/82	5/82

No.	Activities	Duration (months)	Start	Finish
2.2.	1. Assist with the design and implementation of a Financial Monitoring System for Trans-II:			
	- assist with the design of a monitoring form and data analysis and according procedures;	three	3/82	5/82
	- prepare Operations Manual on above and assist with counterpart training;	three	3/82	5/82
	- Assist with formal implementation of system and longterm use of system;	as required		
	- Update project, financial expenditures to present & maintain longterm project expenditure records.	as required.		
	2. Assist with the implementation monitoring and coordination of activities for Procurement and Disbursement:	three	3/82	5/82
	- Prepare Operations Manual summarizing World Bank & government procedures;			
	- Assist with additional training of counterpart staff in implementation	as required.		
	- Assist with monitoring of project procurement and disbursement activities.	as required.		
	3. Assist with coordination and preparation of Trans-II work-plans and budget requests.	as required.		

No.	Activities	Duration (months)	Start	Finish
2.2.	4. Assist with delivery of agricultural inputs and services.			
	- Review supply conditions and assist with planning for delivery.	as required.		
	- Assist with identifying and overcoming constraints.	as required.		
	5. Assist with the identification of alternate project sites for Trans II.			
	- Assist with preparation of cost estimates;	as required.		
	- Assist with preparation of financial and economic analyses of alternate sites (and farm models).	as required.		

Office of the Regional Coordinator, Jambi (Trans II)

No.	Activities	Duration (months)	Start	Finish
3.1.	1. Assess manpower needs in Jambi and submit recommendations.	two	1/82	2/82
	2. Conduct training for Korwil & Korlap.	one	3/82	4/82
	3. Conduct training for Project Treasurers.	one	3/82	4/82
	4. Assess management needs for Sumatra Selatan and Riau.	one	4/82	
	5. Monitor legal formalization of TM II/JMT structure for new provinces.	four	3/82	6/82
	6. Assess manpower needs in new provinces and submit recommendations.	one	4/82	
	7. Conduct training for Korwils & Korlaps in new provinces.	two	7/82	8/82
	8. Assist the Korwil with MOA activities.	sixteen	1/82	4/83
	9. Prepare technical monthly monitoring report in respect of MOA and Cooperatives.	as required.		
	10. Assist the Korwil in resolving difficulties in the field of agriculture and cooperatives.	as required.		

No.	Activities	Duration (months)	Start	Finish
3.2. 1.	Investigation of land claims issues.	four	1/82	4/82
2.	Développement of socio-economic monitoring system.	fifteen	7/82	9/83
3.	Investigations of development of village institutions.	nine	1/83	9/83
4.	Development of Childweight Monitoring System.	six	4/83	9/83
5.	Assist in development of Korwil/Korlap institutions.	five	1/82	5/82

DAPB/pl
19.4.82

DRAFT WORK PLAN

FOR

JNDP/OPE/WB INS/79/001 Transmigration Management Development and Monitoring Services Project

For the period January 1982 to September 30th 1983

1

STRENGTHEN THE COORDINATION PROCESS

[illegible]

2

[illegible]

ACTIVITIES

CONSULTANT(S)

1982

1983

J F M A M J J A S O N D J F M A M J J A S

(ii) 'Operational' data - i.e. the production of preliminary budgets estimates by project.

6. Under the direction of the Staf Ahli, Development, and the Staf Ahli, Planning and Preparation, design and develop sub-system for -

JOHN LAHEY

HODKINSON

(i) Monitoring Physical Progress

(ii) Generating Plans for the sequencing of activities within Transmigration "Schemes".

7. Under the direction of the Staff AH11, Development, develop a sub-system for processing the Transmigrant Welfare data.

~~TUN SHWE~~

HODKINSON

8. Under the direction of the Head of the Bureau for Administration, develop a sub-system for setting up a data store of statistical data relating to Transmigrants and Settlement Areas including population figures, geographic location, climatic conditions, agricultural production, etc. etc.

JOHN LAHEY

HODKINSON

9. ~~Maintain lines of communication with other Trans-~~
~~migration Agencies to ensure that~~

JOHN LAHEY

HODKINSON

(i) Compatibility with existing data classifications is maintained wherever possible and duplication of data collection is minimised.

INFORMATION SYSTEM (contd)

[illegible]

FINANCE AND BUDGETING

[illegible]

6

FINANCE AND BUDGETING (contd)

[illegible]

O V E R A L L 7

A N A L Y S I S of 1981/82 and 1982/83 TRANSMIGRATION PROGRAMMES

[illegible]

O V E R A L L 8

Improvements in the supply of inputs and services by MOA

[illegible]

ACTIVITIES

CONSULTANT(S)

1982

193

J F M A M J J A S O N D J F M A M J J A S

1. Draft framework evaluation of trans - programme
2. Assist in the conduct of on-going evaluations of mid-Term Pelita III
3. Assist in conduct of ex post evaluation of Pelita I until mid Pelita III

EVANS
(SEDI ONO)

A blank sheet of graph paper with a grid pattern. The grid consists of solid horizontal and vertical lines forming squares, with dashed midlines between the solid lines. There are three horizontal rows and three vertical columns visible. A small black mark is present in the middle-right area of the grid.

[illegible]

[illegible][illegible]

PROPOSED WORKPLAN FOR THE TRANS-II TEAM

The following are assumed to be the basic "Components" of the Transmigration II Project :

1. Site Identification
2. Land Alienation, Acquisition and Transfer
3. Surveys and Planning
4. Land clearing and preparation
5. Plot identification and demarkation
6. House and facilities construction
7. Settlement activities
8. Development activities

The basic responsibilities of the UNDP/OPE Trans-II Team lie within four general categories :

Category 1 : Planning assistance

Category 2 : Monitoring assistance: (a) all the above numbered 1 to 8
(b) financial monitoring, including scheduling & analysis
(c) socio-economic development and benefit monitoring

Category 3 : Institutional development within JMT(sub-Coordination Office

Category 4 : Ad-hoc Studies and Technical Assistance

In order to provide the maximum assistance to the management function of the Trans-II Project, the following activities will be conducted by the UNDP/OPE Team during the period March 1982 - September, 1983 :

I. PLANNING ASSISTANCE

- (1) Develop and update MASTERPLANS for Trans-IIA and Trans-IIB.

II. DEVELOPMENT of INFORMATION and MONITORING SYSTEMS

- (1) Revise on a quarterly basis, BAR CHARTS reflecting physical and financial progress of the project components.
- (2) Continue monitoring on a monthly basis the status of all project components, vis-a-vis:
 - a) Planning
 - b) Preparations
 - c) Execution
 - d) Management and Coordination

from the point of view of:

- e) Technical constraints
- f) Administrative constraints
- g) Organizational constraints
- h) Budget/Financial constraints
- i) Physical and Financial Progress

- (3) With respect to #2 above, identify all real and potential constraints and assist the Korlaps, KorWil, Trans-II Team Leader and the Project Sub-Coordinator in resolving those problems on strategic as well as tactical levels.
 - (a) Prepare a regular project monitoring report, with a distribution limited to the JMC each month which will highlight all identified problems and will suggest recommendations for their resolution.
 - (b) Assist the Project Sub-Coordinator's Office in preparing and disseminating, on a regular and timely basis, an official JMT Monthly Monitoring Report, for distribution to all implementing agencies.
 - (c) Lend assistance also in improving the current routine reporting systems and continue work on the development of the E.W.S.
- (4) Develop manuals and training materials and provide training and technical assistance to the JMT, Trans-II Project managers and Treasurers with respect to budget, procurement and disbursement procedures.
- (5) Confirm via regular field observations, the status of physical progress of all project components
- (6) Perform investigations in areas proposed for, or under development with respect to:
 - a) Existing or potential conflicts of interest with local inhabitants; and
 - b) development of services, facilities and institutions required in the interest of the health and welfare of the Transmigrants.

- (7) Develop a methodology, schedule and replicable system for utilizing as a baseline socio-economic monitoring mechanism and operationalize it in Trnas-II.
- (8) Propose and assist the JMT in field testing and institutionalizing a system such as the "Under Fives Weight/growth Monitoring Chart" to be used as an evaluation tool for Trans-II.
- (9) Participate in supervision missions as requested by the JMC.

III. INSTITUTIONAL DEVELOPMENT WITHIN THE JMT

- (1) Assess manpower needs vis-a-vis :
 - (a) Staffing requirements
 - (b) Task identification
 - (c) job descriptions
 - (d) training requirements
 - (e) support requirements and submit formal recommendations.
- (2) Conduct manpower training, exercises as requested by the JMT and other agencies participating in Trans-II.

IV. AD HOC STUDIES AND TECHNICAL ASSISTANCE

- (1) Respond upon request from the JMC.

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[illegible]

T R A N S - 11

Trans-II Finance and Budget Activities and Delivery of Agricultural Inputs and Services.

[illegible]

Trans II Finance and Budget Activities and Delivery of Agricultural Inputs and Services (contd)

[illegible]

TRANS II

ORGANIZATIONAL AND MANPOWER DEVELOPMENT.

	ACTIVITIES	CONSUL- TANT(S)	1982	1983
			J F M A M J J A S O N D	J F M A M J J A S
1.	Assess Manpower needs in Jambi & submit recommendations.	WATSON	—	
2.	Conduct Training for Korwil & Korlap	WATSON MOESTADJAB	—	
3.	Conduct Training for Project Treasurers	OWENS MOES/WATSON	—	
4.	Assess Management Needs for Sum.Sel & Riau	WATSON	—	
5.	Monitor legal formalization of TM II/JMT structure for new Provinces.	FEINBERG WATSON MOESTADJAB	—	
6.	Assess Manpower Needs in New Provinces & submit recommendation	WATSON	—	
7.	Conduct Training for Korwils & Korlaps in new Provinces.	WATSON MOESTADJAB	—	

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[illegible]

LIST OF EQUIPMENT PURCHASED BY UNDP
FOR UNDP/OPE INS/79/001 PROJECT

No.	I t e m	Unit Price	Cost	Date Purchased
I.	<u>VEHICLES & AIRCONDITIONERS</u>			
1.	One Unit VW Combi	Rp. 7,330,000	Rp. 7,330,000	13.6.80
2.	Three Units Toyota Saloon (duty free)	Rp. 3,961,000	Rp. 11,883,000	13.6.80
3.	Two Units Toyota Saloon (duty and tax paid)	Rp. 9,900,000	Rp. 19,800,000	13.6.80
4.	Two Units Peugeot Model 504GL 1981 bearing motor chassis no. 349909		Rp. 12,000,000 = US\$ 18,927	3.12.81
5.	Two airconditioners for Peugeot		Rp. 850,000 = US\$ 1,341	3.12.81
6.	Purchase and fitting airconditioners for two Gemini Holden		Rp. 650,000 = US\$ 1,025	3.12.81
	and for two Daihatsu Charade		Rp. 950,000 = US\$ 1,498	
II.	<u>SPEEDBOAT</u>			
7.	Seahawk fibreglass speedboat		US\$ 26,848.00	28.4.82

III. COMPUTER EQUIPMENT : (Price CIF Jakarta Airport)

Item	Original Order	Actually Delivered
8. 1 set COBOL	US\$ 850	850
9. 1 set Apple Fortran	US\$ 160	160
10. 1 set Visicalc 3.3	US\$ 190	190
11. 1 set Visitrend/Plot	US\$ 250	250
12. 1 set Spellstar	US\$ 200	200
13. 1 set Supersort	US\$ 200	200
14. 1 set dBase II	US\$ 500	500
15. 1 set Verbatin disk cleaning kit	US\$ 20	20
16. 10 boxes Memorex 5 " mini diskette (10 per box)	US\$ 400	400
17. 3 sets APPLE II PLUS 48K computer; 220V	US\$ 3,900	3,900
18. 1 set PASCAL language system	US\$ 450	450
19. 2 sets 16K RAM CARD	US\$ 350	350
20. 3 sets Z-80 card	US\$ 1,020	1,020
21. 3 sets 80 column card	US\$ 720	720
22. 1 set DIABLO 630 daisy wheel printer, 220V, complete with serial card and tractor form	US\$ 3,200	3,200
23. 3 sets BMC 12" green monitor 220V	US\$ 759	759
24. 1 set Paper Tiger 560 matrix printer complete with paralel card 220V/50Hz	US\$ 1,667	1,667
25. 1 set EPSON MX-100 matrix printer complete with interface card 220V/50Hz	US\$ 1,200	1,200
26. 3 sets Mini Disk II with controller (DOS 3.3)	US\$ 1,700	1,700
27. 3 sets Mini Disk II w/o controller	US\$ 1,575	1,575
28. 1 unit NESTAR Cluster One model A system with 8" floppy disk drives and cluster bus interface card, 220V/50 Hz.	US\$ 4,135	4,135
29. 1 unit NESTAR 14" Hard Disk Unit with 33MB Winchester disk, interface card, 220V/50Hz	US\$ 10,600	10,600
30. 1 unit APPLE II PLUS 64K console with green monitor (Storage Manager)	US\$ 1,748	1,748
31. 1 set Cluster One Network file server interface card with 10 meter cables and conn.	US\$ 485	485
32. 3 sets APPLE II NESTAR Network inter- face cards with 10 meter cables and connector	US\$ 1,410	1,410
33. 1 set NESTAR Cluster One Network file server programme	US\$ 2,295	2,295
34. 1 set Digital Research PL/1-80	US\$ 550	550
35. 1 set Vanguard system APL/V 80	US\$ 550	-
36. 1 set Wordstar	US\$ 350	350
37. 1 set Milestone	US\$ 295	295

Item	Original Order	Actually Delivered
38. 1 set Microstat	US\$ 280	-
39. 1 set Pascal Tutor	US\$ 135	135
40. 1 set Pascal Programmer	US\$ 135	-
41. 1 set Output Formatter/Forms generator package	US\$ 90	-
42. 3 sets CPS Multifunction card	US\$ 600	-
43. 2 sets Expansion Chasis (220V/50Hz)	US\$ 1,400	-
44. 1 set Apple II graphic tablet	US\$ 700	700
45. 1 set Symtec light pen	US\$ 240	-
46. 1 set Arithmetic processor	US\$ 350	-
47. 1 set 6-pen plotter	US\$ 1,685	1,685
48. 2 sets Apple extender board	US\$ 60	60
49. 1 set Aparat EPROM burner	US\$ 160	-
50. 1 set Votrax type 'N' talk	US\$ 370	-
1 Apple Computer		1,300
1 80 Column Card		240
4 RAM CARDS (32K)		800
1 Nestar Clock Card		400
1 Tec Matrix Printer		1,600
1 Video Terminal		253
	US\$ 47,934	* 48,352

* The price actually paid to the supplier was US\$ 47,934

IV. TELEPRINTER

51. Siemens Teleprinter

Rp.4,500,000 CIF Jkt
plus Rp.500,000
towards subscriber
line 8.6.83

Appendix 1, Annex 1. 5

EQUIPMENT SUPPLIED BY
THE GOVERNMENT OF INDONESIA

EQUIPMENT SUPPLIED BY THE GOVERNMENT

COMPUTER EQUIPMENT

Item	Original Order	Actually Delivered
3 Terminals with Z80 cards, 80 Column Cards, Video Monitors, Nestar Inter- face Cards and Cables	10,200,000	10,200,000
1 Daisywheel Printer	3,980,000	3,980,000
1 Dot Matrix Printer	2,275,000	2,275,000
1 Nestar 20 MB Tape Backup System	5,200,000	5,200,000
3 Numeric Key Pads	900,000	900,000
1 METACARD (8088 CPU CARD)	1,200,000	-
3 SVA 64K RAM CARDS	1,800,000	-
4 0.5KVA Voltage Stabilizers	400,000	400,000
1 CPU CARD (Fast 6502)	-	600,000
4 32K RAM Cards	-	800,000
1 Apple Computer	-	1,800,000
1 Z80 Card	-	300,000
1 Video Monitor	-	350,000
	<u>25,955,000</u> =====	<u>26,805,000</u> =====

LIST OF EQUIPMENT SUPPLIED BY THE GOI

Office equipment

10 ea. Two-drawer filing cabinet
2 ea. IBM selectric typewriter
4 ea. Manual/portable typewriter
4 ea. Typing Chair
1 ea. 'Lion' cupboard 90 x 180 cm
2 ea. 2-drawer filing cabinet
1 ea. 3-drawer filing cabinet
5 ea. Typing element
3 ea. Typing desk
2 ea. Typing desk
1 set desk & chair
4 ea. "Lion" book shelves
2 ea. Refrigerator
3 ea. Calculating machine Casio Type HR-12

Computer

3 box Computer diskette (10 ea. per box)
3 cartridges Computer ribbon
2 box Computer form (of 1 ply)
3 model (wheel) Diablo 630 print wheel (96 characters)
1 ea. Diskette Cleaner
4 ea. Plastic ribbon for printer Diablo 630
4 ea. Cloth ribbon for printer Diablo 630
4 box Diskette (of 10 ea. per box)
2 box Diskette (of 10 ea. per box)

Vehicle

Two Holden Gemini
Two Daihatsu Charade

Other

Direct telephone line

List of Personnel Working for the UNDP/OPE INS/79/001 ProjectDepartment of Transmigration

<u>Name</u>	<u>Title</u>	<u>EOD</u>	<u>NTE</u>
1. David A.P. Butcher	Team Leader	12 July 1980	30 Sept. 1983
2. Suryo Sediono	Deputy Team Leader	17 April 1980	16 April 1983
3. Garth N. Jones	Business/Public Administration Specialist	May 17, 1980	10 Dec., 1980
4. Severino P. Ubungen	Agricultural Procurement/ Planning Specialist	July 17, 1980	Feb. 15, 1981
5. Donald Hindle	Systems Analyst	Sept. 2, 1980	7 June, 1981
6. Roy S. Rasad	Financial Management/ Agriculture Specialist	April 14, 1980	Jan. 30, 1981
7. R. Alan Hodgkinson	Information Scientist	31 May 1981	30 Sept. 1983
8. John Lahey	Management Scientist	8 June 1981	30 Sept. 1983
9. Sudarsono Tjokrodihardjo	Agricultural Economist/Agric Inputs/Services Specialist	1 June 1981	30 March 1983
10. Nicholas D. Owens	Financial Economist	15 June 1981	13 Sept. 1983
11. Tun Shwe	Computer Specialist	28 Sept. 1981	27 Jan. 1983
12. David A. Watson	Manpower Planner	9 Nov. 1981	23 October 1982
13. R. Vaughan Evans	Evaluation Specialist	17 Nov. 1981	16 Nov. 1982
14. Amy L. Grossman	Economist	18 Nov. 1981	17 Nov. 1982
15. Johan Tampubolon	Finance & Budget Specialist	15 April 1982	30 Sept. 1983
16. Lendi B. Sumantri	Accountant	1 May 1982	30 Sept. 1983
17. George Beddoes	Finance & Budget Specialist	Feb. 12, 1982 7 March 1983	June 13, 1982 July 13, 1983
18. Petra Langelo-T.	Secretary	30 May 1980	30 Sept. 1983
19. Riki Martakusumah	Secretary	February 1982	30 Sept. 1983

Office of Trans II Project Sub Coordinator, Jl. Perdatam No.2, Jakarta Selatan

20. Lloyd J. Feinberg	Trans II Project Manager	16 June 1980	30 Sept. 1983
21. Moestadjab	Government Relations Specialist	12 April 1980	30 Sept. 1983
22. John A.J. Gander	Agricultural Engineer	25 August 1981	7 March 1983
23. Mrs. R. Usman	Administrative Assistant	10 May 1982	30 June 1983
24. Mrs. Louise Abuthan	Secretary	15 Sept. 1981	15 Oct. 1982

Office of the Regional Coordinator, Jambi

25. Supoyo Raharjo	Agriculture/Social System Specialist	7 June 1980	30 Sept. 1983
26. Tim G. Babcock	Social Scientist	2 Sept. 1981	30 Sept. 1983

PAE/RMI Consulting Services Division, Jl. Hasanuddin No. 58, Jakarta Selatan

27. J. Roy Saunders	Corporate Project Administrator	Sept. 1980	30 Sept. 1983
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24.8.83

Appendix 1, Annex 1.7

LIST OF WORKING PAPERS PREPARED

BY THE INS/79/001 CONSULTANTS

List of working papers prepared by
the UNDP/OPE INS/79/001 consultants

1. Transmigration Monitoring - Early Warning Report (Form A Routine) by Dr. David A.P. Butcher dated 25 August 1980, Monthly Report No. 4.
2. Designation and Roles of Officials of JMT by Dr. David A.P. Butcher dated 28 August 1980, Monthly Report No. 4
3. Comparative Analysis Work Programs Transmigration Agencies and Land Acquisition Schedule Department of Home Affairs by Dr. Garth N. Jones dated 26 August 1980, Monthly Report No. 4.
4. Guidelines for the Preparation of Job Descriptions in the Transmigration Program by Dr. Garth N. Jones, dated 13 September 1980, Monthly Report No. 5.
5. Draft - Analysis of the Schedule Time Lines for Land Acquisition and Development Transmigration Sites of the Departments of Home Affairs and Agriculture by Dr. Garth N. Jones, dated 30 September 1980, Monthly Report No. 5.
6. Organization Design Transmigration Program: Basic Legal and Administrative Considerations by Dr. Garth N. Jones, dated 30 September 1980, Monthly Report No. 8.
7. Usulan Penelitian: Percobaan Pertama Formulir Peringatan Dini. (Research Proposal: Initial Experimentation on the Early Warning Form) by Dr. Donald Hindle, dated 13 October 1980, Monthly Report No. 6.
8. Background Notes on Information System Development for the JMT by Dr. Donald Hindle, dated 30 September 1980, Monthly Report No. 6.
9. Draft - Transmigration II - The Role of the Project Sub Coordinator by Dr. David A.P. Butcher, dated 9 October 1980, Monthly Report No. 6.
10. Penelitian tentang Struktur Organisasi daripada Menmud Urusan Transmigrasi: Penjelasan dan Penelitian Kwestioner (Research Study on the Organizational Structure of the JMT: Questionnaire and Explanations of the Study) by Dr. Donald Hindle, dated 20 October 1980, Monthly Report No. 6.
11. Usulan Penelitian: Pengukuran Pertumbuhan Berat Badan Anak Balita sebagai Salah Satu Indikator Keberhasilan Program Transmigrasi (Research Proposal: Measurement of the Growth of Children Under Five Years of Age as One Indicator to the Level of Success of Transmigration Program) by Dr. Donald Hindle, dated 16 October 1980, Monthly Report No. 6.

12. Structural Agency: Instansi Struktural: Non-Structural Agency: Instansi Non-Struktural (Bukan Struktural) by Dr. Garth N. Jones dated 25 October 1980, Monthly Report No. 6.
13. Status Report on Progress of Trans II as of 31 October 1980 by Mr. Lloyd J. Feinberg, dated 4 November 1980, Monthly Report No. 6.
14. Penelitian tentang Struktur Organisasi Daripada Menmud Urusan Transmigrasi: Laporan Sementara tentang Kantor Koordinator Proyek Trans. II by Dr. Donald Hindle, dated 2 November 1980, Monthly Report No. 7.
15. Singkut Rehabilitation Program - Transmigration II.
Part I - Reports and Proposals
Part II - Project Proposals
dated 19 September 1980.
16. Notes about Rock Phosphate TM-II Jambi by Mr. Severino P. Ubungen, dated 30 October 1980.
17. Second Draft: Bar Charts for Activities to be performed in the Transmigration of 800 families to Kubang Ujo, Jambi Province, dated December 1980.
18. Scenario of Transmigration Programme by End of Project INS/79/001 (Mid 1983), by Dr. David A.P. Butcher, dated 2 December 1980.
19. Activity Proposal: Transmigration Management Development Programme by Dr. Donald Hindle, dated 3 December 1980.
20. The Project Manager (Pemimpin Proyek) as Financial Administrator by Mr. Suryo Sediono, dated 9 September 1980.
21. Network Analysis for Scheduling of Transmigration Projects, by Dr. Donald Hindle, dated 17 September 1980.
22. Background Notes on Information Requirements for Transmigration, by Dr. Donald Hindle.
23. Luwu Area and Transmigration Development Project (LATDP), by Dr. Garth N. Jones, dated July 1980.
24. Assumptions and Legal Provisions Underlying Reorganization Transmigration Programme, by Dr. Garth N. Jones.
25. List of Ministries, Directors General, and other Agency Heads directly involved in Program Planning and Implementation: Coordinating Body Transmigration According to Presidential Decree No. 26, 1978, by Dr. Garth N. Jones.
26. Tasks, Duties, and Responsibilities Six Principal Departments in Transmigration, According to Presidential Decree No. 26, 1978, by Dr. Garth N. Jones.

27. Evolving Management & Organization Transmigration Programme since 1968 ("New Order"), by Dr. Garth N. Jones.
28. Specific Indonesia's Transmigration Programme: World Bank Contribution, by Dr. Garth N. Jones.
29. Outline Strengthening the Legal and Organizational Basis of the Office of the Junior Minister for Transmigration, by Dr. Garth N. Jones, dated 21 November 1980.
30. Guidelines for Preparations of an Operational Manual: The Coordinative Function for Transmigration Projects, by Dr. Garth N. Jones, dated 14 November 1980.
31. Operational Manual for Transmigration by Dr. David A.P. Butcher dated 23 January 1981.
32. Trans II Problems facing the project and some of the Options open to the G.O.I. for their resolution.
33. Master Program Penyelenggaraan Transmigrasi Terpadu - Comments, Observations and Questions by Dr. David A.P. Butcher dated 6 March 1981.
34. Note on Agricultural Research with reference to transmigration.
35. Background on computers in transmigration by Dr. D. Hindle, dated 6 March 1981.
36. Consultancies in survey, screening and design of transmigration site, by Dr. D. Hindle dated 26 March 1981.
37. Contents of Phase II and III of the Planning State based on Cipta Karya's Document of March 1980 titled: "Request for proposal for Screening (Phase III) of transmigration settlement development", by Dr. D. Hindle.
38. Operating Rules for Cipta Karya; Normal Procedures by Dr. D. Hindle.
39. Catatan tentang Rapat Team Pelaksana/Penyelenggara Management Information System (MIS) by Dr. David A.P. Butcher dated 20 April 1981.
40. Ringkasan Kebutuhan-kebutuhan Komputer di Nakertrans by Dr. D. Hindle, dated 5 May 1981.
41. Catatan tentang Rapat Team Pelaksana/Penyelenggara Management Information System (MIS) by Dr. D. Hindle, dated 11 May 1981.
42. Experiment in the training of Transmigrants at Project/WPP level.
43. Trans II issues by Dr. David A.P. Butcher, dated 18 May 1981.

44. Latar Belakang daripada Trans II, by Dr. D. Hindle dated 20 May 1981.
45. Penataran Kepala Unit Desa (Kepala SP), 21 May 1981.
46. Draft Advance Copy - Review of Transmigration II Project and Recommendations - Interim.
47. Tahapan-tahapan pengembangan by John Lahey, dated 3 July 1981.
48. Trans II Review Site Investigation, Selection and Design by Dr. D. Hindle.
49. Report on a field report visit to Jambi 4 to 12 February 1981 by Dr. David A.P. Butcher and Lloyd J. Feinberg.
50. Trans II field trip report to Jambi, 9 to 13 April 1981 by Moestadjab.
51. Trans II field trip report to Jambi, 9 to 13 April by Lloyd J. Feinberg.
52. Report 16 to 19 June 1981 by Lloyd J. Feinberg.
53. Report 1: DGFCFA - Cisarua meeting on transmigration, June 10-13, 1981, by Nicholas D. Owens and Sudarsono, 19 July 1981.
54. Report 2: Additional Information on Ministry of Agriculture's Transmigration Activities Agricultural Services by Nicholas D. Owens and Sudarsono, 14 July 1981.
55. Report 3: MOA Transmigration Activities by N.D. Owens and Sudarsono, 18 July 1981.
56. Report 4: Agricultural Services by N.D. Owens & Sudarsono, 18 July 1981.
57. Report 5: Summary of DGFCFA working papers on farm systems development in transmigration areas by N.D. Owens and Sudarsono.
58. Assessment of the Organizational Structure of the Various Institutions under Keppres 26, 1978 by Suryo Sediono, dated 30 June 1981.
59. Kantor Koordinator Proyek by Suryo Sediono, dated 30 Jan. 1981.
60. Bidang Koordinasi Management by Suryo Sediono, dated 3 Feb. 1981.
61. Kakoptrans by Suryo Sediono, dated 11 June 1981.
62. Transmigration by Suryo Sediono, dated 25 January 1981.

63. Some information on the Transmigration Program in Indonesia, by Suryo Sediono, dated February 1981.
64. Review of Transmigration II Project and Recommendations, UNDP/OPE INS/79/001.
65. Petunjuk Pelaksanaan bagi Transmigrasi, by Suryo Sediono, dated 3 February 1981.
66. Urusan Monitoring dan Evaluasi, by Suryo Sediono, 26 Feb. 1981.
67. Hubungan Kerja by Suryo Sediono, 19 February 1981.
68. Menteri Tenaga Kerja dan Transmigrasi by Suryo Sediono, 19 February 1981.
69. Bahan-bahan untuk Lokakarya by Suryo Sediono, 13 March 1981.
70. Tugas dan Kewajiban dari Sub.Koord.Proyek Transmigrasi Bantuan Bank Dunia (IBRD-II) - Urusan Umum; Keuangan dan Anggaran; Assisten Urusan Persiapan; Assisten Urusan Sosial-Ekonomi; Urusan Monitoring dan Evaluasi, by Suryo Sediono, 21 April 1981.
71. Menteri Muda Urusan Transmigrasi by Suryo Sediono.
72. Sekretaris Menteri Muda Urusan Transmigrasi by Suryo Sediono.
73. Bagan Susunan Organisasi Staf Menmud Urusan Transmigrasi, by Suryo Sediono, 20 May 1981.
74. Objectives of Transmigration in Repelita III.
75. Tugas dan Kewajiban Staf Ahli Urusan Persiapan, by Suryo Sediono.
76. Tugas dan Kewajiban Staf Ahli Urusan Luar Negeri by Suryo Sediono.
77. Tugas dan Kewajiban Staf Ahli Urusan Pembinaan by Suryo Sediono.
78. Sekretariat Bakoptrans, Sekretariat Satdal dan Team Teknik, by Suryo Sediono, 18 July 1981.
79. P.T. KAPAS INDAH INDONESIA and Intensifikasi Kapas Rakyat - A report on a cotton project in South East Sulawesi for His Excellency Martono, the Junior Minister for Transmigration, by Dr. David A.P. Butcher, dated July 1981.
80. Proposed Upland Farming Model (Tumpang Sari) by Nicholas D. Owens, 21 July 1981.

81. Analisa Singkat mengenai Sistem Korespondensi Sub Koordinator Proyek Transmigrasi/IBRD by Moestadjab, 17 July 1981.
82. TRANSIS - Transmigration Information System by R. A. Hodgkinson.
83. Transmigration II Monitoring Report.
84. Singkut Masterplan (October 1981).
85. Review of Transmigration II Project and Recommendations - Interim Report.
86. Proposal for the acquisition of small-scale computer equipment for the Office of the Junior Minister for Transmigration, by R.A. Hodgkinson, August 1981.
87. A report on the Farming Activities in Lampung of P.T. Mitsugoro, Plantation-Export-Import, P.T. Daya Itoh, P.T. Padangratu Agricultural Corporation (PAGO) for H.E. Martono, Junior minister for Transmigration, by Dr. David A.P. Butcher, R. Soedarsono, N.D. Owens, - draft - incomplete, dated August 1981.
88. Summary of the Ministry of Agriculture's Transmigration Programme Activities by N.D. Owens and Soedarsono.
89. The Motivating Factors in Land Settlement Schemes, 19 Sept. 1981.
90. Proposed action plan for Kubang Ujo Protective Land Use and Soil Conservation Requirements by J.A.J. Gander, 9 September 1981.
91. Clarification on Transmigration II Implementation & Farm Development, by Dr. David A.P. Butcher.
92. Usulan Susunan Unit Pengendalian Pembiayaan Kegiatan-kegiatan Transmigrasi II (UP2K2 Trans II) by Moestadjab and N.D. Owens, 12 November 1981.
93. Sistim Pelaporan "Peringatan Dini" (EWS) dated November 1981.
94. Consultants to be financed under World Bank Trans III Project. Terms of Reference - draft, by Dr. David A.P. Butcher, 24 November 1981.
95. JMT - Secretariate - proposal by Dr. David A.P. Butcher, 19 November 1981.
96. The Project Manager (Pemimpin Proyek) as the Financial Administrator by Suryo Sediono, dated 5 December 1980.
97. Some information on the Transmigration Programme in Indonesia - draft prepared by Suryo Sediono, 3 March 1981.
98. Interim Report: Transmigration Manpower and Training Study - draft by David Watson, 6 January 1982.

99. Proposal for Strengthening and Establishing Training Institutions and Training Centers for Transmigration Programme - draft - by Suryo Sediono, September 1981.
100. Comments and Observations on the World Bank Staff Appraisal Report - Transmigration III Project, 6 July 1983.
101. Transmigration Site Identification and Planning (An outline of an alternative set of procedures), by Dr. David A.P. Butcher, 6 July 1982.
102. Some Problems and Difficulties in the Coordination and Administration of the Transmigration Programme (note prepared at the request of Mr. Hartono, Staf Ahli Menmud Trans.), Dr. David A.P. Butcher.
103. Transmigration Manpower and Training Study - Interim Report (Plus summaries of recommendation in English and Bahasa Indonesia), David Watson.
104. Job Description and Training Needs for Kepala Unit Pemukiman Transmigrasi (English and Bahasa Indonesia), David Watson.
105. Draft Pilot Training Course for KUPT Cadre, David Watson.
106. Draft Terms of Reference for a Working Group on KUPT Course Planning, David Watson.
107. Report to Korwil Trans II Jambi on recommended future training of Assistant Korwils and Korlaps, David Watson.
108. Discussion paper on World Bank Trans III component "DGT Staff Training", David Watson.
109. Draft Terms of Reference for Technical Assistance for PLPT (DGT Training) under Trans III project, David Watson.
110. Back to office reports (by D. Watson):
 - to Central Java (9-14 Jan. 1982)
 - to LP3ES (18 May 1982)
 - to Lembaga Studi Pembangunan (24 May 1982)
 - to Bina Swadaya (26 May 198)
111. Training Needs Survey Forms - KUPT/KSPT cadres (survey conducted at Rapat Konsultasi - Jakarta, 14-19 June 1982), A Report on A Survey of High Priority Training Needs - KUPT/KSPT Cadres, David Watson.
112. Proposal for the acquisition of micro-computer equipment for the Office of the Junior Minister for Transmigration, R.A. Hodgkinson.
113. Report outlining a possible communicationos network linking remote terminals to the JMT computer system, R.A. Hodgkinson.

114. Report detailing flow-space and electricity requirements for computer, R.A.Hodkinson.
115. Satdaltrans: Instruction for Entry of Financial Monitoring Forms at Satdaltrans, 1 May 1982.
116. Satdaltrans: Instruction for the Preparation and Issue of Satdaltrans Monitoring Reports (1 April 1982).
117. Satdaltrans Report on Financial Monitoring :
Part I - Overall Financial Monitoring and Related Matters
Part II - Foreign Aid (Trans II)
dated 14 June 1982.
118. A Financial Monitoring System for the Transmigration II Project, May 1982.
119. Project Trans-II IBRD Financial Monitoring System Implementation Guidelines, May 1982. (Proyek Trans-II IBRD Petunjuk Pelaksanaan Sistem Monitoring Anggaran dan Pembiayaan, Mei 1982).
120. Ringkasan Sistem Monitoring Anggaran dan Pembiayaan Proyek Trans II/IBRD, May 1982.
121. Transmigration-II Bar Charts for Implementation of Trans-IIA Kubang Ujo, Hitam Ulu and Kuamang Kuning, March/April 1982.
122. Program Upgrading Singkut Transmigrasi II, Usulan-usulan Proyek, May 1982.
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214. South Sea Log Market and Forest Areas for Transmigration, by Dr. David A.P. Butcher, February 1983.
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Appendix 1, Annex 2.1

**Report on meetings with Satbins I in Palembang
and Satbins II in Lubuklinggau,
Kab. Musi Terawas**

UNDP/OPE INS/79/001

**Transmigration Management Development
and Monitoring Services**

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Summary of conclusions and recommendations for increasing the effectiveness of Satbin I & II and the overall management of the transmigration programme in general

UNDP/OPE TUS/72/001

The institutions of Satbins I and II provide a basic mechanism for coordination and management. However, in order to increase their effectiveness a number of steps need to be taken, these are;

1. Provide a job description for Satbin I and II specifying the structure, method of working, guidelines for solving common problems, reporting and information dissemination, composition and functions of secretariat, frequency of meetings, finance (draft job description is attached as an example).
2. A full description of the transmigration project cycle is needed. This would describe the sequence of activities, the responsibilities of each agency, the actual content and specifications for each activity, and the reporting procedures for each. This document should be agreed to by all concerned agency personnel at Director level, and would be useful for all concerned in the programme.
3. Until such time as 1 and 2 above are implemented there must be a downward flow of key information by each agency on:
 - i. what they are going to do next in each location,
 - ii. when they are going to do it
 - iii. progress,

This especially refers to lead agencies, i.e. Ditada, Agraria and PLPT (Bina Marga). Without such a downward flow of information to Province, Kabupaten and site, realistic Jadwal pelaksanaan (bar charts) cannot be prepared and accurate forecast of performance cannot be made.
4. The adoption of the above measures could lead to the standardization of reports and a reduction in their size and number. As a first step a full time reports officer should be appointed to each Satbins I.

If the GOI requests, the UNDP/OPE consultants will assist in the implementation of these recommendations.

Situation as expressed in meetings in Palembang and Lubuklinggau,

S. Sumatra

Satbin I and II claim they have some difficulties in being fully effective, these are;

Monitoring, Reporting and Coordination

1. There is no "job description" or "petunjuk operasional" for Satbin I or II to guide them on what exactly they have to do in order to fill the role they are supposed to carry out under Keppres 26, 1978.
2. They need a document which spells out clearly the complete transmigration project cycle from site identification to handover to local government. This document needs to list the activities to be carried out by each agency, and should give the specifications of each activity and its timing.
3. They need a jadwal pelaksanaan or bar chart for each project location. An attempt is being made to do this by the Kakanwiltrans but there are too many uncertainties and time pressures to make this a realistic and useful document.
4. One reason for uncertainties at both Satbin I and II arises because project decisions taken in Jakarta are not passed as information to Satbins I and II, or to line agency representatives in the provinces. Examples given were the survey and design activities of Cipta Karya; the land clearing by PLPT and most, if not all activities in the Trans I Batumarta project. If officials within the province do not know when the activities of lead agencies, especially Public Works are to start and be completed, it is impossible to develop the "Jadwal Pelaksanaan".

Support to Satbins

5. In order to improve reporting a need was expressed to link each site to the Kabupaten Ibu Kota by radio, possibly CB, and to link each Kabupaten to Palembang by SSB.
6. All agencies pass reports vertically and upwards with few systematic reporting channels downwards or inter-agency, such as via Satbins I and II.

7. There is a need to have regular meetings, at least once a month, and to call meetings as and when needed. There is also a need to visit the field locations to resolve issues from time to time.

8. To improve coordination in general, all agency Pimpros should be located in Palembang with Pimbagpros in each Kabupaten where there are transmigration sites.

9. At the level of Satbin I there is a need for a fulltime Secretariat to

- i. prepare for meetings, keep minutes and ensure follow up action.
- ii. receive, collate and summarise reports, identify matters for discussion by Satbin.
- iii. monitor finance.

10. A Secretariat has been planned but specific functions not drawn up and it is not effective yet.

At the level of Satbin II there is a need for a full time reports officer who will receive and summarise reports from KSPTs. Again, matters for attention should be brought to the attention of Satbin.

11. Several persons stated they thought that of the fifteen or so agencies represented in the full Satbin, only four Departments were needed on a regular basis ^{1/}. These are:

Dalam Negeri - Pemda and Agraria

Nakertrans - Kakanwil Transmigrasi

Pertanian - Kakanwil Pertanian (+ others as needed)

Kesehatan - Dinas Communicable Diseases (+ others as needed)

Other Departments could be invited as and when needed to discuss specific issues. The "simplified Satbin" as it was termed was suggested to rotate the place of meeting, from one agency to another.

12. It was mentioned that the only officials to receive an honorarium were the Chairman and Secretary to Satbin. Until the funds were depleted, everyone used to receive a lunch, but now only tea and cakes are provided.

^{1/} This is the opinion of one Pemda official. Consultant consider Public Works could usefully be included.

13. The budget for Satbins I and II appear unevenly divided, with 50% of travel funds for Satbins I with 15 members, and 50% for the 100 members of the various Satbins II

Shortages of Field Staff

14. Although only indirectly related to Satbin but nevertheless important to its operation was the issue of staff. South Sumatra is to receive 25% of the National target for Pelita III and will this year settle 25,000 families. In some cases there is only one field official to cover four locations instead of one to one. Also the non structural status of KUPTs and KSPT offers them small pay, hard work, no career and not many thanks. Several agency staff stated that Sumsel had land and money but insufficient staff was key constraint.

Some examples of adverse situations arising as a result of the foregoing

- o Sometimes the first news of the start of PLPT land clearing and road construction activities received by Kabupaten PU staff is via contractors who come to his office for help.
- o The Kakanditrans only knows the progress of land clearing by visiting the site personally. He receives no progress reports from PLPT.
- o Agraria's land use activities occur long after Cipta Karya has done its mapping/designs and even as land clearing is going on.
- o Agraria may be doing land use in one area while PLPT is clearing another.
- o For house and village facilities constructions the tender is made in Palembang, but the contract work is carried out in the Kabupaten. Because the documents are in Palembang, local staff do not know if the contract is being followed correctly, or if the provisions of the contract are suitable.
- o Agraria does not make inventory until after Cipta Karya have completed designs. Often included in the designed area are areas owned by Forestry or local people.

- o Transmigrants have been settled in some sites without an S.K. Gubernur Pencadangan Tanah Transmigrasi, reserving the land. As a result Agraria cannot issue land certificates.
- o For both Education and Health activities there are frequently DIP funds in more than one budget. This can result in a duplication of buildings.
- o Insufficient notice to the agencies compounds the difficulties of getting medical staff and teachers at transmigration sites. Thus there may be too many schools and no teachers or Puskesmas buildings with no staff.
- o There are two DIPs for agriculture, one for PPLs through BIMAS and one for seed and fertilizer through DGPCA. Sometimes there is one input without the other.
- o Pertanian are asked to deliver seeds to a site but find either:
 - no transmigrants
 - transmigrants but lahan usaha not ready for planting.
- o Seed is moved from Palembang to Kabupaten Musi Hulu Rawas when there is good local seed already available and near to the sites.
- o Pertanian staff in Lubuklinggau stated that he did not know /and was never asked /consulted /told whether imported or local seed was going to be used; there were cases where the local seed was better than imported.
- o In other cases transmigrants receive no seed on time, or half the standard quantity because the numbers of transmigrants has been doubled.
- o Fertilizer may arrive and no godown has been built to protect it.
- o Farm tools may not come for a long time after KK arrive.
- o The Province does not know much about Trans I or the Swamp Reclamation I Projects as they are run from Jakarta. In the case of Trans I the Pemda foresees problems in the handover to them.

**Itinerary/List of Officials Seen
During South Sumatra Visit
by Messrs. Butcher, Sunarto, Watson and Ms. Grossman**

- Thursday 5th August 82 - (afternoon) Flight Jakarta - Palembang.
- Friday 6th August - Meeting with Drs. Soetopo, Kakanwil Trans., Sumsel
- Meeting of Satbins I, chaired by Drs. Frachrurrozi Kadir, Ketua Bappeda.
- Saturday 7th August - Public Works
- Ir. Icksan (PLPT) Public Works, chaired by Kepala Biro Tata Usaha.
- Agraria
Drs. Nizir Rasul, Kepala Dinas Agraria
Rakip M.S., Asst. Kep. Dinas.
- Agriculture
Ir. M. Idris Musa, Kepala Dinas Pertanian
Drs. Farobi Umar, Pimpro(Trans) Dinas Pertanian
- Health
1. dr. H. Tamaroen Haroen - Proyek Transmigrasi
 2. dr. Sofyan Mukti MSc. - P2M
 3. dr. Agus Hendrata - P2M
 4. dr. Oesman Hasan - Puskesmas
 5. dr. H.M. Ali Husein - Staf
 6. Ny. Rina - Staf Proyek Transmigrasi
- (overnight train to Lubuklinggau).
- Sunday 8th August (During visit to Curup)
- Drs. Dasrun Achmad, Kakandit Trans, Lubuklinggau
- Bpk. Sahab, Bidang Penilaian, Kanwil TK. I
- Monday 9th August - Meeting of Satbins II - Lubuklinggau.
1. Dj. Marbun, PPS Diperta Tk II Mura
 2. Nurman, Dinas Kehutanan
 3. Mariman Katam, LLAJR
 4. Sudarsono BC, Kep. PU Seksi/DPU Tk. II
 5. Umar Husin Suren, Kadis
 6. Rusdi CT, Drabu
 7. dr. Hazairin Zein, Dokabu
 8. dr. Zainal Krokrof, BKKBN
 9. Darmansyah, KUPT Ngestibajo
 10. Anwar Dana, Kta. Koperasi Kab. Mura
 11. M. Jusuf Dulhanan, P & K
 12. Dasrul Achmad, Kakanditrans
- Visit to Tugu Mulyo Transmigration Project
- Sdr. Darmansyah, KUPT Ngestibajo
- Overnight train to Palembang.

Tuesday 10th August
(Butcher/Watson)

(Grossman accompanied
by Ir. Fauzi Pahlan -
Transmigration)

- Summarising preliminary conclusions
- Livestock
Ir. Leonardo Hutabarat
- Cooperatives
Drs. Siagian (Kep. Production/Marketing)
- Fisheries
Soeripto H.D.
- Transmigration
Drs. Soetopo (Kakanwil)
- Estate Crops
Lisman Nasution, Pimpro (Transmigration)

Wednesday 11th August
(Butcher/Watson)

- Bappeda
Drs. Fachrurrozi, Ketua.
Ir. K. Mattjik (PJ. Wakil Ketua)
- Pemda
A. Syarkowi Sirod S.H. (Kep. Biro
Kependudukan dan Lingkungan Hidup)
Drs. Kafrawi Rahim, Assisten Kesra III
- Transmigration
Ir. Sri Nardani (Pimpro Satbins)

Meeting of senior Kanwil staff, chaired by
Drs. Mustafa Kamal (Pimpro Satbins
(Kep. Pembinaan/Pengembangan Kanwil Trans.)

Return to Jakarta.

DW/pl
20.8.82

Appendix 1, Annex 2.2

HANDBOOK
FOR
ORGANISERS (PIMPROS)
AND
MINUTE TAKERS

OF
UNITS FOR THE COORDINATION OF TRANSMIGRATION
AT PROVINCIAL AND DISTRICT LEVEL
(SATBIN I AND II)

PRODUCED BY
THE SECRETARIAT OF THE
COORDINATING BODY FOR TRANSMIGRATION
(BAKOPTRANS) JAKARTA.

NOVEMBER 1982

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INTRODUCTION

The aims of this Handbook for Pimpros and Minute Takers of Satbin I and Satbin II are as follows:

1. To help Pimpros and Minute Takers understand the background to and importance of Satbin I/II in the implementation of the Transmigration Programme.
2. To explain and introduce a new approach to the writing and presentation of minutes, which will make the minutes more useful as a tool of management for the Transmigration Programme.
3. To explain the role of minute takers in detail to guide staff already performing this function, and those who are asked to perform it, without earlier experience.
4. To act as a reference document for other officials concerned with the running of Satbin I/II (including Governors, Bupati and their staff and Kakanwil and Kakandits Transmigration) and to help them monitor the quality of the minutes of their Satbin meetings.

The Secretariat of Pakoptrans in cooperation with the Office of the Junior Minister for Transmigration have over the past few months been investigating the workings of Satbin I/II as bodies which coordinate and manage the transmigration programme at Provincial and District level.

One of the conclusions of the study is that, although Satbin I/II are playing a very valuable role, they require assistance in order to become stronger and more effective. One type of such assistance is this Handbook for Pimpros and Minute Takers of Satbin I/II. Other measures are still being discussed.

Depending on how this handbook is received, a handbook for Chairmen of Satbin I/II and their technical teams may be produced later.

This handbook has been produced by the Secretariat of Pakoptrans, in cooperation with UNDP/IBRD project INS/79/001 "Transmigration Management Development and Monitoring Services Project", in the office of the Junior Minister for Transmigration Affairs.

SECTION A

THE BACKGROUND

A.1 THE ROLE AND IMPORTANCE OF SATBIN 1/II

units for the Promotion of Transmigration at Provincial and District Level (Satuan Pembinaan Penyelenggaraan Transmigrasi di Daerah Tingkat I dan di Daerah Tingkat II) are based on the provisions of Presidential Decree No. 26 of 1978 re. the Coordinating Body for the Implementation of Transmigration. In a Ministerial Instruction (ref. INS.05/MEN/79), the Minister of Manpower and Transmigration (as Chairman of Bakoptrans) formally set up such bodies, and in a series of Ministerial Decisions later in 1979 and 1980 decided upon their composition and membership in each Province.

In summary, their role is to supervise, coordinate, control and monitor the implementation of the transmigration programme in the Provinces. The full text of the relevant passages of the Decree is given at Appendix 1, together with a diagram of the entire coordinating structure provided for in the Decree.

In more detail, the tasks which Satbin become involved in include the following:

- o It is a forum where agency reports on future plans, present progress or problems can be presented and discussed;
- o It is a forum where inter-agency disputes or overlap can be discussed and resolved;
- o It receives directives or targets from the centre, and discusses how they can be implemented;
- o It allows agencies involved in the programme to synchronise their detailed planning or scheduling of activities;
- o It discusses annual programming, and formulates submissions to Annual Consultative Conferences on Transmigration;
- o some members may be sent on fieldtrips to investigate particular issues at site level;
- o It is a forum which may be addressed or consulted by visiting ministers or senior officials on the subject of transmigration.

In practice, Satbin 1/II is presently the most important coordinating mechanism at Provincial and sub-provincial level. One reason for this is that the Korwil and Korlap structure at these levels is not yet fully in place. The importance of Satbin 1/II will grow in future, as the size and complexity of the transmigration programme increases. The coordinating structure at the centre will become overloaded if Provincial and sub-provincial coordination bodies cannot keep pace.

A.2 THE PURPOSES OF MINUTES OF SATBIN MEETINGS

Minutes of Satbin meetings serve two main purposes. First, they are a record of the meetings. Secondly, they are important tool of management.

1. minutes as a record of the meetings

As such they should give details such as

- o the type of meeting (Plenary/Technical team)
- o who was present, and who was Chairman, Secretary & minute taker;
- o when and where the meeting was held;
- o what issues or subjects were discussed;
- o what the main conclusions, decisions or agreements were;
- o what follow up action is needed, and who is responsible for carrying out.

Such information is useful to the following, for the reasons given.

- | | |
|--|---|
| (i) Committee members. | minutes remind them of what they agreed to at the meeting. If they could not attend, the minutes are invaluable in bringing them up to date with the progress/of projects and discussions. |
| (ii) Other officials in Agencies at the same level. | If a member has to send a deputy at any time, or if a person is specially invited to a meeting of the Committee, the minutes can provide a comprehensive picture of its earlier deliberations. |
| (iii) Officials in Agencies at higher or lower levels. | minutes can provide an important means of vertical communication between levels of Government. |
| (iv) The Secretariat of Sakoptrans (Ditjen. Trans) | In order to monitor progress and problems in the implementation of the transmigration programme, the Secretariat needs to receive minutes, to use as a basis for briefing Satdaltrans and Sakoptrans members. |
| (v) Bappenas | minutes of Satbin meetings are important evidence of the activity and usefulness of Satbin I and II which is required by Bappenas. |

2. Minutes as an Important tool of Management

In order to coordinate and synchronize the transmigration programme in their Province, certain information is needed by the Governor or Bupati and the Kakanwil Transmigration or Kakanwil. Such information includes:

- o the present 'state of play' of the whole transmigration programme in a Province or Kabupaten;
- o the present activities of all agencies involved;
- o bottlenecks being experienced by those agencies; and what action is necessary to remove them;
- o when agencies can start their work in various sites, and when they are due to finish;

In order to manage their individual agencies' inputs into the programme, managers (Pimpros and Heads of agencies) need to know:

- o what projects they will have to implement;
- o what they will have to do there - for how many families;
- o which other agencies will be involved;
- o present progress in other agencies' work, including delays;
- o when they must start, and when they must finish.
- o what they have to do to avoid a bottleneck or obstacles to their own progress and when such action is required;
- o how their work is affecting the work of other agencies.

All the information mentioned above can be obtained from well written minutes of Satbin meetings.

QUALITY WHICH GOOD MINUTES SHOULD POSSESS

In order to present the information mentioned above effectively, minutes should be written in the following way:

(a) minutes should be brief:

Coordinators and managers of the Transmigration Programme are busy. They do not have the time to read long minutes.

(b) minutes should be comprehensive:

All main conclusions, recommendations, decisions, agreements, or follow up action required which were discussed at the meeting should be contained in the minutes.

(c) minutes should be clear:

Information should be presented in such a way that it is clearly visible. For example, underlining and summary tables can be used to stress conclusions and describe follow up action and those responsible for carrying it out.

(d) minutes should be continuous records:

It is important to be able to see from the minutes whether decisions or follow up items agreed at the last meeting, were acted upon by whoever was responsible for doing so. Through this monitoring process it is possible for Chairmen and Secretaries of Satpin to retain control over Transmigration activities in their Province.

SECTION B

THE NEW FORMULATION OF MINUTES

B.1 EXPLANATION OF THE NEW FORMULATION OF MINUTES

A new formulation and style of presentation of minutes of Satbin meetings has been developed; it is presented and explained in Section B.

The Secretariat of Pakoptrans has decided that an improved formulation of Satbin minutes is required, for the following reasons:

- (i) From a thorough study of Satbin minutes produced over the last few years, it appears that each Province has adopted its own formulation and style of presentation. The Secretariat wishes to standardise the formulation of minutes to facilitate interpretation and use of the minutes at Pusat level.
- (ii) Another conclusion from the study of the minutes is that most Provinces' minutes do not possess the qualities (noted in Section A.2) required if they are to be useful as tools of management of the transmigration programme. In order that Satbin I/II can become stronger management bodies, it is important that the usefulness of their minutes is increased.
- (iii) The new formulation has been introduced as a first step in a range of improvements presently being discussed to improve coordination and management of the Transmigration programme - particularly at Provincial level. It provides a framework which can form the basis of later measures and assistance.

The standard forms which are to be used in future are presented in this section. As an example of the manner of presentation of minutes using this forms, Section B.2 provides a complete set already filled in, describing an Imaginary Satbin meeting in an Imaginary Province (Sumkalesi).

In Section B.3 you will find the new forms reduced in size, with explanations of how to fill in the various items.

STANDARD FORM A
(Invitation to a Satbin Meeting)

SATUAN PEMBINAAN PENYELENGGARAAN TRANSMIGRASI

DAERAH TINGKAT , PROPINSI

Tromol Pos :

Telp:

Nomor :

(Ibu Kota), (Tanggal)

Lampiran:

Kepada Yth.

Perihal :

di (Ibu Kota)

Dengan ini diharapkan kehadiran Saudara pada Rapat(Jenis)
Satuan Pembinaan Penyelenggaraan Transmigran Daerah Tingkat , (Propinsi),
yang akan diselenggarakan pada :

Hari :

Tanggal :

Jam :

Tempat :

Acara :

1

Review of Minutes and Progress with Follow up
from (last meeting)

(last item)

Summary of Decisions and Follow up action agreed
at meeting.

Pimpinan Rapat :

Mengingat pentingnya acara, sangat diharapkan kehadiran Saudara tepat
pada waktunya.

Sekian dan terima kasih.

(Kepala Kantor Wilayah Transmigrasi
Sekretaris Satbin(I) (TI)

STANDARD FORM B
(Page 1 of Minutes)

RISALAH RAPAT SATBIN PROPINSI

Type of Meeting :

Date and Time :

P l a c e :

List of Those Present

A g e n d a

(Page 2 of Minutes)

SUMMARY OF DECISIONS FROM THE (Previous) MEETING OF (Date)
AND PROGRESS WITH FOLLOW UP ACTION

Minute Item Number	Follow Up Item Agreed	Agency Responsible	Follow Up which has been taken	Further Action which is still required

STANDARD FORM D
(Third, and succeeding pages of Minutes)
(The Main Text)

Minute
Item Number

Agency
Responsibility

STANDARD FORM E
(Last page of Minutes)

SUMMARY OF DECISIONS AND FOLLOW UP ACTIONS AGREED DURING MEETING

Minute Item Number	Type of Matter	Decision or Follow Up which was agreed	Agency Responsible

B.2 A SET OF MINUTES AS AN EXAMPLE

The forms which are presented on the following pages have been already filled in as an example set of minutes.

They depict a meeting of the Technical Team of Satbin I in an imaginary Province called 'Sumkalesl'. The issues discussed, the areas and names of people mentioned are also imaginary.

In the following section - Section B.3, you will find each of these forms (reduced in size) with an explanation of why it has been introduced, and how to fill it in.

SATUAN PEMBINAAN PENYELENGGARAAN TRANSMIGRASI
DAERAH LINGKAT I, PROPINSI SUMKALESI

Formulir Pos 123

tel:123456

Nomor:

(Ibukota), 19 Juli 1982.

Lampiran: copy of Paper from
Kakanwil Transmigrasi.

Perihal : Invitation to a meeting.

Yth. kepada

di (Ibukota).

Dengan ini diharapkan kehadiran Saudara pada Rapat Team
Teknik Satuan Pembinaan Penyelenggaraan Transmigrasi Daerah Tingkat I,
Sumkalesi, yang akan diselenggarakan pada:

hari : Senin
tanggal : 26 Juli 1982
jam : 09:00
tempat : Aula Kakanwil Transmigrasi.

Acara:

- 1/49/82 Review of minutes and Progress with follow up from
technical team meeting on 5th July 1982.
- 1/50/82 Transmigration settlement programme targets 1983/84
(Paper from Kakanwil attached).
- 1/51/82 'Overlap' in locations Snp IIIA, and Snp IVU.
- 1/52/82 The supply of fieldstaff from agencies involved in
transmigration programme.
- 1/53/82 Summary of Decisions and follow up action agreed
at meeting.

Pimpinan Rapat: Drs. Nantisah, Ass. Sekwilda Ik.I.

Mengingat pentingnya acara sangat diharapkan kehadiran
Saudara tepat pada waktunya.

Sekian terima kasih.

Kepala Kantor wilayah Transmigrasi/
Sekretaris Satbin I, Sumkalesi,

Drs. Hartono

RISALAH RAPAT SATBIN I PROPINSI SUMBALESI

Type of meeting : Technical team
Date and time : 26th July 1982, 9:00 am.
Place : Aula, Kanwil Transmigration.

List of those present

Drs. Kanisah	-	Ass. Sekwilda Tk. I (Ketua)
Ir. Sajiyo	-	Kep. Dinas P.U. Tk. I.
Ir. Daswarin	-	Kep. Dinas Pertanian Tk. I
Drs. Kustawan	-	Kep. Dinas Kehutanan Tk. I
Dr. Sumedi	-	Kakanwil Kesenatan Tk. I
Ir. Santoso	-	Ka.Dit. Agraria Tk. I
Drs. Hartono	-	Kakanwil Transmigrasi (Skr. Satbin I)
My. Sri Suniarto	-	Staf Kanwil Transmigasi (notulen).

Agenda

1/49/82	Review of minutes and Progress with follow up from technical team meeting on 5th July 1982.
1/50/82	Transmigration Settlement programme targets 1983/84 (Paper from Kakanwil attached).
1/51/82	'Overlap' in locations SKP IIIA, and SKP IVC.
1/52/82	The supply of fieldstaff from agencies involved in the Transmigration Programme.
1/53/82	Summary of Decisions and Follow up action agreed in the meeting.

1/49/82 SUMMARY OF DECISIONS FROM THE TECHNICAL TEAM MEETING
OF 5TH JULY 1982 AND PROGRESS WITH FOLLOW-UP ACTION

Minute Item number	Follow up Action Agreed	Agency Responsible	Follow up which has been taken	Further action which is still required.
1/45/82	The Directorate General of road-crops will be contacted re. the supply of PPLs.	Dinas Pertanian	Letter sent on 9th July 1982. Reply not yet received.	UGFCA to be contacted by telephone.
1/47/82	Representatives from Agraria, P.O., and transmigrasi will make a field visit to resolve the problem of kaveling in Pematang XIA.	Agraria, P.O., transmigrasi	Fieldtrip undertaken, problem solved.	--

Minute
Item

1/50/82 TRANSMIGRATION PROGRAMME 1983/84

Agency
Responsible

The Chairman introduced his paper 'Summary of targets for settlement in Sumkalesi, 1983/84' which itemized the targets which had been received from the Directorate General of Transmigration.

Ir. Santoso said that there appeared to be a shortage of suitable land to fulfil such targets. Ir. Daswirin mentioned that a major problems (in the supply of fieldstaff and transport facilities) would confront Dinas Pertanian if these targets were realised.

It was agreed that the Kakanwil's paper would be distributed to all members of Satbin I by the Kakanwil Transmigrasi, with a suggestion that agencies study it before the plenary meeting of Satbin I which is scheduled for 10th August 1982. This paper will be discussed then.

Transmigrasi

1/51/82 'OVERLAP' IN LOCATIONS SNP IIIA AND SKP IVC.

This issue was brought up by Drs. Kustawan. From the maps he had just received from DITADA (Cipta Karya), it appeared that there was 'overlap' with an area of production forest in SNP IIIA.

After discussion, it was agreed that DITADA and the Directorate General of Forestry would be contacted about this.

Kehutanan

Ir. Dagiyo mentioned that there also appeared to be overlap and inconsistencies between KKLK and KBLK areas around SNP IVC which was in the process of being cleared by PLPI.

It was agreed that

(i) Representatives from Pu(PLPT), Agraria, and Transmigration would visit SNP to investigate and resolve this issue.

Pu(PLPT)
Agraria
Transmigration

(ii) Kakanwil Transmigration will invite representative from DITADA to join the team undertaking the field visit.

Transmigration
(Secretary)
of Satbin).

1/52/82

SUPPLY OF FIELDSTAFF

Drs. Sumedi mentioned that the shortages in the supply of fieldstaff he was facing were becoming very serious. The present number of fieldstaff in the field was less than half the planned figure.

Drs. Daswarin pointed out that the delay in the provision of PPL staff from the time of settlement of an UPI, was on average four months, even though requests for such staff are sent promptly, and there was budget provision available.

It was agreed that

(i) this issue should be discussed by the plenary meeting of Satbin on 18th August 1982

Transmigration
(Secretary of
Satbin)

(ii) All agencies with fieldstaff will be requested to send short reports (via the Secretary of Satbin) about the supply of fieldstaff transmigration.

Transmigration
(Secretary of
Satbin)
All agencies with
fieldstaff.

1/55/82

SUMMARY OF DECISIONS AND FOLLOW UP AGREED

The Chairman summarized the decisions agreed at the meeting. This is presented in the attached table. He requested all agencies to take the follow up action required before the next meeting.

The meeting closed at 11.30 am.

(signed)

Drs. Kanisah
(Chairman)

Drs. Hartono
(Secretary)

Ny. Sunlarto
(Notulen).

SUMMARY OF DECISIONS AGREED DURING THE SATBIN TECHNICAL
TEAM MEETING OF 26th JULY 1982

Minute Item number	Type of matter	Decision or Follow up which was agreed.	Agency Responsible.
1/50/82	Programme 1983/84	Kakanwil's paper to be distributed.	Secretary of Satbin.
		Issue to be discussed at plenary Satbin I on 18.8.82.	Secretary of Satbin.
1/51/82	Overlap in SKP IIIA.	DIADA and DG Forestry to be contacted.	Dinas Forestry.
1/51/82	Overlap in SKP IVC	Representatives from Public Works, Agraria and Transmigration to visit location.	Dinas P.U. to organise trip.
		DIADA to be invited to visit site with team.	Secretary of Satbin.
1/52/82	Supply of fieldstaff.	to be discussed in plenary meeting of Satbin I on 18.8.82.	Secretary of Satbin.
		All agencies to send reports on fieldstaff situation to Secretary of Satbin	

B.3 EXPLANATION OF HOW TO FILL IN THE NEW FORMS

In the following pages, you will find photo-reduced versions of the filled-in forms of Section B.2, with an explanation of why and how to fill them in as indicated, if this is not obvious from the forms themselves.

STANDARD FORM A

INVITATION TO A SAIBIN MEETING

note well!
Item 1 on the agenda,
and the final item
are standard,
i.e. they are on
the agenda for
all meetings.

CHAIRMAN
NAME:
Langdon
Parkhill
Region
Han
Agenda:
T/4/82 Review of...
T/5/82 Transmigration...
T/5/82 Summary of decisions...
Rep Kent Wil
Hartono

Most of this form is the same as standard invitations for meetings presently used in Government.

The main difference is the introduction of standard agenda items.

The purpose of Item 1 - Review of minutes from previous meeting - is to ensure that before starting discussion of new topics, the meeting spends a few minutes referring back to the points agreed in the last meeting to see what action has been taken (summarized in FORM C).

This is useful because:

- o it reminds members present of what was agreed last time.
- o it gives an opportunity to members to correct or modify the summary in FORM C if it is not accurate;
- o it allows the Chairman to monitor progress with the follow-up which was agreed to be taken during the last meeting;
- o it allows discussion and agreement of further follow-up required if issues have not been resolved since the last meeting.

the purpose of the standard final item 'Summary of Decisions and Follow up Action agreed in the meeting' is as follows:

- o it ensures that the members are reminded by the Chairman of the points they have agreed during the meeting;
- o it also reminds everyone present of what they should do before the next meeting to follow up the points agreed during the meeting;
- o it is a good way to end a meeting, because members leave the meeting knowing that they have achieved something.

The points mentioned under this agenda item will be summarized using Form C by the minute-writer and will be attached to the minutes of the meeting.

STANDARD FORM B

(First Page of Minute)

Type

Refers to whether it is a Plenary or technical team meeting. If the latter, and if you have several types of technical team, specify which one.

RISALAH RAPAT
SATBIN..

Type of Meeting..
Date & Time
Place

List of those Present
1. (Ketua)
2. (Sekretaris)
Agenda
1/49/82 Review of...
1/53/82 Summary of...

List of those Present

Put the Chairman's name first, the Secretary's name second to last, the minute taker's name last.

Agenda

Should be the same as on the invitation.

Minute Item Numbers

The numbers 1/49/82 (etc) are the minute item numbers. The purpose of such a system is to make minute items easier to refer to (in later discussions in the Satbin or by the Jakoptrans Secretariat).

As such it may be important

- to code differently Plenary and technical team minute.
- to code items consecutively throughout the year (i.e. the number of the first item of a meeting is one more than the last item of the last meeting).
- to identify the year.

In the example above '1' = technical team.

49 = item number

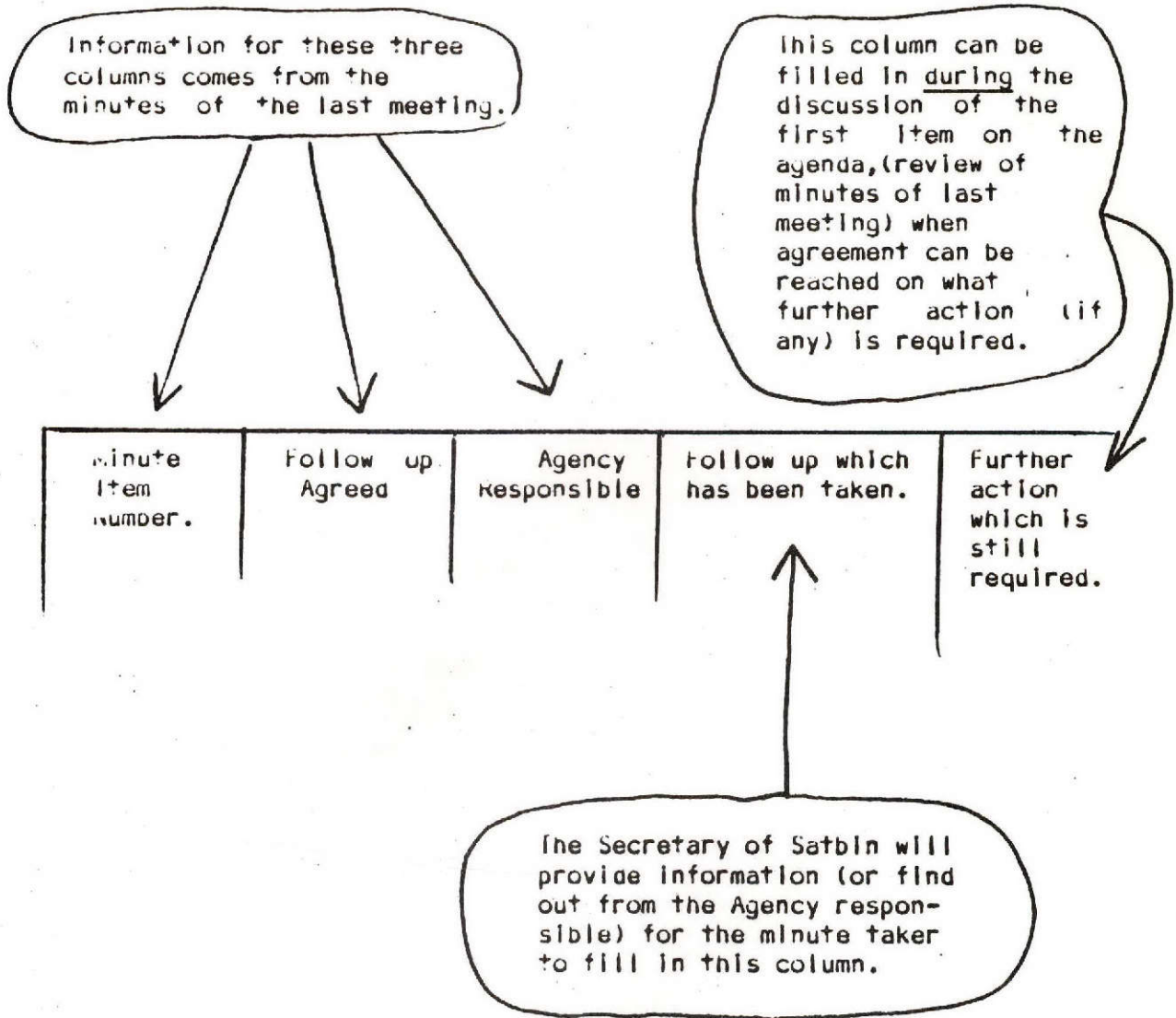
82 = Year.

Please note that it is left to Satbin Secretaries to develop their own systems which are appropriate for them. The above note is meant to be a guide only.

STANDARD FORM C

(Page 2 of the minutes)

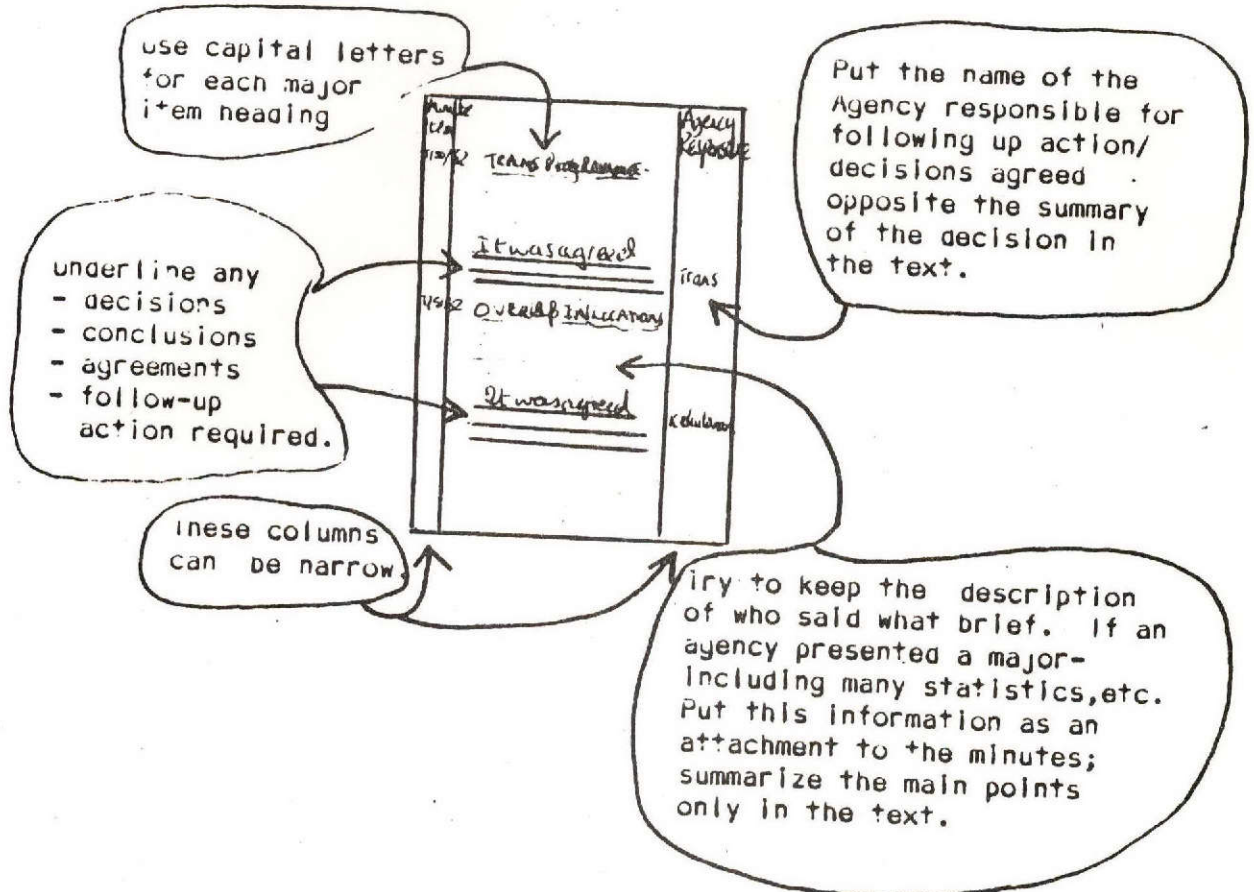
Summary of Decisions made at the last meeting
and of Progress with follow up action



STANDARD FORM D

(third and succeeding pages)

THE MAIN TEXT OF THE MINUTES



STANDARD FORM E

(Last page of Minutes)

SUMMARY OF DECISIONS AND FOLLOW UP
AGREED DURING THE MEETING

These columns should be the same as the main headings in the minutes.

Summarize the underlined portions of the minutes; just use key words, do not repeat in full.

Minute Item Number	Type of Matter	Decision or Follow up	Agency Responsible
--------------------	----------------	-----------------------	--------------------

Same as in the right hand column of the full text.

This form acts as a convenient check-list for all recipients of the minutes, as well as the Chairman and Secretary.

It can be used as the basis for filling in Form C for the next meeting.

SECTION C

THE ROLE OF MINUTE TAKERS

C.1. FUNCTIONS OF MINUTE TAKERS

1. A FEW DAYS* BEFORE THE MEETING

- (a) Read the minutes from the past two meetings, (to remind yourself of the issues which are discussed in such meetings, and of the names of those who attend).
- (b) Discuss with the Kakanwil (as Secretary of Satbin)
 - items which should be put on the agenda;
 - reports or papers which should be sent out with the agenda;
 - officials who should be invited.
- (c) Fill in the invitations based on the information provided by the Secretary, and distribute them to all members of the Committee in question. (together with the minutes of last meeting, if they have not been distributed already).
- (d) Based on the minutes of the last meeting, and on the advice of the Secretary, fill in Form C ("Summary of Decisions from the last meeting and progress with follow up action required), and prepare enough copies for all members who have been invited.
- (e) Cooperate with the Pimpro of Satbin regarding arrangements for the meeting.

2. A FEW HOURS BEFORE THE MEETING

- (a) Ask the Secretary to introduce you to the Chairman of the meeting (if you do not know him);
- (b) Ask the Chairman if he is willing to summarize during the meeting, the conclusions, decisions or actions for follow up which have been agreed on each agenda item.
- (c) Put a copy of Form C (already prepared by the Secretary and you) on each members table in the meeting room.

* Ideally this should be about a week, but it is acknowledged that sometimes meetings have to be arranged at very short notice.

3. DURING THE MEETING

- (a) Sit as close as possible to the Chairman and Secretary.
- (b) Ask for clarification from the Secretary if the names of any of the members present are not known to you.
- (c) Write notes of what is said during the meeting which are comprehensive enough to allow you, after the meeting, to write accurate minutes (see Section C.2 for more details);
- (d) Listen particularly carefully for any summaries, conclusions, agreements or follow up actions which are stated by the Chairman.
- (e) At the end of discussion of a particular agenda item, if the conclusion or agreement reached by the meeting is unclear to you, ask the Chairman for clarification.
- (f) You may find it helpful to you and the Secretary and Chairman if you fill in (roughly) Form E during the meeting, after discussion of items is concluded. The Chairman will find this useful later when he reaches the last agenda item (the review of agreed decision, etc.).

4. AFTER THE MEETING

- (a) Using your notes, write up the draft minutes (using Forms B, C, D and E) as soon as possible after the meeting (before you forget what was said!).
- (b) Show the drafts to the Secretary and Chairman, and obtain their agreement to the draft.
- (c) Modify or improve the draft if necessary, supervise its typing and get the signatures of the Chairman and Secretary on the last page (together with yours);
- (d) Distribute the minutes to the officials mentioned in Section C.3. of this handbook.

C.2 HOW TO WRITE NOTES AND MINUTES

1. TAKING NOTES DURING THE MEETING

- (a) Do not try to write down every word which is said !
- (b) During a talk (contribution) from one of the members make a note of his name, and the main points he is making;
- (c) During a discussion, (when many comments are made in succession by several members) wait until a summary is given by the Chairman, together with any conclusions, decisions, follow up actions, etc. and make a note of them.
- (d) In writing your notes, use headings and sub-headings, and write the main points, conclusions, decisions, etc. clearly, so that when you come to read your notes again, they stand out (e.g. underline the key points).

2. WRITING UP THE MINUTES

- (a) Try and do this as soon as possible after the meeting.
- (b) When going through your notes, use a pen of a different colour to mark out the points you think should be recorded in the minutes.
- (c) Write up in the minutes
 - the main points/Information given)
 - conclusions) ONLY !
 - decisions or agreements)
 - follow up actions required)
- (d) Use the new formulation (Forms B, C, D, E.) for presenting the minutes.

N.B. Tape recorders can be useful for recording the discussion at a meeting. However, it is suggested that you do not use them as a basis for minute-writing, because there will be a tendency for your minutes to be too long if you do.

Tape recordings can be very useful as a way of checking facts or clarifying what actually happened if there is disagreement from the Secretary or Chairman to a point in your draft minutes.

C.3 STANDARD CIRCULATION LIST FOR MINUTES

Minutes from Satbin I (Plenary and Technical Teams)

should be sent to:

- (i) Everyone who attended the meeting;
- (ii) Any other members of the Plenary Satbin I not present;
- (iii) The Secretariat of Bakoptrans (2) copies;
- (iv) The Office of the Junior Minister for Transmigration (2) copies;
- (v) All Directors of the Directorate General of Transmigration;
- (vi) All bupati in the Province (as Chairmen of Satbin II);
- (vii) All wakil bupati in the Province (as Secretaries of Satbin II);
- (viii) All Pimpros/Pimbagpros (at Tingkat I or Pusat levels) who did not attend the meeting, but who are involved in any of the matters discussed.

Minutes from Satbin II (Plenary and Technical Team)

should be sent to:

- (i) Everyone who attended the meeting;
- (ii) The Secretariat of Bakoptrans (two) copies;
- (iii) The Office of the Junior Minister for Transmigration (two) copies;
- (iv) All Pimpros/Pimbagpros (at Tingkat I or Pusat levels) who did not attend the meeting, but who are involved in any of the matters discussed;
- (v) All members of plenary Satbin I in the Province;
- (vi) All members of plenary Satbin II not present;
- (vii) All korlaks in the kabupaten;
- (viii) All KUPis in the kabupaten.

25.10.82

APPENDICES

KEDUDUKAN, TUGAS POKOK, DAN SUSUNAN ORGANISASI

Pasal 9

Satuan Pembinaan Penyelenggaraan Transmigrasi

- (1) Satuan Pembinaan Penyelenggaraan Transmigrasi di Daerah Tingkat I terdiri dari :
 - a. Gubernur/Kepala Daerah Tingkat I sebagai Kepala merangkap anggota;
 - b. Kepala Kantor Wilayah Direktorat Jenderal Transmigrasi sebagai Sekretaris merangkap anggota;
 - c. Para Kepala Kantor Wilayah/Instansi Vertikal yang ada hubungan dengan penyelenggara Transmigrasi atau pejabat di Daerah Tingkat I yang setingkat sebagai anggota.
- (2) Satuan Pembinaan Penyelenggaraan Transmigrasi di Daerah Tingkat I bertanggung jawab kepada Ketua Satuan Pengendali Transmigrasi.

Pasal 10

Satuan Pembinaan Penyelenggaraan Transmigrasi di Tingkat II.

- (1) Satuan Pembinaan Penyelenggaraan Transmigrasi di Daerah Tingkat II terdiri dari :
 - a. Bupati/Kepala Daerah Tingkat II sebagai Kepala merangkap anggota
 - b. Kepala Kantor Direktorat Jenderal Transmigrasi Kabupaten sebagai Sekretaris merangkap anggota;
 - c. Koordinator Wilayah Proyek Satuan Pemukiman Transmigrasi sebagai anggota;
 - d. Koordinator Lapangan Proyek Satuan Pemukiman Transmigrasi sebagai anggota;
 - e. Kepala Kantor Vertikal lainnya yang ada hubungannya dengan penyelenggaraan Transmigrasi atau pejabat di Daerah Tingkat II yang setingkat, sebagai Anggota.
- (2) Satuan Pembinaan Penyelenggaraan Transmigrasi di Daerah Tingkat II bertanggung jawab kepada Ketua Satuan Pengendali Transmigrasi melalui Ketua Satuan Pembinaan Penyelenggaraan Transmigrasi di Daerah Tingkat I.

TUGAS, WEWENANG DAN TANGGUNG JAWAB

Pasal 16

Satuan Pembinaan Penyelenggaraan Transmigrasi di Tingkat I

Satuan Pembinaan Penyelenggaraan Transmigrasi di Daerah Tingkat I menyelenggarakan tugas, wewenang, dan tanggung jawab:

- a. Mengkoordinasikan dan mengawasi pelaksanaan proyek pemukiman transmigrasi didaerahnya oleh berbagai Departemen/Instansi yang telah ditetapkan oleh Badan Koordinasi;
- b. Mengkoordinasikan, mengendalikan, dan mengawasi pelaksanaan dibidang penerangan, pendaftaran, seleksi, pengumpulan, pemindahan transmigrasi di Daerah Asal Transmigrasi Daerah Tingkat I;
- c. Mengkoordinasikan, mengendalikan, dan mengawasi pelaksanaan dibidang penyediaan dan pengamanan areal tanah untuk pembangunan, pemukiman, penempatan transmigrasi, pembinaan dan pengembangan di Daerah Penerima Transmigrasi Daerah Tingkat I;
- d. Memecahkan persoalan-persoalan yang timbul didaerahnya mengenai pelaksanaan program transmigrasi;
- e. Menyampaikan saran-saran yang berhubungan dengan penyelenggaraan program transmigrasi kepada Ketua Satuan Pengendali Transmigrasi.

Pasal 17

Satuan Pembinaan Penyelenggaraan Transmigrasi di Daerah Tingkat II

Satuan Pembinaan Penyelenggaraan Transmigrasi Daerah Tingkat II menyelenggarakan tugas, wewenang, dan tanggung jawab:

- a. Mengkoordinasikan dan mengawasi pelaksanaan proyek pemukiman transmigrasi didaerahnya oleh berbagai Departemen/Instansi yang telah ditetapkan oleh Badan Koordinasi;
- b. Mengkoordinasikan, mengendalikan, dan mengawasi pelaksanaan dibidang penerangan, pendaftaran, seleksi pengumpulan, pemindahan transmigrasi di Daerah Asal Transmigrasi Daerah Tingkat II.

- c. Mengkoordinasikan, mengendalikan, dan mengawasi pelaksanaan dibidang penyediaan dan pengamanan areal tanah untuk pembangunan pemukiman, penempatan transmigrasi, pembinaan dan pengembangan di Daerah Penerima Transmigrasi Daerah Tingkat II;
- d. Memecahkan persoalan-persoalan yang timbul didaerahnya mengenai pelaksanaan program transmigrasi;
- e. Menyampaikan saran-saran yang berhubungan dengan penyelenggaraan program transmigrasi kepada Satuan Pembinaan Penyelenggaraan Transmigrasi Daerah Tingkat I.

TATA KERJA

Pasal 25

Satuan Pembinaan Penyelenggaraan Transmigrasi di Daerah Tingkat I

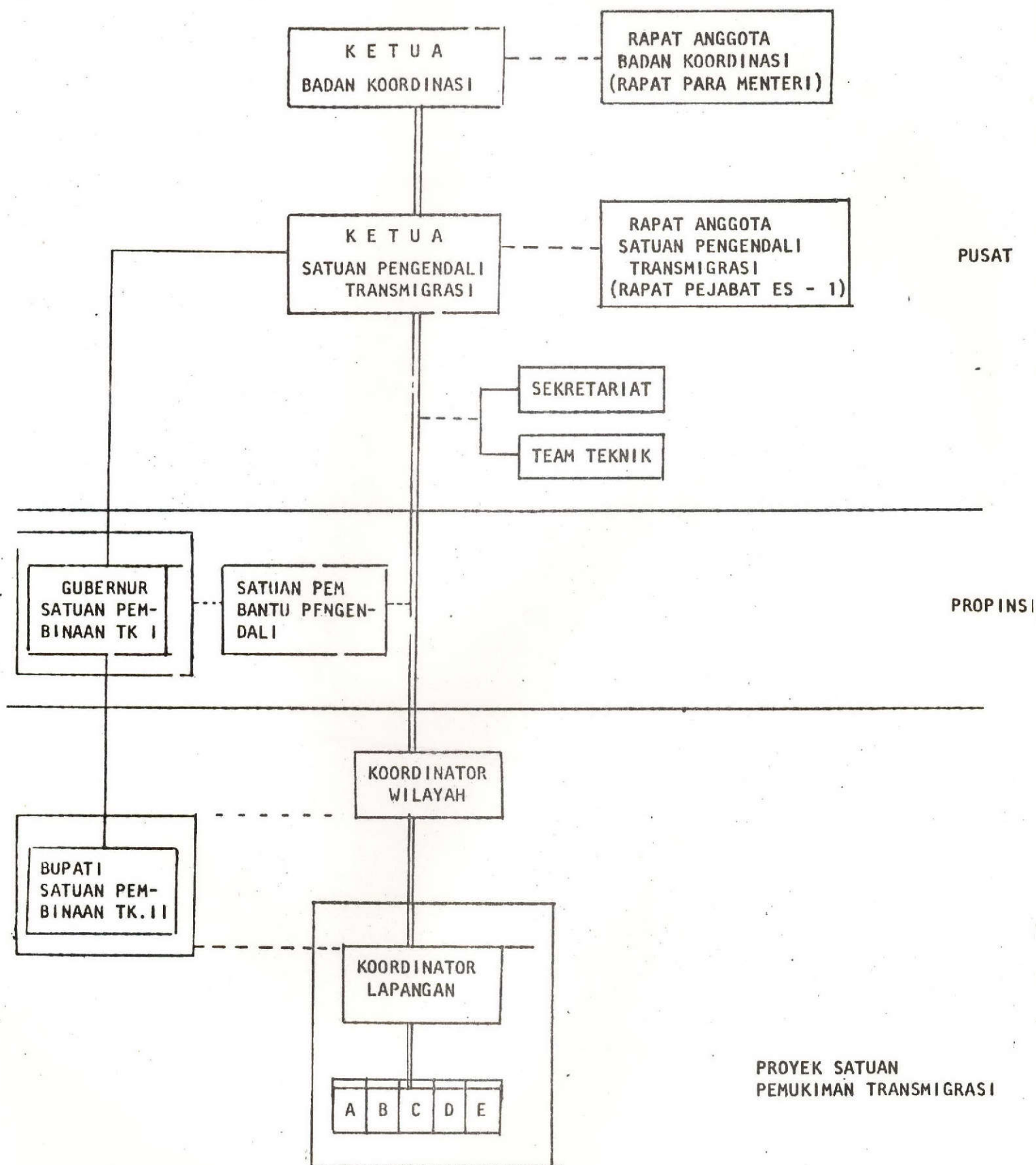
- (1) Satuan Pembinaan Penyelenggaraan Transmigrasi Daerah Tingkat I mengadakan rapat-rapat koordinasi berkala/sewaktu-waktu untuk mengikuti tingkat perkembangan kegiatan pelaksanaan operasional program transmigrasi yang telah ditetapkan, serta membahas/mengambil langkah-langkah yang diperlukan untuk memperlancarkan pelaksanaan program Transmigrasi.
- (2) Kepala Satuan Pembinaan Penyelenggaraan Transmigrasi Daerah Tingkat I menyampaikan laporan berkala sewaktu-waktu mengenai pelaksanaan tugasnya kepada Ketua Satuan Pengendali Transmigrasi.

Pasal 26

Satuan Pembinaan Penyelenggaraan transmigrasi di Daerah Tingkat II.

- (1) Satuan Pembinaan Penyelenggaraan Transmigrasi Daerah Tingkat II mengadakan rapat-rapat koordinasi berkala/sewaktu-waktu untuk mengikuti tingkat perkembangan kegiatan pelaksanaan operasional program transmigrasi yang telah ditetapkan, serta membahas/mengambil langkah-langkah yang diperlukan untuk memperlancar pelaksanaan program Transmigrasi.
- (2) Kepala Satuan Pembinaan Penyelenggaraan Transmigrasi Daerah Tingkat II menyampaikan laporan berkala/sewaktu-waktu mengenai pelaksanaan tugasnya kepada Ketua Satuan Pengendali Transmigrasi dan Kepala Satuan Pembinaan Penyelenggaraan Transmigrasi Daerah Tingkat I.

BADAN KOORDINASI PENYELENGGARAAN TRANSMIGRASI



Appendix 1, Annex 2.3

List of Activities carried out
by various agencies, and showing
the level at which each is
carried out.

PERENCANAAN	AGENCY	P U S A T			PROVINCE			KABUPATEN			FIELD		
		ADMIN	FINANCE	PHYSICAL	ADMIN	FINANCE	PHYSICAL	ADMIN	FINANCE	PHYSICAL	ADMIN	FINANCE	PHYSICAL
AIR PHOTOS & INTERPRETATION	CK	X	X	X									X
LAND CAPABILITY & RECONNAISSANCE MPP LEVEL	CK	X	X	X	X	X	X ₁						X
MPP STRUCTURE PLAN	CK	X	X	X	X	X	X ₁						X
IDENTIFY BOUNDARY STRUCTURE	CK	X	X	X	X	X	X ₁						X
LAND UNITS INVESTIGATION 1 : 50,000	CK	X	X	X	X	X	X ₁						X
CLIMATE/HYDROLOGY INVESTIGATIONS	CK	X	X	X	X	X	X ₁						X
PRESENT LAND USE AND FOREST STATUS													
INVESTIGATION 1 : 50,000	CK	X	X	X	X	X	X ₁						X
LAND SUITABILITY 1 : 50,000	CK	X	X	X	X	X	X ₁						X
SKP STRUCTURE PLAN 1 : 50,000	CK	X	X	X	X	X	X ₁						X
GOVERNOR'S SK DESIGNATING LOCATION	Governor				X								
BAKOPTRANS SK ON TRANSMIGRATION AREAS	Bakop-trans	X											
CONFIRMATION OF LOCATION BOUNDARIES	Forestry				X	X	X						
LAND USE MASTER PLAN	Agraria	X	X	X ₂	X	X	X	X ₃	X	X ₃			X
AGRICULTURAL LAND USE PLANS	Litbang	X	X	X									X
TOPOGRAPHY MAP 1 : 20,000	CK	X	X	X	X	X	X ₁						X
SOIL/SLOPE/LAND USE MAPS 1 : 20,000	CK	X	X	X	X	X	X ₁						X
FOREST INVENTORY	CK/ Forestry ₄	X	X	X	X	X	X						X
WATER RESOURCES DATA	CK	X	X	X	X	X	X ₁						X
LAND SUITABILITY MAP 1 : 20,000	CK	X	X	X	X	X	X ₁						X
ACCESS/MAIN VILLAGE ROAD DESIGN 1 : 2,000	CK	X	X	X	X	X	X ₁						X
SP STRUCTURE PLAN 1 : 20,000	CK	X	X	X	X	X	X ₁						X
LAND TENURE AND COMPENSATIONS	Agraria/PU	X	X	X ₅	X	X	X	X	X	X			X
ARRANGEMENTS FOR HHH-FORESTRY CONCESSIONS	Forestry	X			X	X	X						X
IDENTIFICATION OF LAND CLEARING BOUNDARIES	CK	X	X	X	X	X	X ₁						X
TITLE ON LAND MANAGEMENT (HAK PENGELOLAAN TANAH)	Agraria	X			X	X	X						

1 Lines of responsibility affected by whether a project is :

1. Swakelola, done by Cipta Karya itself, carried out at either the Pusat or Provincial Level, possibly sub-contracted at the Provincial level; or
2. A contractor/consultant is responsible direct to Pusat level. Provincial staff provides assistance when requested by Pusat. They routinely suggest revisions of work done in their area but have no direct authority to supervise/monitor unless requested.

2 Pusat Surveyors are provided to the provinces when needed, paid for by the Provincial DIP. Also final maps are produced in Pusat office.

3 Kabupaten staff provide assistance when requested, a letter of statement is required for them to receive an honorarium.

4 Other institutions i.e. universities , are often contracted to do the work.

5 Guidance is given when problems arise.

KABUPATEN	AGENCY	P U S A T			PROVINCE			KABUPATEN			FIELD		
		ADMIN	FINANCE	PHYSICAL	ADMIN	FINANCE	PHYSICAL	ADMIN	FINANCE	PHYSICAL	ADMIN	FINANCE	PHYSICAL
LAND CLEARING OF :													
HOUSELOTS	FLPT	X ₁	X ₂	X ₃	X _{4,5}	X ₅	X ₅	6					X
FARM LAND 1	FLPT	X ₁	X ₂	X ₃	X _{4,5}	X ₅	X ₅	6					X
PUBLIC FACILITIES	FLPT	X ₁	X ₂	X ₃	X _{4,5}	X ₅	X ₅	6					X
PUBLIC PASTURES	FLPT	X ₁	X ₂	X ₃	X _{4,5}	X ₅	X ₅	6					X
TAILED SP PLAN 1: 5,000, 1: 20,000	CK	X	X	X			X ₇						X
TOPOGRAPHY MAP 1: 5,000	CK	X	X	X			X ₇						X
VILLAGE ROAD DESIGN 1: 2,000	CK	X	X	X			X ₇						X
ACQUIREMENT AND APPLICATION OF:													
OVER CROP	IG												X ₁₀
ACK PHOSPHATE	PU	X	X	X ₈			X ₉						X ₁₁
CONSTRUCTION OF :													
ACCESS	EM	X ₁₂	X ₂	X ₃	X _{4,5}	X ₅	X ₅						X
NEW VILLAGE	EM	X ₁₂	X ₂	X ₃	X _{4,5}	X ₅	X ₅						X
VILLAGE	EM	X ₁₂	X ₂	X ₃	X _{4,5}	X ₅	X ₅						X
PHYSICAL DESIGN/AS BUILT DRAWING													
ASSIGNMENT PRELIMINARY FIELD WORKERS	PU	X			X	X	X						X
INDIVIDUAL BOUNDARIES OF :													
HOUSELOT	Acraria			X ₁₃	X	X	X	X ₁₄	X ₁₅	X ₁₆			X
FARM LAND 1	Acraria			X ₁₃	X	X	X	X ₁₄	X ₁₅	X ₁₆			X
PUBLIC FACILITIES	Acraria			X ₁₃	X	X	X	X ₁₄	X ₁₅	X ₁₆			X
PRIMARY CROPPING TRIALS	DGFA				X	X	X			X ₁₆			X
ASSIGNMENT PRELIMINARY FIELD WORKERS	MOA	X ₁₇			X	X	X	X	X	X			X
DEVELOPMENT OF PUBLIC PASTURES	MOA				X	X	X	X	X	X ₁₆			X
DEV. OF ENVIRONMENTAL PROTECTION MEASURES	MOA				X	X	X	X	X	X ₁₆			X
HOUSE CONSTRUCTION INCL. LATRINES	DGT	X			X ₁₈	X	X	X ₁₈	X	X			X ₁₉
CONSTRUCTION OF POTABLE WATER FACILITIES	DGT	X ₂₀			X ₁₉	X	X	X ₁₈	X	X			X ₁₉
CONSTRUCTION OF FIELD STAFF HOUSING:													
PPL / PPM (MOA)	MOA				X	X ₂₁	X	X	X	X			X ₁₉
KORLAP (DGT)	DGT				X	X	X	X	X	X			X ₁₉
SITE MANAGER (PU, MOA, DGT)	PU / MOA / DGT				X	X	X	X	X	X			X ₁₉

- 1 Invitation to tender contract, work program and contract documents prepared at Pusat.
- 2 For preparation costs only.
- 3 Project preparation done at Pusat.
- 4 Three contractor choices proposed by Provincial office then sent to Pusat for selection.
- 5 Use of Provincial staff varies depending on the type of project undertaken: Type 1 is managed by the Provincial Project Coordinator while Type 2 is managed directly by Pusat and does not involve Provincial staff except for special assistance.
- 6 The Kabupaten staff is used rarely. Theoretically they should be monitoring all field activities.
- 7 Provincial staff provide assistance when requested by Pusat.
- 8 Pusat is responsible for transporting the rock phosphate.
- 9 The rock phosphate is stored at the Provincial level.
- 10 The cover crop is administered, paid by, and applied by the contractor.
- 11 The rock phosphate is applied by the contractor.
- 12 Road construction work is carried out under the same contract as land clearing. Similarly all preparation work is done by Pusat.
- 13 Pusat provides surveyors to the Provinces when needed. The costs are borne by the Provinces.
- 14 Kabupaten staff primarily concerned with issuance of land certificates, questions of land rights.
- 15 A letter of statement is required beforehand so that they can receive an honorarium for their work.
- 16 Kabupaten staff provide assistance when requested by the Provincial office.
- 17 Pusat participates in the recruitment process.
- 18 Whether the contracts are tendered at the Provincial or Kabupaten level often depends:
a) on the location of the Pimpro; b) Keppres 14A.
- 19 Field staff work with the contractor and the supervision team.
- 20 Usually same contractor as for house construction but different contract.
- 21 Financed through the BIMAS DIP.

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a) on the location of the Pimpro; b) Keppres 14A.
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- 20 Usually same contractor as for house construction but different contract.
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- 21 Contract invitations, preparation work, awards will take place at Province or Kabupaten Level, only rarely at Pusat. This is dependent on Keppres 14A. Funds are usually distributed by the Kabupaten if a KPN exists, otherwise at the Provincial Level.
- 22 Both DGT and the INPRES program (thru PEMDA) are financing schools.
- 23 Financed through the BIMAS DIP.
- 24 DDT is procured, distributed and financed by the Dept. of Health. All other malaria control equipment and drugs are financed by DGT.
- 25 Malaria control activities are administered at the Kabupaten Level if a malaria control supervision is available. If none exists then these activities are carried out by Provincial staff.

	P U S A T			PROVINCE			KABUPATEN			FIELD			
	AGENCY	ADMIN	FINANCE	PHYSICAL	ADMIN	FINANCE	PHYSICAL	ADMIN	FINANCE	PHYSICAL	ADMIN	FINANCE	PHYSICAL
<u>PERINDAHAN & PENEMPATAN</u>													
PUBLICITY & GENERAL INFORMATION	DGT	X	X ₁	X									
		X	X	X	X	X	X			X			X
MOBILIZATION	DGT				X	X	X	X	X ₂	X	X	X ₃	X
REGISTRATION	DGT				X	X	X	X	X ₂	X			
COLLECTION	DGT				X	X	X	X	X ₂	X	X	X ₃	X
SELECTION	DGT				X	X	X	X	X ₂	X	X	X ₃	X
NECESSARY PAPERS/TICKETS	DGT				X	X	X	X	X ₂	X	X	X ₃	X
TRANSIT TO CENTRAL POINT & ACCOMODATION	DGT				X	X	X	X	X ₂	X			
HEALTH CARE	P3M				X	X ₄	X ₄	X	X	X			
TRANSIT TO DEBARKATION POINT	DGT				X	X	X		X ₂	X			
GOVERNOR'S GREEN LIGHT	Governor				X								
ARRANGEMENTS & SUPERVISION OF TRANSPORT	DGT				X	X	X	X	X ₂	X			
PROV. OF FOOD DURING JOURNEY	DGT				X	X	X	X	X ₂	X			
JOURNEY	DGT/Dept. Perhubungan	X ₅	X ₅	X	X	X	X			X			
ESCORT TO SITE	DGT				X ₆	X	X	X	X	X			X

- 1 Pusat covers all media costs.
- 2 Kabupaten staff receive an honorarium from the Provincial DIP for extra work undertaken on request.
- 3 Honorariums are received by the Kecamatan staff when their assistance is requested.
- 4 P3M receives funds from DGT from these activities. They include a nurse to accompany the transmigrants during their journey thru to the new site.
- 5 Pusat arranges and pays for air travel. They occasionally arrange and pay for sea transport.
- 6 This activity is now the responsibility of the new Province.

FEMINAAN	AGENCY	P U S A T			PROVINCE			KABUPATEN			FIELD		
		ADMIN	FINANCE	PHYSICAL	ADMIN	FINANCE	PHYSICAL	ADMIN	FINANCE	PHYSICAL	ADMIN	FINANCE	PHYSICAL
AGRICULTURAL DEVELOPMENT													
PROVISION OF:													
TRANSMIGRANT TOOLS	DGT				X ₁	X	X	X ₂			X ₃		X ₃
SUBSISTENCE PACKAGE:													
A	DGT				X ₁	X	X	X ₂			X ₃		X ₃
B	DGT				X ₁	X	X	X ₂			X ₃		X ₃
C	DGT				X ₁	X	X	X ₂			X ₃		X ₃
FERTILIZER AND SEED PACKAGE:													
A	DGFCFA	X ₄			X	X	X	X ₂			X ₃		X ₃
B	DGFCFA	X ₄			X	X	X	X ₂			X ₃		X ₃
C	DGFCFA	X ₄			X	X	X	X ₂			X ₃		X ₃
PROVISION OF PLANT PROTECTION TOOLS	DGFCFA				X	X	X	X ₂					
FERTILIZER & MULTIPLE CROPPING TRIALS	DGFCFA			X ₅	X	X	X	X ₂					
DEMONSTRATION PLOTS/DEMO FARMS	DGFCFA			X ₅	X	X	X	X ₂					
CONSTRUCTION OF:													
SEED FARMS	DGFCFA				X ₆	X	X ₆	X ₆	X	X			X
RURAL EXTENSION CENTRE	DGFCFA				X ₆	X	X ₆	X ₆	X	X			X
AGRICULTURAL DEVELOPMENT CENTRE	DGFCFA				X ₆	X	X ₆	X ₆	X	X			X
WAREHOUSE	DGFCFA				X ₆	X	X ₆	X ₆	X	X			X
ESTABLISH TRANSMIGRANT FARMER GROUPS	DGFCFA/DGT				X	X		X ₂	X	X ₂	X		X
APPOINTMENT OF FIELD STAFF (PPL,PPH) & PPS	DGFCFA	X ₇			X	X	X	X					X
EDUCATION & TRAINING	DGFCFA		X ₈	X	X	X ₈	X						
ESTATE CROPS DEVELOPMENT - FIR													
ESTABLISH SEED FARM/TREE CROP NURSERY	DGE	X ₉	X ₁₀										
PROVISION OF ESTATE CROP SEEDLINGS	DGE	X ₉	X ₁₀										
PROVISION OF INSECTICIDES & FERTILIZER	DGE	X ₉	X ₁₀										
PLACEMENT OF ESTATE STAFF	DGE	X ₉	X ₁₀										
ESTATE CROPS DEVELOPMENT (NON FIR)													
ESTABLISH SEED FARM/TREE CROP NURSERY	DGE				X	X	X	X	X ₁₂				X
PROVISION OF ESTATE CROP SEEDLINGS	DGE					X ₁₃		X	X ₁₂				X
PROVISION OF INSECTICIDES & PESTICIDES	DGE				X	X	X	X	X ₁₂				X
PLACEMENT OF PPL, PPM, PPS	DGE	X ₂			X	X	X	X	X ₁₂	X ₁₄			X
EDUCATION & TRAINING	DGE				X	X	X						

- 1 Work done on a contract basis.
- 2 Assistance provided when requested by Provincial staff.
- 3 Distributed by the DGT field staff and the PPLs.
- 4 Procurement for specific fertilizers done at the Pusat level.
- 5 When Provincial technical expertise is inadequate then Pusat is called upon for assistance.
- 6 Contract invitations, preparation work, awards will take place at Province or Kabupaten level, only rarely at Pusat. This is dependent on Keppres 14A. Funds are usually distributed by the Kabupaten if a KPN exists, otherwise at the Provincial level.
- 7 In cases where a Province cannot recruit sufficient PPL, PPM, PPS, Pusat assists. All PPS are graded in Jakarta.
- 8 Financed by a BIMAS DIP.
- 9 All general area preparation work is done at Pusat then passed on to the appropriate PTP/PNP Head Offices. Here all activities are initially managed then delegated to the field, to the PTP/PNP site manager. There is no direct contact with the Province or Kabupaten DGE/DGT staff. At times the PTPs/PNPs contact the Governor or Bappeda for assistance.
- 10 PIR Khusus receive no money nor assistance from DGT unless significant problems arise.
- 11 Includes coconut, clove and coffee only.
- 12 Receive an honorarium from DGE.
- 13 Province pays for transport of the seedlings from their original nurseries.
- 14 Kabupaten staff coordinate the PPLs.

PEMERINTAH		P U S A T				PROVINCE			KABUPATEN			FIELD		
		AGENCY	ADMIN	FINANCE	PHYSICAL	ADMIN	FINANCE	PHYSICAL	ADMIN	FINANCE	PHYSICAL	ADMIN	FINANCE	PHYSICAL
LIVESTOCK DEVELOPMENT														
CONSTRUCTION OF :														
RDC	DG PETERNAKAN					X	X	X	X ₁₅	X	X			X
HOLDING GROUPS	DGP					X	X	X	X ₁₅	X	X			X
REARING UNITS	DGP					X	X	X	X ₁₅	X	X			X
TRANSIT FARM	DGP					X	X	X	X ₁₅	X	X			X
LIVESTOCK OUTPOSTS	DGP					X	X	X	X ₁₅	X	X			X
PROVISION POULTRY	DGP					X	X	X						X
PROVISION LIVESTOCK	DGP		X ₁₆	X ₁₆		X ₁₇	X ₁₇	X						X
PROVISION VETERINARY EQUIPMENT:														
MEDICINE & VACCINATION	DGP					X	X ₁₈	X						X
VETERINARY DISEASE CONTROL	DGP					X	X	X			X			X
APPOINTMENT OF STAFF	MOA					X	X	X	X ₁₉	X ₂₀	X			X
EDUCATION & TRAINING	MOA		X	X ₂₁	X	X	X ₂₁							
FISHERIES DEVELOPMENT														
CONSTRUCTION OF :														
MODEL PONDS	DG PERIKANAN					X ₂₂	X	X	X ₂₂	X	X			
FISH FARM (BBI)	DGP					X ₂₂	X	X	X ₂₂	X	X			
PROVISION OF FISH STOCK	DGP					X ₂₂	X	X	X ₂₂	X	X			
PROVISION OF FISH FEED (EXTRA)	DGP					X ₂₂	X	X	X ₂₂	X	X			
APPOINTMENT OF FARM MANAGER &	MOA		X ₂₃		X	X	X ₂₄	X						
EXTENSION STAFF (FPL)	MOA		X ₂₃		X	X	X ₂₄	X						
COASTAL FISHERY & BRACKISH WATER FISHERIES														
CONSTRUCTION OF :														
COASTAL FISHERY HARBOR	DGP					X ₂₂	X	X	X ₂₂	X	X			
LOBSTER PARENT FARM <i>Shrimp</i>	DGP					X ₂₂	X	X	X ₂₂	X	X			
BRACKISH WATER DEMONSTRATION	DGP					X ₂₂	X	X	X ₂₂	X	X			
PONDS														
PROVISION OF BOAT & EQUIPMENT PACKAGE	DGP					X ₂₂	X	X	X ₂₂	X	X			
FISH/LOBSTER PARENT STOCK <i>Shrimp</i>	DGP					X ₂₂	X	X	X ₂₂	X	X			
DEVELOPMENT OF FPL OUTPOST/														
FISHING HARBOR MANAGEMENT OUTPOST	MOA					X	X	X						
PLACEMENT OF BOAT MOBILE TRAINING TEAM	MOA					X	X	X						
APPOINTMENT PPL, PFS	MOA		X ₂₃		X	X	X ₂₄	X						

- 15 Contracts are tendered at the Kabupaten level especially in those cases where the Bupati requests it.
- 16 If foreign cattle are used.
- 17 If domestic cattle are used.
- 18 Receive financial support from DGT.
- 19 Kabupaten staff primarily responsible for monitoring health control, including the quantity and quality of the animals.
- 20 Honorarium received from DGT.
- 21 Training is carried out in Java. The Provinces pay only for the transport costs.
- 22 Depending on the Province all contracts may either tendered at the Kabupaten level or at the Provincial level, contingent on the regulations of Keppres 14A.
- 23 Pusat assists in recruiting qualified staff.
- 24 An honorarium is received from DGT.

PEMBINAAN	AGENCY	P U S A T			PROVINCE			KABUPATEN			FIELD			
		ADMIN	FINANCE	PHYSICAL	ADMIN	FINANCE	PHYSICAL	ADMIN	FINANCE	PHYSICAL	ADMIN	FINANCE	PHYSICAL	
<u>HEALTH</u>														
CONSTRUCTION OF:														
POS Kesehatan	DGT				X	X	X	X						X
SUB HEALTH CENTER	DGT/INPRES				X	X	X	X						X
PUSKESMAS	INPRES				X	X	X	X						X
COMMUNICABLE DISEASE CONTROLS & IMMUNIZATION	DGT/P3M	X ₁	X ₁	X ₁	X ₂	X	X	X ₂	X	X				X
					X	X	X	X	X	X				X
PROVISION OF MEDICINE & MEDICAL SUPPLIES	DGT ₃				X ₄	X	X	X ₃	X	X				
PLACEMENT OF MEDICAL STAFF	P3M/DGT	X ₅		X ₅	X	X	X	X	X	X	X ₆	X _{6,7}		X ₆
<u>EDUCATION</u>														
CONSTRUCTION/REHAB OF PRIMARY SCHOOL BLDG.	INPRES/DGT ₈				X	X ₈	X	X	X ₈	X				X
CONSTRUCTION OF SECONDARY SCHOOL BLDG.	INPRES/DGT ₈				X	X ₈	X	X	X ₈	X				X
PROVISION OF SCHOOL EQUIPMENT	DGT	X ₉	X ₉		X	X	X							X
PLACEMENT OF TEACHING STAFF	PDK	X ₁₀		X ₁₀	X ₁₁	X	X	X	X	X		X ₇		X
ESTABLISH STATUS OF TEACHERS	PDK	X ₁₂			X ₁₃									
<u>RELIGIOUS SPIRITUAL AFFAIRS</u>														
CONSTRUCTION OF PLACES OF WORSHIP	DGT				X	X	X	X	X	X				X
PROVIDE LITERATURE & BOOKS	DGT/Dept. Agama				X	X	X	X	X	X				X
PLACEMENT OF CLERGY	DGT/Dept. Agama				X	X	X	X	X	X				X
<u>VILLAGE ADMINISTRATION</u>														
PROVISION OF EQUIPMENT	DGT				X	X	X	X	X	X				X
FORMATION OF VILLAGE ADMINISTRATION	DGT				X	X	X	X	X	X				X
DEVELOPMENT OF COMMUNICATION/POSTAL SYSTEM	Dept. Perhubungan	X			X	X	X ₁₄	X	X		X			X
CONSTRUCTION OF VILLAGE UNIT BANK(BRI)	DGT				X	X	X ₁₄	X	X	X				X
CONSTRUCTION OF MARKET	DGT				X	X	X	X	X	X				X
EXPANSION OF SYSTEM & MEANS OF TRANSPORT	Dept. Perhubungan	X			X	X	X	X	X	X				X
<u>COOPERATIVE</u>														
CONSTRUCTION OF KUD FACILITIES INCL. WAREHOUSES	DGT	X _{15,16}	X ₁₅	X _{15,16}	X	X ₁₇	X	X	X	X ₁₈				X
DEVELOPMENT OF KUD ORGANISATION	DGC	X ₁₆		X ₁₆	X	X	X	X	X	X _{18,19}				X ₁₉
ESTABLISH LEGAL STATUS	DGC				X			X			X			X

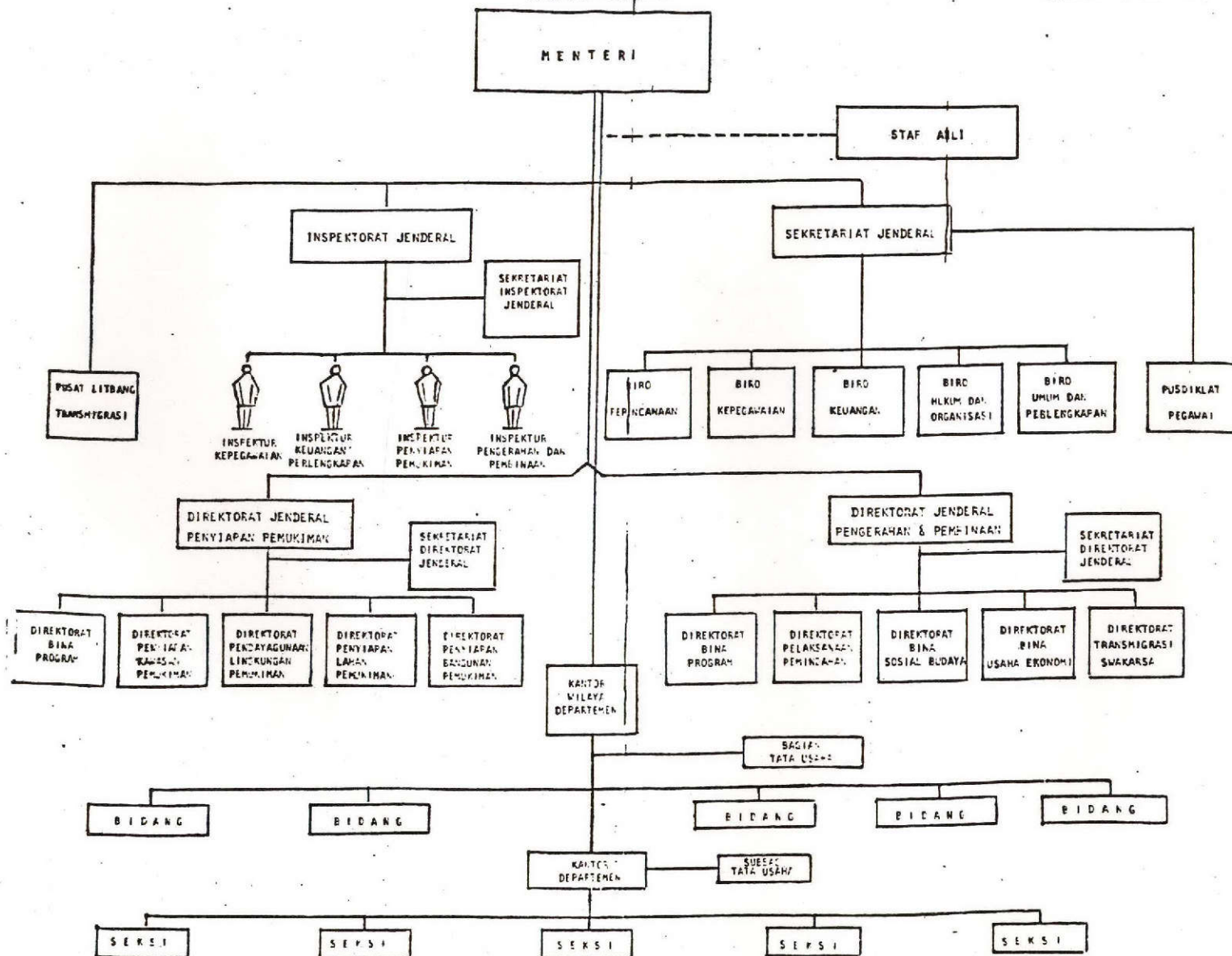
- 1 Ddt is procured, distributed and financed by MOH. All other malaria control equipment and drugs are financed by DGT.
- 2 Malaria control activities are administered at Kabupaten level if malaria supervisor is available. Otherwise the Provincial staff administers malaria control activities.
- 3 Generally speaking DGT is the principle provider of medicine and medical supplies. However there are DIP funds also available for medicine in MOH, Pemda and INPRES budgets.
- 4 In some Provinces Procurement is done jointly by the Kakanwil Health and the Kakanwil Transmigration.
- 5 Doctors are administered and placed by the MOH Pusat level. Recruitment is also undertaken by MOH Pusat or other medical personnel.
- 6 Frequently non registered MOH staff are hired directly by DGT and paid an honorarium rather than a salary.
- 7 Regular MOH/PDK civil servants are paid an honorarium by DGT.
- 8 Both DGT and the INPRES program (thru Pemda) are financing schools.
- 9 Books may be financed and procured directly by Pusat.
- 10 Recruitment by PDK, particularly for SMP and SMA teachers, is done at the Pusat level.
- 11 DGT may also recruit teachers directly.
- 12 For secondary school teachers (SMP, SMA),
- 13 For primary school teachers (SD).
- 14 Occurs after several years of pembinaan.
- 15 Occurs primarily in cases where Keppres 14A applies, otherwise the Provincial office handles contract matters.
- 16 Assistance given if requested by the Provincial office.
- 17 FCCs are sometimes financed by DGT and at other times by the DG Cooperatives.
- 18 Kabupaten staff primarily assists.
- 19 In some Provinces though there are actually staff from Kabupaten and/or Province Levels in the field helping the transmigrants develop the KUD.

PEMBINAAN	AGENCY	P U S A T			PROVINCE			KABUPATEN			FIELD	
		ADMIN	FINANCE	PHYSICAL	ADMIN	FINANCE	PHYSICAL	ADMIN	FINANCE	PHYSICAL	ADMIN	FINANCE
BIMAS / INMAS												
CONSTRUCTION OF TRANSIT WAREHOUSE	MOA				X	X	X	X	X	X		
APPOINTMENT & PLACEMENT OF												
STAFF FIELD WORKERS	MOA	X			X	X	X	X				
GUIDANCE, STAFF EDUCATION & TRAINING	MOA				X	X	X					
LAND RIGHTS												
ISSUANCE OF LAND CERTIFICATES	Agraria				X	X	X ₂₅	X	X ₂₆	X		

- 25 Provincial staff may assist the Kabupaten staff should they not have sufficient qualified personnel,
- 26 An honorarium is received from Agraria,

STRUKTUR ORGANISASI
DEPARTEMEN TRANSMIGRASI

Appendix J, Annex 3.1



AN OUTLINE DESCRIPTION OF AN
OPERATIONAL MANUAL FOR TRANSMIGRATION.

1. The Operational Manual will provide guidance for all agencies contributing to the transmigration programme. Specifically the manual will :
 - i. contain all laws, decrees and existing government regulations relevant to the programming, planning, implementation and regulations of the programme.
 - ii. describe the activities to be carried out within the transmigration programme. Where relevant the appropriate specifications and or standards will be given or referenced. The costs will be given in appropriate cases.
 - iii. the O.M. will list the agencies responsible for each activity or part of activity by Ministry, Directorate General, Directorate, Sub Directorate, Bagian or equivalents in the case of Provincial Organizations. The various coordinating bodies and committees as well as any special project implementation units set up will also be described in relation to their precise responsibilities.
Where activities or tasks are to be sub-contracted the responsible government agencies will also be clearly identified.
 - iv. the duties of key officials responsible for the parts of the programme will be described for cases in which job descriptions do not already exist, or for those cases in which there are additional duties arising because the activity is connected with transmigration. In any case the special duties of Project Managers, Treasurers, Liaison Officers, Site Managers and Village Managers will be described.

- v. the procedures to be followed in each and every case will be state clearly which agency and official initiates each action or activity, who carries out and who certifies that it has been carried out satisfactorily. In the case of activities carried out or good and equipment are to be provided under contract, the full procedures will be clearly stated. In cases where donor funds are to be supplementary to GOI funds, any additional requirements on the part of the donor will be made clear, including the procedures for obtaining reimbursement from the donor for activities carried out.

2. The Operational Manual will be inaugurated by means of a single decree. Thereafter it will include the following types of documents :

- i. the existing laws and decrees.
- ii. existing physical standards, standard costs and specifications of technical agencies.
- iii. new statements on other topics, to be issued and updated from time to time according to the needs of the programme. New statements will be issued by the Transmigration Department/Bakoptrans and will be binding to officials of all agencies represented.

3. The Operational Manual will be written in Bahasa Indonesia and translations made available to facilitate understanding by donor agencies and organizations.

Appendix 1, Annex 4.1

Transmigration Site Identification and Planning

(Site identification, surveys, physical design and development plans)

Step	duration	description of activity	Location of activity	agencies responsible
1	Continuous	Examine existing reports and aerial photographs and identify areas with an apparent potential for transmigration, bearing in mind land use, forest cover, slope and proximity to existing settlement, roads and or navigable rivers. Plot boundaries on existing maps and or photomosaics. Plot known forest land boundaries. Also organize new aerial photography for areas not recently covered or not covered to appropriate scale.	Jakarta and Bogor	Ditada, MDA-LPT, Agraria and Forestry to supply data on land use rights.
2	One week per site	Discuss possibilities of using areas with Governors, Bupatis, Camat and Pasir/Krior. Explain what the implication of making a transmigration settlement scheme would be for them, what they could expect and what they would have to give, i.e. land. Obtain agreement in principle.	Provinces	Pemda2, Ditada, MDA-LPT and Dinas-Dinas.

3	Two weeks per site	<p>Team made up of soil scientists, agriculturalists, civil engineers and Dinas-Dinas staff to spend one or two weeks checking the area after having obtained agreement of Pemda and local people. This team to decide primarily whether the area is available and suitable or not suitable for settlement. In so doing the team will give general indications of what crops would have a chance of success and which should probably not be tried. Extensive use of comparison and analogy with nearby farms and local knowledge will be made.</p> <p>Conclusions to be discussed with Pemda/Satbin I with request for land to be made available for transmigration if found suitable. Governor to issue instructions that people entering the area from now on will be ejected without compensation.</p>	Provinces	DITADA, MOA-LPT, Pemda and Dinas-Dinas
4	One week 2-3 months	<p>Discuss with MOA agencies to ascertain whether it will or can support the type of agricultural development indicated by the field visit.</p> <p>Also it may be necessary to re check some technical aspects such as soils, swamps before firm commitments are made.</p>	Province and Jakarta, Bogor. Province	<p>DITADA, MOA-LPT, Dinas-Dinas and MOA agencies, Jakarta.</p> <p>LPT.</p>
5	2-4 weeks	<p>Make draft outline settlement plan on existing maps and or photo mosaics.</p> <p>To show general alignment of principal roads, location of village centers, farms and houses.</p>	Jakarta.	DITADA, MOA, Agraria

6		Agraria to start boundary marking	Province, site	Dinas Agraria
7	2 months	Agraria to clear any land claims through Pemda	Province, site	Dinas Agraria, Pemda
8	6 weeks	Formulation of agricultural development plan to indicate how much land per settler to be under which crops; the timing of the development; the quantity of seed, seedlings, fertilizer and pesticide required; the management and staff requirements; the costs and benefits to be derived. Specification of which agency will do what and confirmation of their ability to carry out their part of the plan when necessary. All concerned agencies and Pemda to be fully informed.	Jakarta and/or Bogor	MOA agency personnel maybe seconded permanently to the planning team. Ditada and DGT informed.
9	2 - 3 months	Design alignment of principal roads on ground taking into account rivers, watersheds, topography, swamps, rock outcrops.	Site	Bina Marga
10	1 week	Decision on which agency to be responsible for land clearing depending on type of agricultural development to be followed.	Jakarta	Satdaltrans
11	1 week	Update outline physical design to accomodate agricultural development plan.	Province and Jakarta	DITADA
12	1 week.	Land Clearing contracts issued	Jakarta or Province	Bina Marga or MOA as appropriate

13	Continuous during Land Clearing	Set out physical design on ground as land is cleared.	Site	TKTD or MOA as appropriate and Agraria
14		Contract houses and community facilities	Site	DGT
15		Move in transmigrants	Areas of origin and receiving area.	DGT, M. of Communications
16		Agraria carry out kaveling	Site	Dinas Agraria
17		Give guidance to settlers on <ul style="list-style-type: none"> i appropriate crops to grow ii soil conservation iii formation of kelompok tani iv formation of RT & RK Other development. 	Site	Dinas - Dinas

Appendix 1, Annex 4.2

Note on Transmigration Planning

Current Situation

Planning has been the responsibility of TKTD since the issue of Keppres 26,1978. Only since August 1982 has there been any real attempt to involve other agencies in the planning process; namely those responsible for implementation. Previous to this new development the emphasis was on physical planning with the main objective of getting the maximum number of villages constructed and transmigrants moved in the shortest period of time. This objective being in keeping with one of the objectives of the transmigration programme as a whole, and the Repelita III in particular: Namely the movement of a target number of families, but the other major objective of regional development is largely ignored or considered to be an automatic result.

The recently completed evaluation of the transmigration programme shows that in general the planning, construction of villages and the movement of people has been in the Repelita III on schedule for the first time ever. However it appears that the majority of settlements which are situated on upland rainfed areas will not achieve sustained development without considerable further investment. Furthermore it can be argued that since the economic activity is mostly at subsistence level, the high quality of infrastructure is not justifiable in the initial stages. Alternatively there must be a plan for the agricultural and other economic and social activities, which when accompanied by an adequate budget will ensure sustained development and full use of the infrastructure.

Comments

At present such planning as is carried out is short term, often limited to one year's activities in the transmigration process, which itself takes up to ten years to complete. This type of short term planning is extremely limited and its shortsighted nature will generate problems for the transmigrants and the government in the future.

There is a need for more comprehensive planning which should include:

1. Short term planning of works to be carried out in the next fiscal year.
2. Medium term; should cover all aspects of survey, planning, construction and development, up to handover to local authorities. (Project Master Plan).
3. Long term planning; perhaps with a 15 to 20 year horizon.

The short term should fit within the medium term plan. The medium term plan should fit within a long term plan, developed within a national strategy of land use development and regional development.

In the case of medium term plans, these will have to be staged to cover the major phases in the life of a transmigration scheme, i.e. surveys, planning and design, construction, movement and development. While it is possible to plan ahead for services such as health, education, community development and general guidance, the actual type of economic development which will be appropriate will only be known after the surveys and design are completed. This is because each geographical location will vary in terms of land capability, climate and location, and require specific recommendations for land development and agriculture, including the type of services required for its development.

Similarly, by planning all the activities necessary to enable transmigrants to effectively develop each location, it logically follows that an indicative cost plan can be made for each location. This could be viewed as a multi-year budget within which yearly allocations could be made. The advantage being that the amount of money allocated within a financial year would only cover the activities which could realistically be carried out within the year. The necessity to carry over funds for three years could be drastically reduced, giving the government better control, while at the same time enabling it to forecast the financial needs for transmigration over several years to come.

A second benefit would be that implementing agencies such as health and education could be given two to three years notice of what staff and services they would have to supply in each location, and in turn these departments could train or transfer essential personnel.

Organization and Management of Planning

Long Term - This is actually the responsibility of the Rappenas and if possible this body should in consultation with geographers, demographers, economists and land capability specialists, develop a number of national scenarios at five year intervals for a twenty year future. These projections of what could exist should be related to trends and changes likely to occur in the rest of the SE Asian region and the world in general. To do this task well requires far sighted and imaginative people who must at the same time have their feet firmly on the ground and their ideas tempered with realism.

Within the context of such a series of scenarios the planning of future transmigration schemes would fit into a recognizable and explicit framework which does not seem to exist at present.

Medium Term - To ensure consistency, continuity and coordination, medium term planning, that is to say the planning for each SKP should be the responsibility of one person assisted by a multidisciplinary group of surveyors, planners, agriculturalists, etc from the concerned and responsible agencies seconded to the transmigration agency on a full time basis but empowered to represent their parent departments. This work could not be carried out by a committee, as these tend to be unproductive on a man hour basis and the committee members part timers with no time for the in depth technical work required. In addition committees set up to address specific tasks tend to lose their main objective and adopt one of continued preservation of the committee as an entity. It just would not produce the plans required.

Short Term Planning

This should be coordinated by the agency with overall responsibility for transmigration and transmigration funds. The agency would in consultation with others revise the various Project Master Plan for the next fiscal year.

Not ?

Appendix 1, Annex 5.1

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To : Mr. Hartono
Through : General Bambang Sumantri
From : David Putter *DAB*
Subject : Budgeting for the Transmigration Programme
Date : 25 January 1983

It has come to be realized that in the case of the transmigration sub sector the collective DIPs of all the various implementing agencies cover one year's financial allocation but about three year's physical work. This is how the large carry over or SIAP occurs.

Besides locking up state funds in budgets which will not be fully spent until three to four year's time in the future, there are two other adverse consequences of this state of affairs.

1. The bar charts of agency activities or Jadwal Pelaksanaan are compressed into a twelve month period which is unrealistic. Staff within the programme are reluctant to draw up realistic Jadwal as they think this would show their agency cannot meet its targets.
2. As a result there is a scramble for agencies to do as much physical work as possible as early as possible. This gives rise to a situation in which proper procedures and steps are not followed in the correct sequence, e.g. Agraria is not given the chance to assess availability of land or inventorize peoples' rights; PLPT sometimes starts land clearing before feasibility studies are completed, to name but two adverse consequences.

Why is this state of affairs perpetuated?

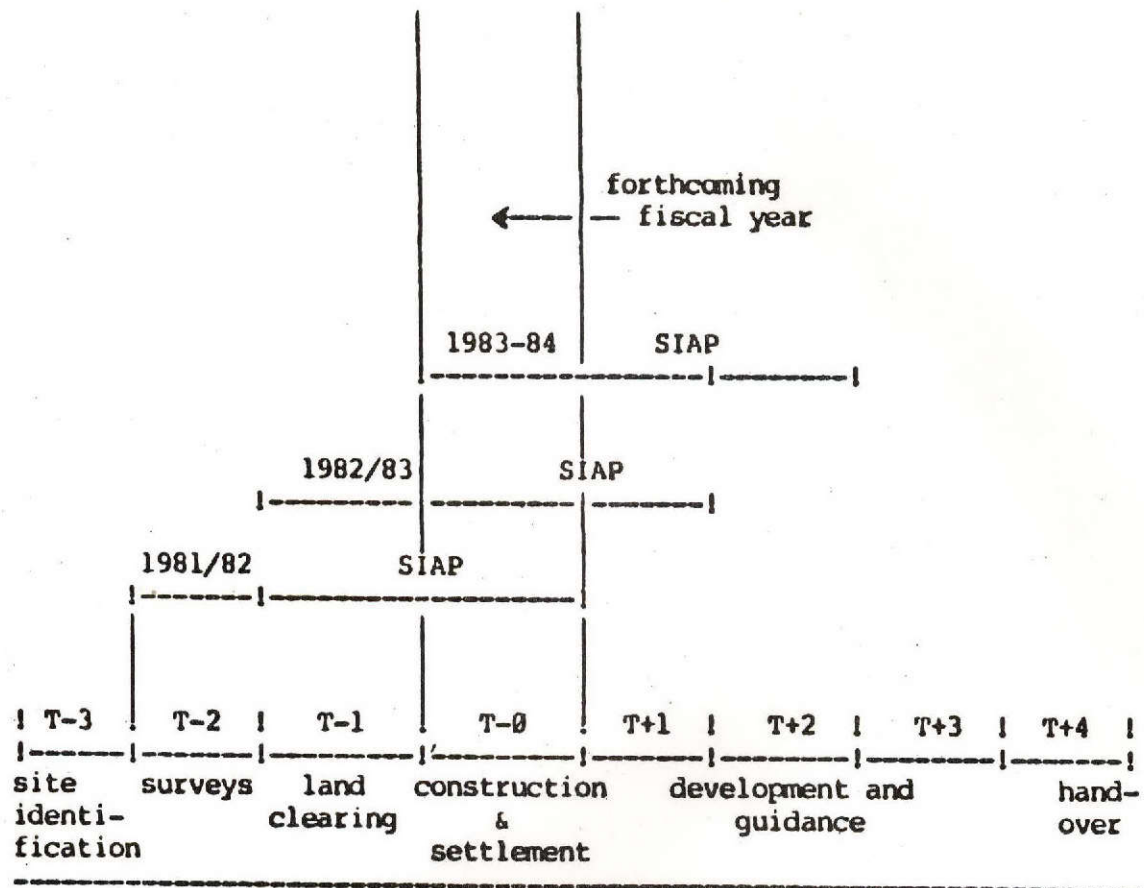
Why is the full eight year transmigration project cycle not insisted upon, and each agency instructed to budget only for the activities they can realistically carry out the following year?

One possible explanation is the fear that unless agencies gain approval for large amounts of money they may not get what they need in the two following years.

Another contributory factor is the chasing of high targets, which few staff believe can be reached, but even fewer are prepared to say so.

In fact rational planning, so only activities which can be carried out in twelve months are budgeted for, would not reduce either the total amount of money within any fiscal year or the physical works. The following diagram makes this clear.

The transmigration project cycle and budgets



In this example the activities in year T-0 will be covered by the sum of three sets of DIPs issued in three fiscal years. If the actual activities to be carried out in T-0 only were budgeted for, the amount of money would be the same, i.e. as from DIPs 1983/84 + 1982/83 + 1981/82.

Four reasons for changing the system

1. Only as much money as can be spent in 12 months is tied up.
2. Proper planning can be carried out including a cost plan for each SKP to cover the full cycle.
3. The proper procedures and administrative steps can be followed, leading to a higher quality transmigration.

- . 4. In the event of a new agency being created to handle transmigration it will not be bogged down for the first three year of its life because a large part of the funds are in the hands of former implementing agencies.

cc: General Bambang Sumantri
Drs. Soedjino Hs.
Drs. Soentoro
Drs. V. Manurung MBA
Drs. Hartono P.
Drs. A.S. Napitupulu SH

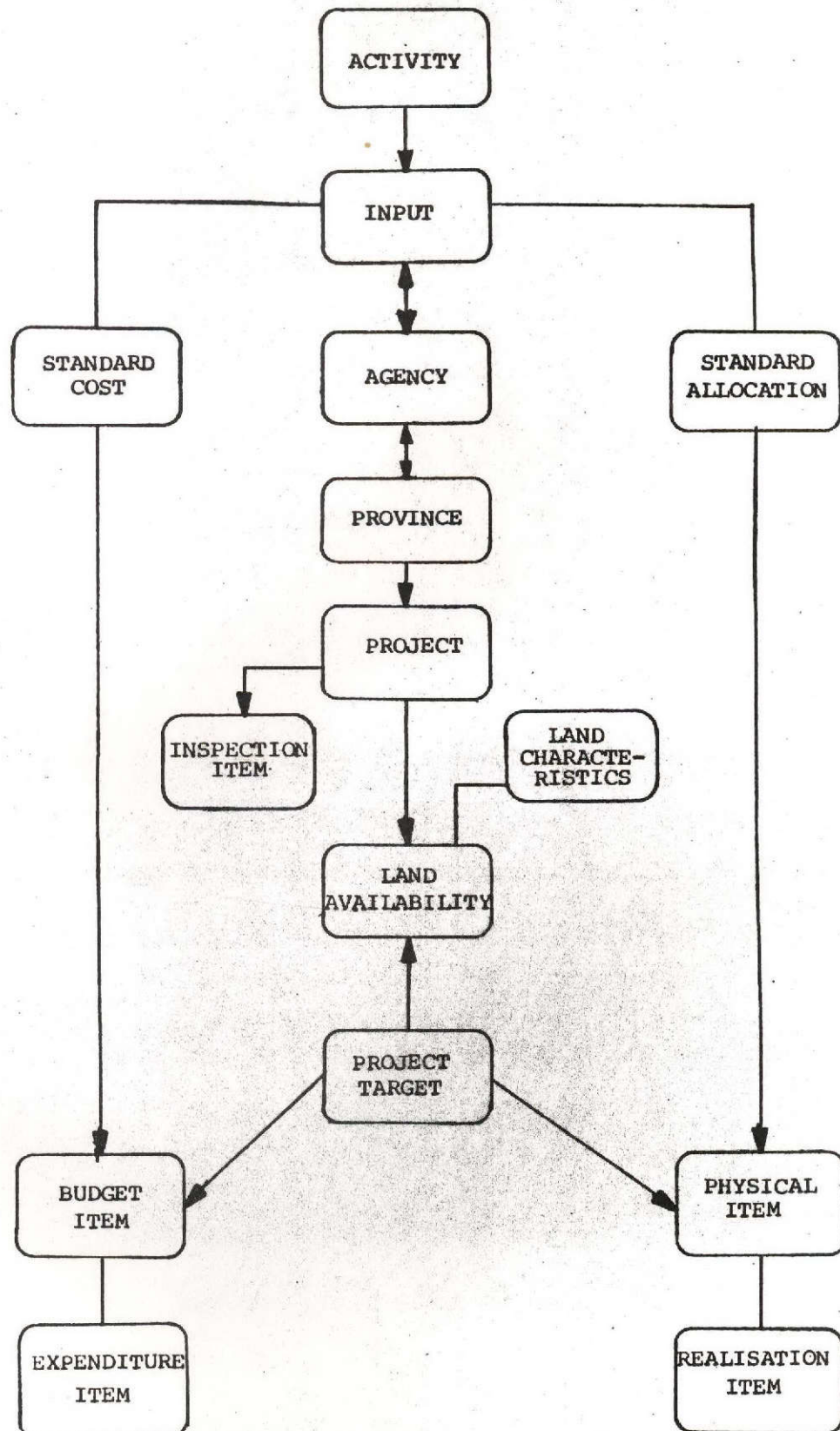
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Appendix 1, Annex 6.1

ATTACHMENT 1

[illegible]

Appendix 1, Annex 6.2

TRANSIS - INFORMATION MODEL (MONITORING)

TRANSIS - DATA ITEMS

Activity
Activity Code
Activity Name

Input
Activity Code
Input Code
Input Name
Financial Years
Stage
Settlement Types
Transmigrant Types
Implementation Years
Agency

Standard Cost
Input Code
Financial Years
Settlement Types
Transmigrant Types
Expenditure Head
Value (Rp.)

Standard Allocation
Input Code
Financial Years
Settlement Types
Transmigrant Types
Allocation
Receiving Unit

Agency
Agency Code
Agency Name
Department Code
Directorate General Code
Directorate Code

Province
Province Code
Province Name

Project
Project Code
Project Name
Pimpro Code
Pimpro Name
Treasurer Code
Treasurer Name

Inspection Item
Project Code
Problem Code
Data Reported
File Reference
Financial Year
Cause Code
Severity Code
Inspector Code
Inspection Date
Result Code
Follow Up Code
Solution Date
Remarks

Land Characteristics

WPP
SKP
Land Area
Land Capacity
Land Status
Forestry Status
Land Capability
Soil Type
Soil Acidity
Climate
Hydrology
Land Slope
Socio-Economic Status
Agro-Economy
Farm Model

Budget Item

Project Code
Financial Year
Month
Input Code
Expenditure Head
Source
Value (Rp.)

Land Availability

WPP
SKP
Financial Year
Settlement Type
Transmigrant Type
No. of KK

Expenditure Item

Project Code
Financial Year
Month
Input
Expenditure Category
Expenditure Head
Value (Rp.)

Project Target

Project Code
Financial Year
Settlement Type
Transmigrant Type
No. of KK

Physical Item

Project Code
Financial Year
Month
Input Code
Quantity

Realisation Item

Project
Financial Year
Month
Input code
Quantity

Appendix 1, Annex 6.3

MONITORING TRANSMIGRASI - PERINGATAN DINI

- Daftar Isian Awal -

(Hanya dibuat satu kali untuk setiap UPT)

1. Letak Administrasi

Propinsi : _____

Kabupaten : _____

Kecamatan : _____

Nama Lokasi : _____

WPP/SKP (kalau ada) : _____

U P T : _____

2. Bulan Pelaporan

Bulan / Tahun : _____ / _____

		S a t u a n	Isilah dng Lengkap	K o d e
3.	Pencapaian Transmigran Umum sampai dengan akhir bulan yang lalu:			
	(a) Sebelum 1970	KK / jiwa/.....	_____
	(b) tahun anggaran 1970-1971	KK / jiwa/.....	_____
	(c) tahun anggaran 1971-1972	KK / jiwa/.....	_____
	(d) tahun anggaran 1972-1973	KK / jiwa/.....	_____
	(e) tahun anggaran 1973-1974	KK / jiwa/.....	_____
	(f) tahun anggaran 1974-1975	KK / jiwa/.....	_____
	(g) tahun anggaran 1975-1976	KK / jiwa/.....	_____
	(h) tahun anggaran 1976-1977	KK / jiwa/.....	_____
	(i) tahun anggaran 1977-1978	KK / jiwa/.....	_____
	(j) tahun anggaran 1978-1979	KK / jiwa/.....	_____
	(k) tahun anggaran 1979-1980	KK / jiwa/.....	_____
	(l) tahun anggaran 1980-1981	KK / jiwa/.....	_____
4.	Jumlah Transmigran Umum yang ada sampai dengan akhir bulan yg lalu: (termasuk pecahan/perkembangan KK)	KK / jiwa/.....	_____
5.	Jumlah Transmigran Spontan/Swaha-rsa s/d akhir bulan yang lalu :	KK / jiwa/.....	_____
6.	Jumlah Transmigran Lokal sampai dengan akhir bulan yang lalu :	KK / jiwa/.....	_____
7.	Jumlah Transmigran yang lari / meninggalkan proyek sampai dengan akhir bulan yang lalu :	KK / jiwa/.....	_____
8.	Jumlah luas lahan usaha/pertanian keseluruhan yang telah dibagikan kepada para transmigran sampai dengan akhir bulan yang lalu :	KK Hektar	_____

Disiapkan oleh : N a m a : _____

Jabatan : _____

Tanggal : _____

Tanda-tangan : _____

MONITORING TRANSMIGRASI - PERINGATAN DINI

- Laporan Bulanan -

1. Identifikasi

Propinsi : _____

Nama Lokasi : _____

U P T : _____

2. Bulan Pelaporan

Bulan / Tahun : _____ / _____

Jawablah pertanyaan berikut selengkap-lengkapny. Isilah strip ("___") kalau jawabannya nol.			
	P e r t a n y a a n	Satuan	Isilah dng Lengkap
3.	Total kedatangan Transmigran <u>bulan ini</u> : (a) Transmigran Umum (b) Transmigran Spontan (c) Transmigran Lokal	KK / jiwa KK / jiwa KK / jiwa / / /
4.	Jumlah KK yang meninggalkan UPT (lari) pada bulan ini :	KK
5.	Jumlah Kelahiran Bayi pada bulan ini :	jiwa
6.	Jumlah Kematian pada bulan ini	jiwa
7.	Jumlah luas lahan usaha/pertanian <u>baru</u> yang pada <u>bulan ini</u> dibagikan kepada para transmigran :	KK Hektar
8.	Total <u>luas tanam</u> Tanaman Pangan saat ini :	Hektar

Pilihlah yang paling mengena, dan lingkarilah pilihan Anda

	P e r t a n y a a n	Lingkari salah satu	K o d e
9.	<u>Persediaan Air Minum</u> : (1) C u k u p : (2) K u r a n g :	1 2*	
10.	<u>Persediaan Air untuk Pertanian</u> (1) Kekeringan yang <u>luar biasa</u> untuk musim ini : (2) Kondisi normal untuk musim ini : (3) Curah hujan yang luar biasa banyak :	1* 2 3*	
11.	<u>A n g i n</u> : (1) Biasa : (2) Merusak tanaman/harta benda :	1 2*	
12.	<u>Kondisi Tanaman Pangan</u> : (1) Baik sekali ; (2) Biasa / sedang (3) buruk :	1 2 3*	
13.	<u>Penyediaan Bahan Makanan</u> Penyediaan Bahan Makanan (1) Tak menjadi persoalan : (2) Terdapat kesulitan (3) Sedang menghadapi krisis	1 2 3*	
14.	<u>Hubungan didalam UPT (Jalan, Sungai, Laut, dll)</u> (1) Baik : (2) Kurang baik : (3) Buruk :	1 2 3*	

Catatan : Setiap butir yang bertanda (*) yang Anda lingkari,
harus diperinci/dilaporkan dalam Formulir EW 3.

	Pertanyaan	Lingkari salah satu	Kode
15.	<u>Hubungan keluar UPT</u> (Misalnya ke Puskesmas, pasar dsb) (1) baik (2) kurang baik (3) buruk	1 2 3*	_____ _____ _____
16.	<u>Kebakaran</u> Jenis kebakaran bulan ini: (1) hutan (2) belukar (3) tanah lapang (4) kebakaran lain (5) tidak terjadi kebakaran <u>Kerusakan akibat kebakaran:</u> (1) parah (2) tidak parah (3) tidak terjadi kebakaran	1 2 3 4 5 1* 2 3	_____ _____ _____ _____ _____ _____ _____ _____
17.	<u>Kesehatan para Transmigran</u> (1) baik (2) kurang baik (3) wabah penyakit	1 2 3*	_____ _____ _____
18.	<u>Kemudahan</u> (1) baik (2) kurang baik	1 2*	_____ _____
19.	<u>Kesejahteraan Umum para Transmigran</u> (1) baik sekali (2) baik (3) kurang baik (4) payah/kritis	1 2 3 4*	_____ _____ _____ _____
20.	<u>Perkiraan keadaan Kesejahteraan di bulan mendatang</u> (1) baik sekali (2) baik (3) kurang baik (4) payah / kritis	1 2 3 4*	_____ _____ _____ _____

Disiapkan oleh : M a m a : _____

Jabatan : _____

Tanggal : _____

Tanda-tangan : _____

4-6

The "Early Warning" System

Table of Response rates of UPT's

	Reporting Month	No. Of UPT's		Percentage %	Remark
		To which Forms sent	From which Data Received		
1	September	7	5	71.4	(By Interview)
2	October	7	7	100.0	
3	November	36	12	33.3	
4	December	36	24	66.6	
5	January	37	18	48.6	
6	Febuary	37	-	-	Not yet returned

TRANSMIGRATION INFORMATION SYSTEM - EARLY WARNING SUB-SYSTEM

Report 3

LIST OF UPTs RANKED ACCORDING TO PROBLEM INDEX (PIRM)

Month : SEPTEMBER 1981

(5 UPT's)

PROVINCE	Location	UPT	PIRM (0-100)	PINF (0-100)	Farm water supply	Wind	Food Crop	Food Stock	Drinking water	Health	TRANSPORT		Fire	Security	General Welfare	General Outlook
											Outside UPT	Inside UPT				
JAMBI	SINGKUL	V	54.0	70.4	C	-	C	C	P	C	-		-	C	C	C
	"	II	32.0	66.4	-	-	C	C	P	-	-		-	-	P	C
	"	IV	32.0	66.4	C	-	-	C	P	-			-	-	C	C
	"	VII A	23.0	34.6	-	-		C	P	-	-		-	-	P	-
	"	VIII B	12.0	32.4	-	-	-	C	-	-	-		-	-	P	-

Note : P Indicates non-critical problem

C Indicates critical problem

" " Indicates No Problem

PIRM = Problem Index of Reporting Month

PINF = Problem Index for Near Future

" " (blank) indicates No Data Available

TRANSMIGRATION INFORMATION SYSTEM-EARLY WARNING SUB-SYSTEM

Report 4

SUMMARY TABLE BY CRITICAL PROBLEM

MONTH: SEPTEMBER 1981

P R O B L E M	U P T	
	Number	Percentage of Total
1. Farm water supply	2	40
2. Wind	-	
3. Food Crop	2	40
4. Food Stock	5	100
5. Drinking water	-	-
6. Health	1	20
7. Transport		
a) Outside UPT	-	-
b) Inside UPT	-	-
8. Accidental Fire	-	-
9. Security	1	20
10. General Welfare	2	40
11. General Outlook	3	60

TOTAL NUMBER OF UPT'S FROM WHICH DATA RECEIVED.....5.....

TRANSMIGRATION INFORMATION SYSTEM - EARLY WARNING SUB-SYSTEM

Report 3

LIST OF UPTs RANKED ACCORDING TO PROBLEM INDEX (PIRM)

Month : OCTOBER 1981

(7 UPT's)

PROVINCE	Location	UPT	PIRM (0-100)	PINF (0-100)	Farm Water supply	Wind	Food Crop	Food Stock	Drinking water	Health	TRANSPORT		Fire	Security	General Welfare	General Outlook
											Outside UPT	Inside UPT				
JAMBI	SUNGKUT	V	32.67	66.53	C	-	P	C	C	-	P	-	-	-	C	C
		I	33.33	34.67	-	-	P	C	C	-	P	-	-	-	P	P
		II	32.67	64.53	-	C	C	C	-	-	-	-	-	-	C	C
		VII A	12.00	12.40	-	-	P	C	-	-	-	-	-	-	P	-
		III	7.33	11.47	-	-	P	P	-	-	-	-	-	-	P	-
		VII B	4.00	10.80	-	-	P	P	-	-	-	-	-	-	P	-
		IV	3.33	16.67	-	-	P	P	-	-	-	-	-	-	-	-

Note : P Indicates non-critical problem
 C Indicates critical problem
 "-" indicates no problem

PIRM = Problem Index of Reporting Month
 PINF = Problem Index for Near Future

SUMMARY TABLE BY CRITICAL PROBLEM

MONTH: OCTOBER 1981

PROBLEM	U P T	
	Number	Percentage of Total
1. Farm water supply	1	14
2. Wind	1	14
3. Food Crop	1	14
4. Food Stock	4	57
5. Drinking water	2	29
6. Health	-	-
7. Transport	-	-
a) Outside UPT	-	-
b) Inside UPT	-	-
8. Accidental Fire	1	14
9. Security	-	-
10. General Welfare	2	29
11. General Outlook	2	29

TOTAL NUMBER OF UPT'S FROM WHICH DATA RECEIVED.....7.....

TRANSLOCATION INFORMATION SYSTEM - EARLY WARNING SUBSYSTEM

Report 3

LIST OF UPTs RANKED ACCORDING TO PROBLEM INDEX (PIRM)

Month : NOVEMBER 1981

(12 UPT's)

PROVINCE	Location	UPT	PIRM (0-100)	PINF (0-100)	Farm Water supply	Wind	Food Crop	Food Stock	Drinking water	Health	TRANSPORT		Fire	Security	General Welfare	General Outlook
											Outside UPT	Inside UPT				
JAMBI	DENDANG	IV	15.33	13.66	-	-	P	-	C	P	P	P	-	-	-	-
	RIMBO BUJANG	XV	15.33	13.66	C	-	P	-	-	-	-	-	-	C	P	-
	SINGKUT	II	11.33	32.27	-	-	P	C	-	-	P	-	-	-	P	P
		IV	4.67	10.93	-	-	P	P	-	P	-	-	-	-	-	-
		VIA	4.67	10.93	-	-	P	P	-	-	-	P	-	-	P	-
		V	4.00	30.80	-	-	P	P	-	-	-	-	-	-	P	P
		III	2.33	10.67	-	-	P	-	-	-	P	-	-	-	P	-
		VIB	3.33	10.67	-	-	P	P	-	-	-	-	-	-	-	-
	ALAI ILIR	A, B/C	2.00	10.04	-	-	P	-	-	-	-	-	-	-	-	-
	RIMBO BUJANG	VIII	2.00	10.04	-	-	P	-	-	-	-	-	-	-	-	-
		XI	2.00	10.04	-	-	P	-	-	-	-	-	-	-	-	-
		X	0.67	0.13	-	-	-	-	-	-	-	-	-	-	-	-

Note : P indicates non-critical problem
C indicates critical problem
- indicates no problem

PIRM = Problem Index of Reporting Month
PINF = Problem Index for Near Future

TRANSMIGRATION INFORMATION SYSTEM-EARLY WARNING SUB-SYSTEM

Report 4

SUMMARY TABLE BY CRITICAL PROBLEM

MONTH: NOVEMBER 1981

P R O B L E M	U P T	
	Number	Percentage of Total
1. Farm water supply	1	8
2. Wind	-	-
3. Food Crop	-	-
4. Food Stock	1	8
5. Drinking water	1	8
6. Health	-	-
7. Transport		
a) Outside UPT	-	-
b) Inside UPT	-	-
8. Accidental Fire	-	-
9. Security	1	8
10. General Welfare	-	-
11. General Outlook	-	-

TOTAL NUMBER OF UPT'S FROM WHICH DATA RECEIVED.....12.....

TRANSMIGRATION INFORMATION SYSTEM - EARLY WARNING SUB-SYSTEM

REPORT

SUMMARY TABLE BY PROBLEM INDEX FOR LAST THREE MONTHS

SHOWING NUMBER OF UPTs

MONTH: SEPTEMBER, OCTOBER & NOVEMBER 1981

Problem Index	Total to								TOTAL	
	AUGUST	'81	SEPT.	'81	OCT.	'81	NOV.	'81	OCT, NOV.	1981
	Number	./.	Number	./.	Number	./.	Number	./.	Number	
0 - 20			1	20.0	4	57.15	12	100.0	17	70.8
21 - 40			3	60.0	3	42.85			6	24.3
41 - 60			1	20.0					1	4.1
61 - 80										
81 - 100										
No Report										
TOTAL			5	100.0	7	100.0	12	100.0	24	100.0

TRANSMIGRATION INFORMATION SYSTEM - EARLY WARNING SUB-SYSTEM

Report 3

I

LIST OF UPTs RANKED ACCORDING TO PROBLEM INDEX (PIRM)

Month : DECEMBER 1981

(24 UPTs)

PROVINCE	Location	UPT	PIRM (0-100)	PINF (0-100)	Farm water supply	Wind	Food Crop	Food Stock	Drinking water	Health	TRANSPORT		Fire	Security	General Welfare	General Outlook
											Outside UPT	Inside UPT				
JAMBI	DENDANG	III	38.33	37.67	C	-	C	P	C	-	C	C	-	-	P	P
	"	IV	29.30	15.98	C	-	-	-	C	P	C	C	-	-	-	-
	TUJUHAN	BLOK-E	22.00	14.40	-	-	-	C	C	-	-	-	-	-	-	-
	RIMBO BUJANG	XV	15.33	13.06	C	-	-	-	-	-	-	-	-	C	P	-
	DENDANG	I	12.67	12.53	C	-	-	P	-	-	-	P	-	-	P	-
	"	II	10.00	12.00	C	-	-	-	-	-	-	-	-	-	-	-
	SIMPANG PAJAN	II	10.00	12.00	C	-	-	-	-	-	-	-	-	-	-	-
	SINGKUL	W/A	4.67	10.93	-	-	-	P	-	-	P	-	-	-	P	-
	"	"	4.67	10.93	-	-	-	P	-	-	-	P	-	-	P	-
	"	III	4.67	10.93	-	-	-	-	-	-	-	C	-	-	P	-
	"	IV	4.67	10.93	-	-	-	P	-	-	P	P	-	-	P	-
	KUBANG USD	II	3.33	10.67	-	-	-	-	-	-	P	P	-	-	P	-

Note : P indicates non-critical problem

C indicates critical problem

" " indicates No Problem

PIRM = Problem Index of Reporting Month

PINF = Problem Index for Near Future

" " (blank) Indicates No Data Available

TRANSMISSION INFORMATION SYSTEM - EARLY WARNING SUB-SYSTEM

Report 3

II

LIST OF UPTs RANKED ACCORDING TO PROBLEM INDEX (PIRM)

Month : DECEMBER 1981

PROVINCE	Location	UPT	PIRM (0-100)	PINF (0-100)	Farm Water supply	Wind	Food Crop	Food Stock	Drinking water	Health	TRANSPORT		Fire	Security	General Welfare	General Outlook
											Outside UPT	Inside UPT				
JAMBI	LAMBUR	I	2.67	10.53	-	-	-	-	-	-	P	-	-	-	-	-
	RIMBO BUJANG	VI	2.00	10.40	-	-	-	-	-	-	-	-	-	-	-	-
	"	XI	2.00	10.40	-	-	-	-	-	-	-	-	-	-	-	-
	"	XII	2.00	0.40	-	-	-	-	-	-	-	-	-	-	-	-
	SINGKUT	V	2.00	10.40	-	-	-	-	-	-	-	-	-	-	-	-
	"	VII B	2.00	10.40	-	-	-	-	-	-	-	-	-	-	-	-
	KUBAN UJO	I	2.00	10.40	-	-	-	-	-	-	-	-	-	-	-	-
	SIMPANG PANDAN	I	2.00	10.40	-	-	-	-	-	-	-	-	-	-	-	-
	JUJUAN	BLOK F/G	2.00	10.40	-	-	-	-	-	-	-	-	-	-	-	-
	ALAI ELIR	A,B,C	2.00	10.40	-	-	-	-	-	-	-	-	-	-	-	-
	RIMBO BUJANG	VII	0.67	10.13	-	-	-	-	-	-	-	-	-	-	-	-
	"	X	0.67	10.13	-	-	-	-	-	-	-	-	-	-	-	-

Note : P indicates non-critical problem

C indicates critical problem

" " indicates No Problem

PIRM = Problem Index of Reporting Month

PINF = Problem Index for Near Future

" " (blank) indicates No Data Available

TRANSMIGRATION INFORMATION SYSTEM-EARLY WARNING SUB-SYSTEM

Report 4

SUMMARY TABLE BY CRITICAL PROBLEM

MONTH: DECEMBER 1981

PROBLEM	U P T	
	Number	Percentage of Total
1. Farm water supply	6	25
2. Wind	-	-
3. Food Crop	1	4
4. Food Stock	1	4
5. Drinking water	3	13
6. Health	-	-
7. Transport		
a) Outside UPT	2	8
b) Inside UPT	3	13
8. Accidental Fire	-	-
9. Security	1	4
10. General Welfare	-	-
11. General Outlook	-	-

TOTAL NUMBER OF UPT'S FROM WHICH DATA RECEIVED.....24.....

TRANSMIGRATION INFORMATION SYSTEM - EARLY WARNING SUB-SYSTEM

Report 3

LIST OF UPTs RANKED ACCORDING TO PROBLEM INDEX (PIRM)

Month : JANUARY 1982

(18 UPT's)

PROVINCE	Location	UPT	PIRM (0-100)	PINF (0-100)	Farm water supply	Wind	Food Crop	Food Stock	Drinking water	Health	TRANSPORT		Fire	Security	General Welfare	General Outlook
											Outside UPT	Inside UPT				
JAMBI	DENDANG	IV	28.3	14.6	C	-	-	-	C	P	P	P	-	-	-	-
	RTMBO BUJAN	XV	10.0	12.0	C	-	-	-	-	-	-	-	-	-	-	-
	SINGKUT	III	5.3	21.6	-	-	-	P	-	-	-	C	-	-	P	P
	"	VII	4.7	10.9	-	-	-	P	-	-	P	-	-	-	P	-
	KUBANG UJO	II	2.3	10.6	-	-	-	-	-	-	P	P	-	-	-	-
	DENDANG	I	2.3	10.6	-	-	-	-	-	-	-	P	-	-	-	-
	LAMBUR	I	3.3	10.6	-	-	-	-	-	-	P	-	-	-	-	-
	SIMPANG	II	2.3	10.6	-	-	P	-	-	-	-	-	-	-	-	-
	SINGKUT	"	2.3	10.6	-	-	-	-	-	-	-	P	-	-	P	-
	"	IV	2.0	10.4	-	-	-	-	-	-	-	-	-	-	-	-

Note : P indicates non-critical problem

C indicates critical problem

" " indicates No Problem

PIRM = Problem Index of Reporting Month

PINF = Problem Index for Near Future

" " (blank) indicates No Data Available

TRANSMICRATION: INFORMATION SYSTEM - EARLY WARNING SUB-SYSTEM

Report 3

II

LIST OF UPTs RANKED ACCORDING TO PROBLEM INDEX (PIRM)

Month : JANUARY 1982

PROVINCE	Location	UPT	PIRM (0-100)	PINF (0-100)	Farm Water supply	Wind	Food Crop	Food Stock	Drinking water	Health	TRANSPORT		Fire	Security	General Welfare	General Outloc
											Outside UPT	Inside UPT				
JAMBI	RIMBO BUJANG	VIII	2.0	10.4	-	-	-	-	-	-	-	-	-	-	-	-
	"	IX	2.0	10.4	-	-	-	-	-	-	-	-	-	-	-	-
	KUBANG UJO	I	2.0	10.4	-	-	-	-	-	-	-	-	-	-	-	-
	ALAI ILIR	BLOK A, B, C	2.0	10.4	-	-	-	-	-	-	-	-	-	-	-	-
	DENDANG	II	2.0	10.4	-	-	-	-	-	-	-	-	-	-	-	-
	ALAI ILIR	BLOK D	1-3	10.2	-	-	-	-	-	-	-	-	-	-	-	-

Note : P. indicates non-critical problem

C indicates critical problem

" " indicates No Problem

PIRM = Problem Index of Reporting Month

PINF = Problem Index for Near Future

" " (blank) indicates No Data Available

Report 4

SUMMARY TABLE BY CRITICAL PROBLEM

MONTH: JANUARY 1983

P R O B L E M	U P T	
	Number	Percentage of Total
1. Farm water supply	2	11
2. Wind	-	-
3. Food Crop	-	-
4. Food Stock	-	-
5. Drinking water	1	6
6. Health	-	-
7. Transport		
a) Outside UPT	-	-
b) Inside UPT	1	6
8. Accidental Fire	-	-
9. Security	-	-
10. General Welfare	-	-
11. General Outlook	-	-

TOTAL NUMBER OF UPT'S FROM WHICH DATA RECEIVED.....18.....

TRANSLOCATION INFORMATION SYSTEM - EARLY WARNING SUB-SYSTEM

REPORT :

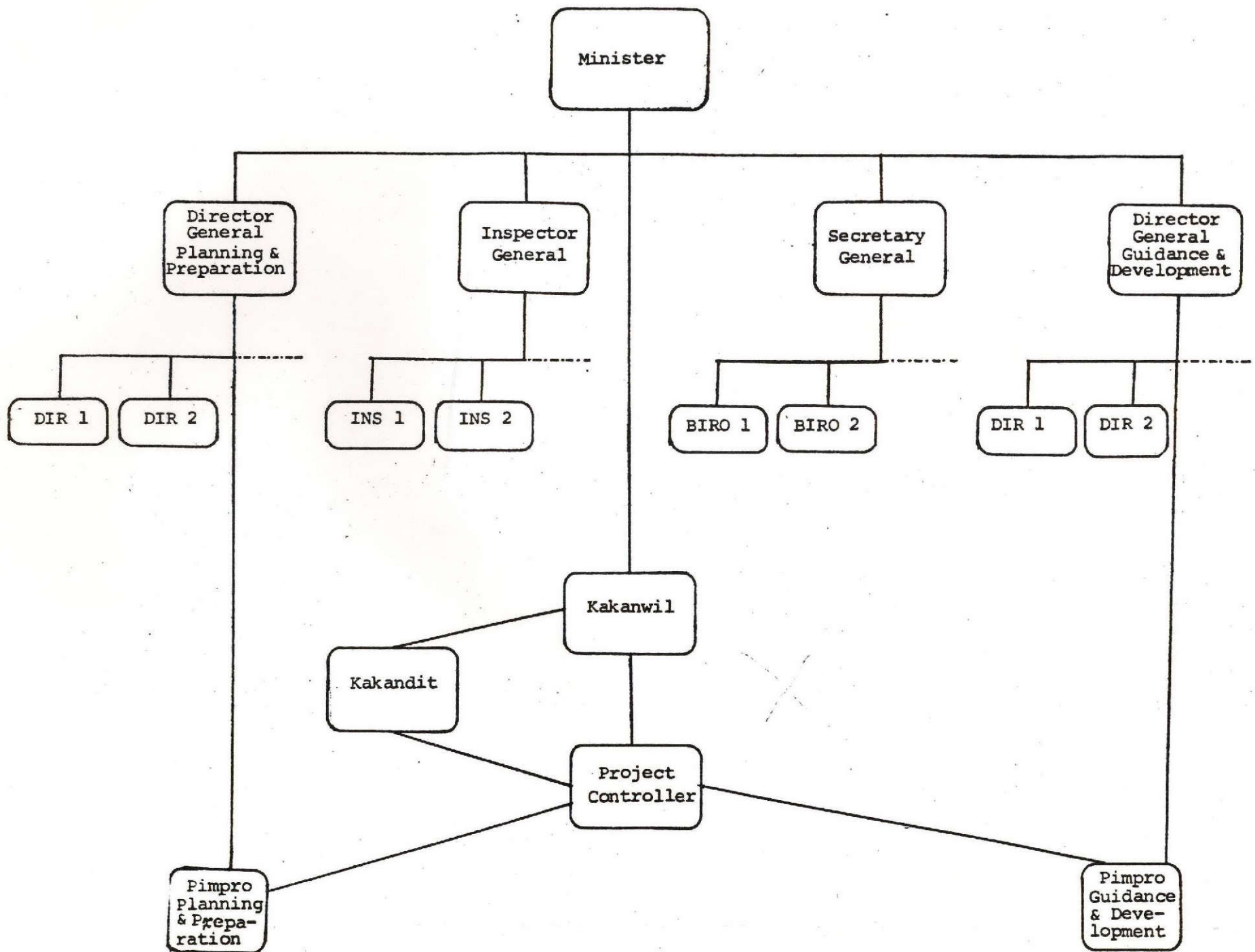
SUMMARY TABLE BY PROBLEM INDEX FOR LAST THREE MONTHS

SHOWING NUMBER OF UPTs

MONTH: DECEMBER '81, JANUARY '82

Problem Index	DEC. '81		JAN. '82		FEB. '82				TOTAL
	Number	./.	Number	./.	Number	./.	Number	./.	Number
0 - 20	21	87.5	1	5.5					
21 - 40	3	12.5	17	94.5					
41 - 60									
61 - 80									
81 - 100									
No Report									
TOTAL	24	100.0	18	100.0					

TRANSIS - Key Organisational Positions



Appendix 1, Annex 6.5

Summary of Routine Reports on Transmigration
(using Agency-names of Previous Organization Structure)

A. Financial

1. DepNakertrans' Pengendalian Proyek2 Pembangunan

Based on incoming Pimpro-reports once a month by mail and checked against KanWils' summary-reports per Wilayah.

Reports physical progress against expenditure by group of activity (tolok ukur). Distinguishes for each project the expenditure type (DIP allocation, SPMU and SPJ).

Output: once a month, generated manually summarizing DIP allocation, SPMU and SPJ for each project.

2. F110-based Financial Monitoring

Based on Pimpro-reports once a month by mail and verified by telex and telephone by exception.

Reports expenditures of each project by Expenditure Type (DIP Allocation, SPMU, and SPJ) and Kategori Pembiayaan.

Output: once a month, generated by computer, although any possible cross-tabulation can be derived any time as needed.

3. Bappenas-based Monitoring of Important Projects

Based on Bappenas Form B-1 reported by Pimpros of selected projects once for each quarter.

Reports financial information: DIP Allocation and Source of Funds (if any); a comparison of target against realisation for each group of activity (tolok ukur), and a summary of problems and its recommended set of follow-up action.

Output: every quarter, generated by computer.

4. Bina Marga's Financial Reports

Based on fortnightly Pimprobag-reports by telex.

Reports physical progress by activity in standardized detail. Expenditure type reported is only DIP Allocation and SPMU.

Note:

To accomodate the F110-based Financial Monitoring, an additional report is submitted by each Pimbapro in Transmigration areas. Report is mailed once a month in an F110 format and processed by computer.

5. Other Agencies' Financial Reports

Aside from the F110-based reports which are reported to Dep'trans by Pimpros of Transmigration-Subsector projects in other agencies, financial reports of other agencies (e.g. Agraria, Pertanian) report DIP allocations, expenditure (SPM) and physical progress (in weighted percentage) by group of activity (tolok ukur).

B. Non-Financial

1. Bina Marga's Laporan Kemajuan Korlap Program Transmigrasi

Based on incoming telexes and/or SSB messages, twice weekly sent by Bina Marga's Korlaps in Transmigration areas.

Reports progress of construction as well as Dept. Pertanian's requested data.

Output: once a week, generated by computer.

2. DGT's Construction of Houses

Based on incoming telexes and/or SSB messages, once a week sent by DGT's Kanwil offices in transmigration areas.

Reports progress of construction phases up to the "Siap Penempatan" (readiness to be occupied) seen from its construction angle.

Output: once a week, generated by computer.

3. Lakpintrans' Laporan Pelaksanaan Pemindahan Transmigran

Based on telephone conversations to Originating and Receiving areas (Kanwil offices, Embarkation and Debarkation stations), movement targets (decided by Directorate Lakpintrans) as well as Swakarsa's reports.

Reports movement of transmigrants by mode of transport and fiscal year program (e.g. DIP 80/81, 81/82, 82/83).

Output: daily, generated manually.

4. Swakarsa's Weekly & Monthly Reports

Based on incoming reports, by mail, from original areas' Kanwil offices.

Reports numbers of Swakarsa Transmigrants as registered in Kanwil offices.

Output: generated manually, is weekly; and summarized monthly.

5. DGT's Pembinaan Daerah Transmigrasi's Progress Monitoring

Based on monthly monitoring forms returned from Transmigration areas (Receiving Kanwil).

Reports progress in Transmigration areas (i.e. its statistical, socio-economic aspects).

Output, done manually, is made every three months.

6. Bagian Penyusunan Program dan Laporan's Reports

Based on the earlier mentioned reports (point 1 to 5) as well as information on R&D progress from Bina Program, Training Activities from PLPT, and the Secretariate of Bakoptrans' activities.

Reports DGT activities.

Output: done manually.

- Weekly, Monthly, Quarterly, Yearly.

JL/pl
18.7.83

TYPE OF DATA	REPORT	1	2	3	4	5	6	7	8	9	10	11	12	13	14
FAMILY SETTLEMENT (APPLICANTS - VACANCIES)		X	X	X		X	X	X	X	X	X				
SETTLEMENT DESIGN			X			X					X				
LAND PREPARATION			X			X	X				X				X
HOUSING			X			X	X				X		X	X	X
PUBLIC FACILITIES			X			X	X				X		X		X
WATER SUPPLIES			X				X				X				
IRRIGATION			X												X
ROAD CONSTRUCTION			X			X					X				X
SPRAYING						X	X								
POPULATION CHARACTERISTICS					X		X	X	X	X					
TM DEPARTURE DETAILS		X		X	X					X					
TM TRANSIT DETAILS		X		X	X			X							
TM ARRIVAL DETAILS								X			X				
HOUSEHOLD SUPPLIES			X			X									
AGRICULTURAL SUPPLIES															
TOOLS & EQUIPMENT			X			X	X				X				
SEEDS/SEEDLINGS			X			X	X					X			
FERTILIZERS			X			X	X				X	X			
PESTECIDES			X			X	X					X			
EQUIPMENT													X		
HEALTH (INCL. MEDICAL SUPPLIES)			X			X	X								
EDUCATION			X												
CROPS			X								X				
LIVESTOCK															
EXTENSION SERVICES												X	X		
DISASTERS			X												
REVISION			X						X	X					
TRAINING AND TECHNIQUES			X								X	X			

FLOW NO	FORM NO	FORM TITLE	PERIODICITY	COLLECTION AGENCY	UNIT COVERED
1	BA 01	TRANSPORTATION OF TRANSMIGRANTS (DEPARTURES)	MONTHLY	DGT - PROVINCE	PROVINCE
2	BT 01	PROVINCIAL REPORT ON PROGRESS	MONTHLY	DGT - PROVINCE	PROVINCE
3	MA 02	TRANSPORTATION OF TRANSMIGRANTS (DEPARTURES)	WEEKLY	DGT - KABUPATEN	KOTAMADYA
4	MA 03	WEEKLY TRANSIT & EMBARKATION	WEEKLY	DGT - PROVINCE	PROVINCE
5	MT 02	PROGRESS REPORT	WEEKLY	DGT - PROVINCE	PROVINCE
6	MT 03	PROGRESS REPORT	WEEKLY	DGT - KORLAP	KORLAP/SP
7	MT 04	WEEKLY TRANSIT & DISEMBARKATION (ARRIVALS)	WEEKLY	DGT - PROVINCE	PROVINCE
8	XX 01	APPLICANT DETAILS	ON DEPARTURE	DGT - PROVINCE	FAMILY/PERSON
9	I.A.1	SUMMARY DATA ON APPLICANTS	MONTHLY	DGT - PROVINCE	PROVINCE
10	XX 02	CO-ORDINATION REPORT	TWICE WEEKLY	PTPT - KORLAP	SKP
11	XX 03	PLANS & REALISATION ON IMPLEMENTATION	MONTHLY	AGRIC - PROVINCE	SKP
12	XX 04	PLANS & REALISATION ON CONSTRUCTION/PROCUREMENT	MONTHLY	AGRIC - PROVINCE	SKP
13	XX 05	HOUSE CONSTRUCTION	WEEKLY	DGT - PROVINCE	PROJECT
14	XX 06	VILLAGE CONSTRUCTION	AS REQUIRED	DGT - FIELD	SP

Appendix 1, Annex 6.7

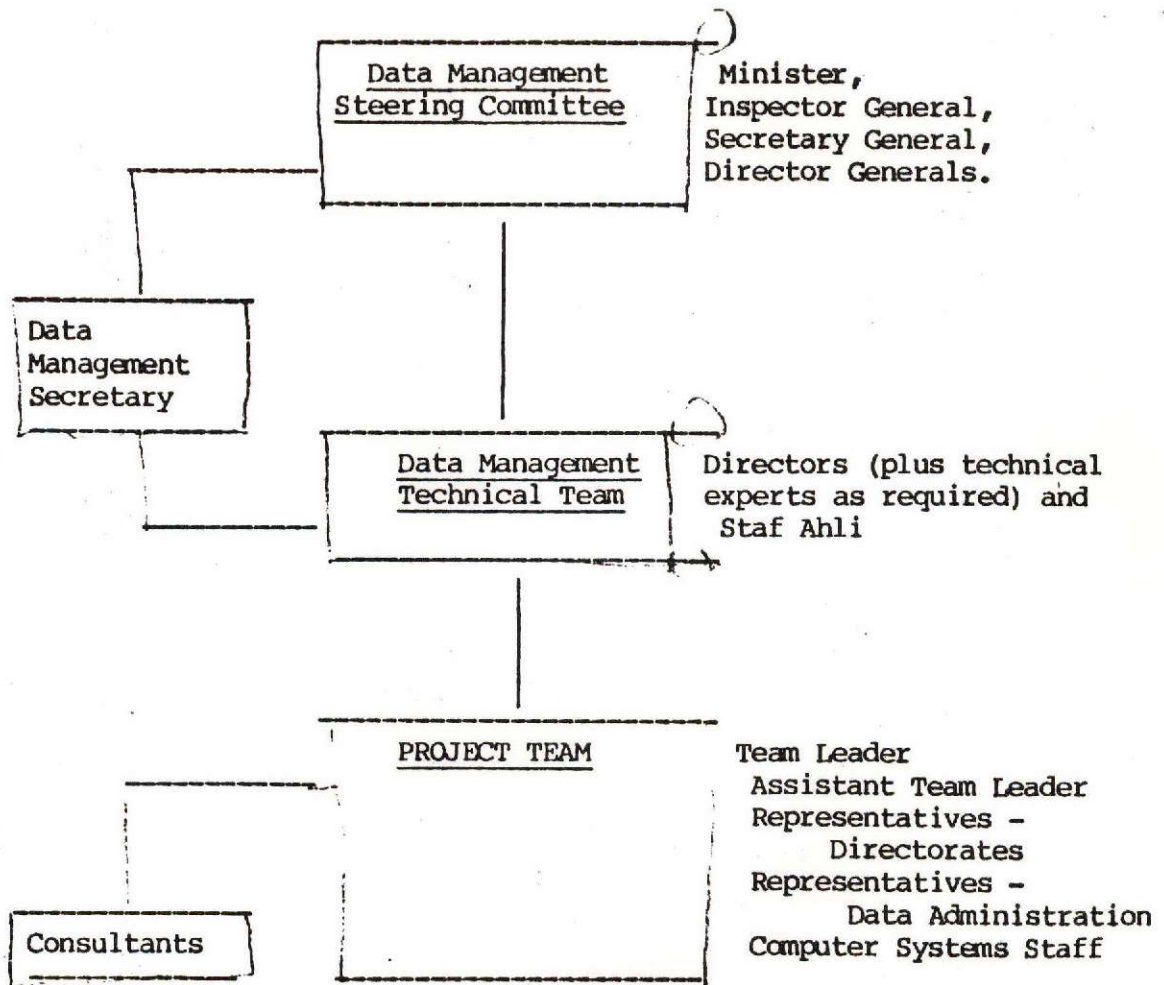
The TRANSIS Project Team

The development of an effective Information System within the new Ministry of Transmigration is seen as an essential prerequisite for efficient management at all levels.

To be effective, the system must receive support from all areas of the Ministry including the active involvement of the most senior officers of the Department and must be integrated through universal acceptance of standard definitions, classifications and units of reporting.

The task of implementing any Corporate-Wide Information System is a major one and few organizations are responsible for as large and complex a Programme as Transmigration. Hence, the evolution of the system must be carefully planned and the development team staffed with competent staff.

A full-time, multi-disciplinary Project Team is recommended to work under the guidance of a Data Management Technical Team which in turn reports to a top-level Steering Committee as follows -



1. The Steering Committee would determine broad policy, review proposals prepared under the guidance of the Technical Team and issue decisions relating to system development and operation to be disseminated through the Technical Team to all relevant staff. The Steering Committee would meet periodically.

2. The Technical Team would provide a broad specification of system requirements and review the work and progress of the Project Team. The Team would meet frequently initially to determine requirements but later would meet monthly to review progress.

3. The Project Team would be responsible for implementing the system and would comprise representatives from all Directorates, the Data Administration Section which would ultimately operate the system and computer system staff drawn from the PLPT programmers and the computer trainees of the former JMT/DGT. The Team Leader would be assisted by one Expatriate and one Indonesian Systems Consultant. The Project Team would be composed mainly of full-time staff but with perhaps part-time representatives from Directorates with minor requirements from the Information System.

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Appendix 1, Annex 6.8

Responsibilities of the TRANSIS Project Team

A proposal was circulated recently to echelon 2 staff and above recommending the establishment of a Project Team to develop the Transmigration Information System (TRANSIS). This paper attempts to describe the nature of the system, its relationship to existing systems and the requirements for its development.

It is recommended that TRANSIS be developed to process, primarily, Pelita IV data because of the recent changes in Government Departments and the lead time necessary to develop information systems. It is, nevertheless, proposed that the development of the system should be through phased-implementation, enabling applications to come into operation at the earliest opportunity. The system should, however, evolve within a carefully designed framework.

TRANSIS is seen as a Programme-Wide system, covering the full spectrum of activities and agencies but at a fairly broad level of detail for use by senior managers. It is not intended that TRANSIS will replace all existing systems already established to collect highly detailed, frequently-updated operational data such as the systems currently operating to monitor Road Construction and the Movement of Transmigrants. It would, however, be one of the prime responsibilities of the Project Team to ensure that compatibility existed between TRANSIS and other systems through the adoption of standards for classifications and units of reporting so that, for example, highly detailed operational data can be easily summarised for management purposes.

Responsibilities of the Project Team

It is recommended that a two-stage development be adopted. Initially, a small, full-time team should be established to produce a preliminary system design defining the boundary of the system, its broad functions and outputs, resource requirements for its development and a timetable for its implementation.

This first stage would be followed by a management decision whether or not to proceed. Following the decision to proceed, the team would be enlarged to implement the system.

The first-stage steps involved in producing a broad design would include -

1. The preparation of an organisation chart highlighting the areas inside and outside the Ministry likely to be involved in the operation of the Information System.
2. The compilation of a list of potential users or classes of user.

3. Through discussion with user areas, the specification of information requirements.
4. The specification of an Information Model for TRANSIS.
5. Specification of the interfaces between TRANSIS and other Transmigration Information Systems.
6. The development of standard classifications for important items such as Activities.
7. The specification of an Information Dissemination System.
8. The specification of a Data Collection System.
9. An indication of the Hardware/Software requirements.
10. Specification of Manpower and Budget Requirements.
11. Specification of an Implementation Schedule.

Some of the preliminary work implied by the above steps has already been undertaken by the consultants but further progress is not possible without the involvement of full-time Deptrans staff.

Stage 1 Resource Requirements

For stage one, it is proposed that a relatively small team be established to undertake preliminary design work. The following complement would be suitable -

- a. A knowledgeable representative from each of the two Director Generals to work full-time.
- b. A representative from the offices of the Inspector General and the Secretary General to work part-time.
- c. One of the Deptrans computer trainees and one of the programmers from PLP to work full-time.
- d. Two Information System consultants to work full-time.

This small team would work under the head of the Planning Bureau to produce a system specification.

Stage 1 Timetable

The Project Team should be given three months to prepare a broad system proposal, with regular review by the Data Management Technical Team and the Steering Committee. If, at the end of this period, the proposal and schedule for implementation are accepted by the Steering Committee as viable and desirable then the team would be

enlarged and stage 2 commenced. Alternatively, the Steering Committee could direct the small team to carry out further design or abandon the idea in favour of independent system development within individual agencies.

Stage 2 Resource Requirements and Timetable

The Stage 1 exercise would determine the boundary of the Information System and estimates of the resources and time necessary for its implementation. At this point in time the highly speculative plan in Attachment 1 should be viewed only as a possible indication of the magnitude of the task. The Stage 2 resource estimates which are shown are made on the basis of many assumptions concerning the tasks to be automated and the level of detail required. The resulting timetable is dependent on the priority which the Department gives to the implementation of the Information System. If a high-power team is assembled to do the work as a matter of priority, of course, the development times can be significantly reduced.

The Estimates in Annex 1 are shown by Application. For example, within Financial Applications, the Budget Preparation Application requires an input of 24 man-months of subject-matter staff and 24 man-months of computer systems staff for system development. These development costs would occur once only. For operation and maintenance of the system a total of 42 man-months (per year) would be required broken down by Data Entry, Clerical and Operations Staff. The Timetable for Budget Preparation shows development commencing in January 1984 and concluding in September 1984.

PASIM - COMPUTER PROGRAMS

Program	Lines of Code	Function
FILE CONTROL	1300	Manages the Data Base - processes requests to store and retrieve data records in the Data Base.
RGN (Report Generator)	1250	A generalised facility for generating reports.
DATA ENTRY	2300	A generalised facility for inserting, deleting and replacing data records in the Data Base from a computer terminal.
DATA DICTIONARY	1400	A facility to support the maintenance of a central repository of 'Meta' Data - i.e. data about data - including definitions of Files, Records, Items and Fields.
DATA BASE UTILITIES	2600	A series of programs to support the maintenance of the Data Base and Transaction Files.
	<hr/> 8850 ===	

TRANSIS - APPLICATIONS PROGRAMS

Program	Lines of Code	Function
MENU	100	To facilitate running Transis application programs, this program allows the user to select one of several menu-items, and then executes the necessary programs.
DM-INTF	200	This program organises the data retrieval from and output to the Transis Data Base through the usage of the IO Module.
Interactive Project Summary	300	Displays nominated projects directly to the screen.
Validate	480	To check the data entered or amended for each F110, the program applies consistency checks and checks on control and reference data related to each project; and prints-out an edit-list whenever the consistency check fails for a project.
Project Listing (Rgn 8020)	230	Lists the projects and their project-definitions.
Project Status Listing (Rgn 1260)	150	Prints out the current status of all projects for which data has been entered for the nominated month.
Reminder Listing	420	Produces a listing for each Project/Year for which an F110 should have, but has not, been received.
BM 8081	40	List of Bina Marga projects for which 8081 DIP-required flag has been cleared.
Agency Listing (Rgn 8130)	200	Prints-out the Agency Cross-Reference List.

Mark-in Listing (Rgn 1210)	400	Printing of the Mark-In Register : for each project it will display receipt dates, a space for receipt dates, or '7777' if no date is applicable (i.e. a DIP does not exist for the year in question).
Project Summary (Rgn 1010)	710	Provides a Year-To-Date summary for each individual Project within a nominated financial year. The figures are broken down by Expenditure Head by Expenditure Category for each project.
Agency Summary (Rgn 1020)	1100	Provides a Year-To-Date summary for each agency by Government Program within a nominated Financial Year. The figures are broken down by Expenditure Head by Expenditure Category for each agency.
Province Summary (Rgn 1030)	1000	Provides a Year-To-Date summary for each province by Government Program within a nominated Financial Year. The figures are broken down by Expenditure Head by Expenditure Category for each province.
Agency Grand Totals (Rgn 1025)	660	Produces a one-line per Agency summary showing total figures. Totals broken down by Kategori Pembiayaan.
Province Grand Totals (Rgn 1035)	660	Produces a one-line per Province summary showing total figures. Totals broken down by Kategori Pembiayaan.
Pimpro Feedback (Rgn 1982)	640	Produces a one-page summary for each project, over all the financial years applicable.
Response Statistics (Rgn 1983)	360	The report shows the number of forms which should have been received and the number that were actually received by month, by agency, by financial year.
Lateness Report (Rgn 1984)	610	The report produced shows the number of F110's received by lateness code.
Generation of Process Control Register	150	Generates a Process Control Register for a new month.

Total size 8410

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Appendix 1, Annex 9.1

THE HEALTH SECTOR COMPONENT
IN TRANSMIGRATION PROJECTS

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THE HEALTH SECTOR COMPONENT IN TRANSMIGRATION PROJECTS

I. SUMMARY AND CONCLUSIONS

In the long run, Directorate General of Transmigration (DGT) and the Junior Ministry of Transmigration (JMT) must concentrate their efforts on improving their master program concepts for planning, monitoring and implementing transmigration projects. The objective of such efforts is to be able to exercise control and give direction(s) both to the specific projects themselves as well as to a regional development plan. All sectors which participate in transmigration schemes also have similar activities happening on the outside. To be effective nationally, the activities for both inside and out of transmigration areas must be firmly integrated for these agencies. Thus DGT must aim to play a substantial role in actualizing regional development plan outputs. The broader picture can no longer be passively overlooked nor superficially glanced at.

As a participating line agency, Department of Health (DOH) requires, both in the short and long run, constant direction and coordination from DGT and JMT. While some attempts at increased communication have been made by DGT through Satdaltrans, Satbins I and II meetings, a satisfactory synchronization of plans has failed to take place. If pre-settlement activities are to be fully completed and if the Sub-Health Centers are to be fully operative when the settlers arrive, then DGT must make greater efforts at informing the appropriate Health Authorities what inputs should be ready when. Though DGT as a settlement agency may be financing the inputs, DOH requires the scheduling information with sufficient lead-time so as to be able to meet the ever-increasing needs of DGT.

Specifically in the short and medium run perspective, DOH and DGT must continue to focus on: developing strong realistic operational plans, improving the pre-departure medical examination process and the pre-settlement survey process; developing manpower resources with emphasis not on training per se but on performance; increasing Provincial personnel recruits; introducing preventive health procedures and medicines; introducing increased honorariums for all medical staff and DIP funds to cover the transport costs of doctors going to transmigration areas; introducing a drug inventory control system in the Puskesmas and Sub-Health Centers; standardizing a method of statistics collection and most importantly, increasing the direct involvement of the Provincial and Kabupaten Health Authorities within their own institution and with DGT must be strengthened.

More formalized communication networks as well as increased supervision and monitoring activities in the field, are components necessary for making effective improvements in the current rural health system. This applies both internally to the DOH organization, and externally as they interface with DGT;

this is particularly relevant at the Provincial and Kabupaten levels. Equally relevant the integrated participation of the appropriate line agencies and Government policy-makers can make significant contributions to the planning, allocation and implementation of scarce resources. Without a strong reinforced network of coordinated cooperation, progress will be slow and the quality of services provided in transmigration areas will be poor.

II. REPELITA III AND THE HEALTH SECTOR

During Repelita III the goals of the health sector aim to reduce the mortality rate, to improve the nutritional status of the people, to increase the number of health personnel proportional to the health needs to the community, to provide health services larger in scope and more equitably arranged throughout Indonesia, to increase community awareness for "healthy" living as well as for the needs of the community, and to promote self-help measures in improving the general health status of the community. The health system will focus mainly on low income people, in rural and urban areas, providing health services in the form of preventive and promotive measures to cure the sick and developing systems to serve every member of the community. To achieve these policy objectives, the development of Hospitals, Health Centers (Puskesmas), Sub-Health Centers and the referral system will be intensified and broadened. They are designed to maximize social benefits while minimizing cost inputs.*

For implementation of this improved system during Repelita III, the Government has designed several programs. The most significant program is the Primary Health Care approach. It is envisioned as a means to integrate community efforts and community development in order to improve the community's general health status.** Through direct application of this approach, the Health Centers try to provide a range of basic health services, including: diagnosis and treatment of simple diseases, malaria control, first aid treatment, assistance in pregnancy and delivery, postnatal and child care, family planning, immunization, safe water supplies and sanitation and nutrition. The Sub-Health Centers are a more simplistic version of the Puskesmas, limited by staff, facilities and drugs.

* Department of Information, Republic of Indonesia, The Third Five Year Development Plan, 1979-1984. Summary pp. 54-56.

** Ibid. pp.54-56.

III. OBJECTIVES

As the Transmigration Program expands with each Repelita, it is critical that the participating agencies are able to keep pace. In an attempt to analyze the capability of an agency, in this case the Department of Health, and to consider feasible improvements for their future operations, a short-term study was undertaken. This study has provided the basis for this paper. The principle objectives of the assignment were:

- i) to ascertain the Department of Health's (DOH) supply situation and services available vis-a-vis the transmigration program;
- ii) to estimate DOH's need requirements vis-a-vis the transmigration program;
- iii) to identify strengths and weaknesses in the interactions and interrelationships between DOH and DGT and in their ability to implement activities.
- iv) to identify constraints, both internal and external to the organization;
- v) to investigate the project cycle process for DOH vis-a-vis transmigration projects; and
- vi) to suggest realistic solutions.

IV. THE TRANSMIGRATION PROGRAM AND THE DEPARTMENT OF HEALTH

During the first 5-7 years of transmigration settlement, before the entire settlement is transferred to the local authority, the DGT is responsible for coordinating, supervising and financing the implementation of the health service organization. DGT constructs Sub-Health Centers one per 1000 families to adequately support the activities of the Primary Health Care approach in transmigration areas. The Health Centers which also support these activities are built one per 8-10,000 families by the Directorate General of Community Health under the INPRES program (Instruksi Presiden - a village public works program). Equipment, drugs and salaries are financed by DGT until the time of project transfer.

At present there is a Sub-Directorate for the Care of Transmigrants in the DG for the Control and Prevention of Contagious Diseases. Through this office in conjunction with the DG of Communicable Diseases, which handles the malaria control activities, most health activities required for transmigration areas are planned. DOH maintains contact with the DGT and the JMT through participation in the JMT's coordination body, Bakoptrans, and JMT's control unit bodies, Satdaltrans, Satbins I and II and their respective team teknis. Therefore at the Pusat level, it seems that the DOH transmigration unit should establish

firmer links with the JMT organization for coordination and control activities.

Recommendation 1: It is recommended that the Sub-Directorate for the Care of Transmigrants in the DOH establish stronger relations with the JMT in addition to their already existing ties with the DGT. Greater involvement in Bakoptrans, Satdaltrans and team teknis meetings in addition to holding more frequent meetings of team teknis would help ensure increased possibilities for effective inter-agency coordination.

On the Provincial level the DGT-Provincial Office is responsible administratively for the health service activities while all technical support is the responsibility of the Provincial Health Authority (Kantor Wilayah Kesehatan Propinsi). Medical personnel, however, are requested by DGT from DOH at the Pusat level.

The organizational relationship structure that currently exists, while comparatively more successful than with other line agencies nonetheless is far from functioning optimally. Its communication network is weak on several levels. Major gaps in communication and intrinsic coordination activities exist: a) between the two agencies (DOH and DGT); b) intra-agency DOH; c) between the Provincial and Kabupaten Health Authorities and the Provincial Government and Bupati. The first of these relationships a) can be best pursued in Satbins I and II. The remaining relationships due to lack of such formal frameworks must be improved on a more informal basis. Gaps a), b) and c) and recommendation 1 require strengthening in order to promote greater integrated involvement and synchronization in planning, programming and implementing activities.

The weaknesses mentioned above are taken as underlying assumptions throughout this paper. In some cases of course they are irrelevant but the majority of the discussions that follow cannot be isolated and analyzed independently of these assumptions.

III. SCOPE OF OPERATIONS

The scope of operations for the health component in transmigration settlements is clearly defined. DOH's participation begins before the settlers leave their point of origin and then continues indefinitely. It is important that the transmigrants are physically able to meet the demands of hard agriculture work. Without the prerequisites of good physical fitness and health, the transmigrants cannot hope to successfully undertake the strenuous activities required of their new life. Adequate health services are a necessity and should not be viewed as a luxury.

This paper will analyze the two major phases of DOH's scope of operation in transmigration projects, transit and site arrival

and project implementation. In the context of each of these distinct phases, mode of operation, administrative/management, input of supplies and services and support issues will be investigated, problems reviewed and recommendations made.

IV. TRANSIT

A. Recruitment

Currently no efforts to speak of are applied towards the recruiting of medically trained persons as transmigrants. Such measures, if undertaken by DGT in Java particularly, could reduce tremendously the staffing problems encountered by DOH.

Recommendation 2: It is recommended that attention be paid to the recruitment of transmigrant families which have medical staff as immediate members.

Recommendation 3: It is recommended that for those Provinces experiencing chronic staff shortages, efforts are made to transmigrate the health staff at the sametime as the transmigrants from the original location (Java and Bali) to the new site.

B. Mode of Operation

Before leaving Java, Bali or Lombok the transmigrants are supposed to be subjected to a thorough medical examination to ensure that they are medically fit and free of serious illness. These exams are undertaken theoretically to turn away unfit prospectives or to satisfactorily cure them. However the Department of Health is frequently informed under time pressure, i.e. the boat/plane is waiting, to perform their services, thus preventing the required examination from occurring at all or in completion. This results from a lack of accurate scheduling by DGT combined with a lack of communication between DGT and the implementing line agencies.

Recommendation 4: It is recommended that DGT inform DOH, Directorate General of Communicable Diseases and the Sub-Directorate for the Care of Transmigrants of settler departure dates at least two weeks in advance. A minimum of one month's notice would be far more optimal, however DGT's planning capacity at present is far from being able to support such scheduling activities.

Idealistically speaking, all transmigrants should receive a thorough medical examination before departure for their new homes. Approximately 5-7 days would be allocated for completion of the examination and prescription of any needed treatments. The undertaking of such an extensive pre-departure examination would minimize the possibilities of introducing new illnesses into the settlement area, preventing transmigrants with serious diseases to qualify or who fail to receive treatment as well as transmigrants with serious communicable diseases to infect other people. However to provide such services for every departing

settler implies that a considerable budget must be allocated to cover personnel, equipment, laboratory services and medicine costs. If this service is to be provided satisfactorily, it is to be expensive. Moreover the cost effectiveness of the examination, laboratory tests and subsequent treatment before leaving the general area of origin and providing adequate services at the receiving end, at the project site, should be reviewed by DOH and the DGT. It appears that the funds currently allocated for these examinations should be re-allocated to bettering the services provided in the transmigration site. These examinations are presently taking place on a more scattered and superficial basis than planned.

Recommendation 5: It is recommended that a cost-benefit study be undertaken by DOH and DGT to ascertain whether the costs of administering a thorough medical examination in the area of origin or at the transit site produces benefits significantly different, relative to cost inputs, from providing additional preventive measures in the settlement areas. Three or four project sites could be used as case examples for the basis of the study.

Elimination of a so-called thorough medical examination does not imply that a brief examination would prove not to be cost effective. Should the study find the some pre-departure medical activities would be unfavourable then DOH must have sufficient advance notification to ensure that the appropriate staff and facilities are available.

Recommendation 6: It is recommended that DOH devise a plan for having nurses and paramedics on-call for transmigration transit assignments. Distribution of work could be carried out on a rotating basis if deemed more effective. At present there is a need for a more organized system rather than for budgetary considerations.

Although it is presently intended for a nurse or paramedic to be present in transit areas and then to accompany the transmigrants to the settlement, it frequently does not occur. The presence of a nurse/paramedic can provide valuable morale and medical support at a time that is particularly difficult for the transmigrants. He/she would be assisting in creating a smoother transition period, as well as providing treatment when needed and passing on necessary health-related information regarding the settlers' new home. This type of initial support should not be underestimated.

Recommendation 7: It is recommended that at least one nurse or paramedic be available for assistance in the transit areas and that while the transmigrants are waiting in these facilities that the nurse/paramedic give mini-courses on health issues relevant to their new homes, i.e. malaria prevention and detection, hygiene and sanitation. It is also recommended that the same nurse/paramedic accompany the transmigrant families to the site, along with all records of the households, medical examinations or observations and any treatments already prescribed. At site arrival he/she would hand over all the collected information to the local health staff.

V. SITE IMPLEMENTATION ISSUES

A. Mode of Operation

DOH needs a minimum of one year to meet the requested staffing requirements of transmigration settlements. Due to the remoteness and inaccessibility of the majority of transmigration areas, it is extremely difficult for the DOH to recruit sufficient qualified staff. Doctors are somewhat of exceptions in the recruitment process since they are faced with compulsory service requirements in the Outer Islands. Nurses and paramedics do not face these same restrictions.

Recommendation 8: It is recommended that DOH receive from Satdaltrans planning information of when and where a transmigration project is scheduled to receive families at least one year in advance (t-1).

The present and recurring delays in implementation of a fully functioning health center could be considerably reduced if DOH were to receive the Satdaltrans's expected scheduling plans and activities with sufficient leeway. DOH's operations cannot help but be late in being initially implemented if scheduling information is not provided on a synchronized basis. In these situations the absence of coordination between DGT and DOH at Pusat, Provincial and Kabupaten levels creates most of the serious delays. It should be noted that in some Provinces, i.e. Kalimantan Timur, no amount of advance information will permit sufficient staff recruitment. This is due to overall staff shortages.

This planning information is also needed to have adequate time to carry out a local health survey in every Kabupaten that will be receiving transmigrants. To carefully evaluate the situation health-wise of a planned transmigration project, it is necessary that a comprehensive local survey be undertaken. Such a survey can be extremely valuable in analyzing what effect pre-existing conditions could have on the future transmigrants. It could also indicate what precautions might be required. At present these surveys are done on a scattered basis, resulting from staff limitations. Staff could be made available from the DOH - Provincial Health Authority. If however Provincial resources are not sufficient, then checks will be made with appropriate DOH Sub-Direktorates - Pusat requesting staff on loan. In the event that they have no surplus resources available to meet the Provincial requests then the Provincial Health Authority must request the hiring of consultants by DGT to carry out the survey.

Recommendation 9: It is recommended that a local health survey be carried out by the Provincial Health Authority of DOH, in every Kabupaten that will be receiving transmigrants within the year (t-0).

B. Administratively

1. Inventory Control

At present there exists no inventory control system for drug supplies in transmigration health facilities. Consequently considerable slippage and unaccounted for losses of drugs occurs regularly. An in-process World Bank project will attempt to institute a drug inventory control system but on a more localized basis. Such a control system must however be implemented throughout Indonesia as soon as possible.

Records must be kept of how many drugs are distributed and how many are prescribed. To evaluate this information, standards should be determined as to how much is typically required, within margins, for the time period. Books must be kept of all disbursements, then checked and then counter-checked. Supervision would be done by the Kabupaten Health staff and auditors from DOH-Pusat.

Recommendation 10: It is recommended that an inventory control system be implemented in all transmigration health facilities issuing drugs and medications.

C. Inputs of Supplies and Services

1. Malaria Control

The Provincial and Kabupaten level health offices are responsible for the spraying of the settlers houses for malaria. Many of these offices however encounter difficulties in recruiting local sprayers whose job is to spray the houses of the first settlers before their arrival. Later sprayings are usually done by the transmigrants themselves. The supplies are stored in their houses.

Prompt and thorough spraying for malaria control is a critical prevention measure vis-a-vis the transmigrants overall health and welfare. To delay in the sprayings, particularly the initial ones, only exposes the already vulnerable transmigrants to greater risks. If necessary, DGT must make arrangements with the Kabupaten Health Authority to ensure that spraymen are on site before the transmigrants' arrival.

Recommendation 11: It is recommended that the Provincial and Kabupaten health authorities keep several spraymen on permanent standby. Either these sprayers could spray the first houses or one could come to the site to immediately train transmigrants, who could carry out the spraying themselves. In all cases the Kabupaten authorities should send a supervisor on a regular basis to inspect the results of the DDT spraying.

Equally in transmigration areas which are encountering particularly difficult problem in obtaining medical staff as well as in those areas which have sufficient staff, transmigrants could be trained in the surveillance of malaria. As volunteers the transmigrants would distribute malaria pills, record symptoms and make referrals. This kind of activity, which has been successful in numerous countries, need not necessarily be done by medical staff. By distributing the responsibility as suggested, pressures are taken off the already burdened medical staff as well as giving some distinction to the transmigrant volunteers.

The responsibilities of these volunteers could also include watching and monitoring the spraying operations to ensure that they are taking place every six months and until such time that the incidence of malaria in the area is less than 2%. It would also be up to them to notify the authorities when the incidence rate is greater than 2%, so that spraying can begin again.

Recommendation 12: It is recommended that volunteer transmigrants be trained by either the site medical staff or by the Kabupaten Health staff to distribute preventive and protective malaria pills, record incidences of malaria. The site medical staff as Kabupaten Health staff would supervise the volunteer. Sufficient supplies of pills would be distributed by DGT.

2. Drugs

In transmigration area Sub-Health and Health Centers there are frequently insufficient drug supplies available for distribution. This is the result of inadequate quantities made available by DGT or insufficient funds for this purpose by DOH. DOH has insufficient funds to proportionally increase the quantity of drugs and medications that it is currently supplying to transmigration areas. DGT, on the other hand, does have adequate monies. Recommendations regarding approximate quantities and monetary allocations should be taken by DGT field staff in conjunction with the field health staff. The Provincial DGT Kakanwil, after consultation with his staff, would provide funds from his present DIP allocations.

Recommendation 13: It is recommended that DGT allocate additional funds for the purpose of supplying greater quantities of drugs in transmigration settlements.

D. Support Activities

1. Training

The present training education system in Indonesia tends to keep the graduates in the places where their families live and where they were also most probably trained. This is particularly the case for the more highly specialized individuals. As previously mentioned, doctors are obliged to practice for 3 years in the Outer Islands or 5 years in rural Java or Bali, while nurses and

paramedics are not. One frequent suggestion is that nurses and paramedics should also be required to work for several years in the Outer Islands. However, this method seems less than favourable. It creates continuous low morale, desertion and other problems.

Instead the DOH should continue with programs that have recently begun to build up momentum and need increased resources. These programs concentrate on strengthening regional recruits, in regional training centers, to work in the same approximate area. Specifically the paramedic training programs offer the single greatest possibilities for meeting the ever increasing personnel needs for transmigration settlements. The current crash programs for paramedics are about one year in duration, including field training and attention paid to transmigration areas. Such programs must be supported and expanded by DOH's training branch Pusdiklat/Dephes and when necessary by DGT. Only in this way can adequate numbers of staff be provided to serve in transmigration areas.

Increased emphasis must be placed on improvements in performance rather than training merely for a job or promotion. On a small-scale in Jakarta such changes are being implemented vis-a-vis the paramedic training concept. Moreover all practical training for the paramedics should stress the importance of their role as a filter, so that they are able to recognize serious illnesses and be able to refer these people to the nearest doctor or hospital.

This emphasis on performance must be expanded through development of full-time trainers rather than the part-time system presently in operation. The part-time system supports an entirely different set of problems which will not be considered in this paper.

Recommendation 14: It is recommended that additional resources be committed to Provincial recruitment and training of medical staff, particularly paramedics, to help eliminate staff shortages in transmigration areas. Present programs training large numbers of nurses and paramedics should be continued by DOH and supported by DOH and DGT.

In some instances a transmigrant may have had some appropriate experience in a technical auxiliary capacity. But unless they have the necessary papers they have no possibilities to become full civil service employees. Though these individuals have been encouraged by PLPT to practice their skill unofficially and may be paid honorariums by DGT, they should be trained as soon as possible in the nearest training center.

Recommendation 15: It is recommended that in transmigration areas suffering from insufficient medical staff that transmigrants who possess some previous medical knowledge and/or skill be sent to the closest Provincial or Kabupaten level training center with a paramedics program. This training would be at the expense of DGT.

To actualize the Primary Health Care approach and thus improve the general standard health of the transmigrants, the present focus of the Indonesian health system on curative medicine must be broadened to include preventive health measures and medicine.

To accomplish this task, health education must become fully integrated into the program of total community development. Through the structure already established, mini-courses could be offered to targeted audiences of the community. The most appropriate channels would be through the health staff of the Puskesmas and Sub-Centers and the local school teachers. Women's groups and village leaders could also help organize programs and distribute information. The course designs and availability of information should be the responsibility of the Provincial Health Authority distributed, supervised and monitored by the Dokter Kabupaten.

Recommendation 16: It is recommended that the health care staff from the Puskesmas and the Sub-Health Centers, as well as, the local teachers often health courses to the transmigrants and local population, with an emphasis on preventive health care where applicable.

2. Salaries and Honorariums

In addition to the personnel issues previously discussed, the issue of salaries and honorariums remains. The present system of funding salaries is tied to a routine budget calculation and is not easily altered. Such a system has continued to prove itself an obstacle to improvement. This is because most staff cannot afford to live on their salaries in these areas; on the one hand many single female staff would save money by living at home while on the other married females would be subject to the locations of their husband's work. Clearly not many employment opportunities exist for the spouses, at least initially when the economy is underdeveloped. Normally doctors performing services for DOH are allowed to carry on a private practice for additional funds. However when they are working in a transmigration area they must forgo this income. Therefore to increase the numbers of medical staff willing to work in transmigration settlements, it is essential that salary increases or additional honorariums be provided. While these increases should not create large differentials between similar staff in and outside of transmigration areas, nonetheless they are necessary for incentive purposes.

Recommendation 17: It is recommended that salaries and/or honorariums for medical staff willing to work in transmigration areas be increase by a minimum of Rp.30-40,000 per month for paramedics and nurses and a minimum of Rp.50-70,000 per month for doctors.

Due to the lack of adequate quantities of DOH personnel, DGT frequently hires nurses who were trained under old procedures and have failed to pass the necessary requirements for new DOH papers. Approximately 30-40% of all nurses in transmigration

areas fit this description. They are paid by DGT as long as they remain on an honorarium basis and not by DOH after the project has been transferred to local authorities. Measures should also be taken to increase proportionately their honorarium, which relative to DOH salaries are on the low side.

The difficulties in placing doctors directly in transmigration settlements, as previously explained, are considerable. However doctors living and practicing in nearby communities are encouraged to make weekly visits to these areas as part of their regular workload. Though an imperfect substitute, nonetheless their occasional presence is extremely important. DGT regulations, however, prevent these doctors from receiving funds sufficient for transport costs incurred. Due to the inaccessibility of the transmigration areas, these costs on a daily basis, may be greater than the doctor's salary. Thus to encourage local doctors to maintain strong connections with the transmigration health organization, an additional honorarium should be provided by DGT, at least an amount sufficient to cover their transport costs.

Recommendation 18: It is recommended that in circumstances where costs incurred by doctors travelling to and from transmigration areas on a regular basis are excessive that a supplement be provided by the Provincial DGT.

AG/pl
29.11.82

Appendix 1, Annex 9.2

**THE COOPERATIVES SECTOR COMPONENT
IN TRANSMIGRATION SETTLEMENTS**

**Amy L. Grossman,
UNDP/OPE INS/79/001
Transmigration Management Development
and Monitoring Services**

November 1982

THE COOPERATIVES SECTOR COMPONENT IN TRANSMIGRATION SETTLEMENTS

1. SUMMARY AND CONCLUSIONS

The cooperatives system has not lived up to its expectations to demonstrate its potential capacity as a vehicle for economic development in transmigration communities. Though measures have been taken on the part of GOI to improve the glaring weaknesses of the cooperative organization, no progress other than an increased number of facilities has been made. The cooperatives still continue to be plagued by issues of financial survival and weak management and support. The solution is by no means to be a greater allocation of funds. An increase in funds can bring little in the way of returns in the short-run due to the severity of the other problems facing cooperatives. But most of these problems have been identified before and attempts improve them have been unsuccessful. Steps must be taken again and again until cooperatives become functional as a viable vehicle for rural economic development, including in transmigration settlements or eliminated completely.

There are a number of ways in which cooperatives could be improved, based mostly on common sense. Feasible recommendations include studying traditional Indonesian voluntary organizations which function as cooperatives; holding sub-group meetings of Satdaltrans, Satbins I and II to improve activity coordination; forming a transmigration unit in the Directorate General of Cooperatives; t-2 planning notice to BRI for an on-site office; distribution of monopoly goods only by KUDs; postponement of major marketing activities; on a site basis determine key crops for production and marketing; locating PT Pusri outlets at the Kabupaten Level; re-design of the reporting system; increasing information of credit possibilities; keeping initial BRI loans small; provision of loan guarantees for KUDs, either directly or through the transmigrants, by DGT; introduction of BIMAS program after initial three years of DGT/MOA support; increasing training requirements for KUD management and redesigning the content of this training; and alter the recruitment policies towards increased local hiring.

The cooperatives themselves are not Government agencies and should not be run as such. However, they must depend on Government support and supervision. The correct balance has yet to be established. Therefore, in the short-run it is imperative that the cooperatives organization focus on its essential operations, gradually increasing activities over the long-run.

2. COOPERATIVES IN INDONESIA

The presence of cooperatives in Indonesia dates back to 1896 under the Dutch. However, it was not until the 1945 Constitution that a strong legal basis was provided for cooperatives. Article 33 of this document laid down the concept that cooperatives were appropriate forms of self help enterprises in the economy and their development was to be actively supported by the Government of Indonesia. Through the preceding years cooperatives often functioned as vehicles for political aims rather than their originally intended economic efforts. In 1967 the Basic Law for Cooperatives No. 12 re-emphasized economic development for cooperative organizations utilising the people's own efforts.

Presidential Decree No. 2 of 1978 states that, in the framework of achieving the Government's designated socio-economic goals, cooperatives need to be strengthened. Additional guidelines and regulations laid a broader base for the development of cooperatives, including their presence in transmigration areas. As a result of this Decree there are now seven Government Departments and three non-Departmental Institutions which share the responsibility for the development of cooperatives.

The Basic Law for Transmigration No. 3 of 1972 similarly supports development of the Indonesian people through their own efforts. This ideology compliments those concepts presented in Presidential Decree No. 2. Further evidence of attention paid to the integration of cooperatives and transmigration appears in:

- a) Presidential Decree No. 26 of 1978;
- b) Joint Decree of the Minister of Trade and Cooperatives and of the Minister of Manpower and Transmigration of 18 October 1979; and
- c) Joint Instruction of the Director General of Cooperatives and the Director General of Transmigration of 18 October 1979.

The first of these a) recognizes the Directorate General of Cooperatives (DGC) as a full member of Bakoptrans whereas the other line (pembinaan) agencies are not included. The second and third documents are concerned with the establishment, the development and the administration of Village Cooperative Units in transmigration settlement projects. They instruct that every village unit of approximately 500 families should have a KUD (Koperasi Unit Desa) and that the establishment of this cooperative should commence with arrival of the settlers.

3. THE COOPERATIVES ORGANIZATION

The present cooperatives organization structure can be divided principally into :

- a) the Government organization, including the Ministry of Trade and Cooperatives, the Junior Minister for Cooperatives and the DG of Cooperatives at Pusat; Provincial and Kabupaten levels;
- b) the rural cooperatives organization, including the KUDs, the Cooperatives Service Centers, the Provincial Federation of KUDs and the National Federation of KUDs; and
- c) the Cooperative Council organization, including groups by type of cooperative formed into councils at the National, Provincial and Kabupaten levels.

The rural cooperatives organization in transmigration areas consists of a KUD for every village of 500 families. At the Kabupaten level, Cooperative Service Centers (PPK) are envisioned as overseeing and integrating the activities of the numerous KUDs in their areas. Though physical facilities for PPK exist, very few of them actually operate. At the Provincial and National levels federations of KUDs exist, the PUSKUD and INKUD respectively. They are intended as secondary level cooperatives.

4. THE FUNCTIONS OF COOPERATIVES

The Law on the Basic Regulations for Cooperatives No. 12 of 1967 defines the function of the cooperatives to be:

- a) "as a battle organ in the economic sector for the upheaval of the welfare standard of the people;
- b) for the democratisation of national economy;

- c) as one of the dominant units of the Indonesian people; and
- d) as an instrument for inspiring the masses in pursuance of a stable national economy and encouraging the unity of the people to organize the management of the economy of the people."

Although the function of cooperatives has not changed since 1967, the policies to carry them out have been altered with each successive Development Plan issued by GOI. For REPELITA III Government efforts regarding the development of cooperatives are aimed at:

- a) raising the capability of the village unit cooperatives and other primary cooperatives to act as independent business entities;
- b) promoting cooperative activities in various sectors, for example: in trade, agriculture, manufacturing, electricity, loans and savings accounts; and
- c) enhancing the cooperative ability to cooperate, either individually or with other non-cooperative business organizations.

To achieve the preceding objectives cross sector policies will be carried out in the trade and cooperatives, education, regional government, transportation, credit and procurement and distribution of food and other essential commodities sectors. Specifically implementation of the development program includes the following activities:

- a) enhancing the entrepreneurship of the cooperative leadership, especially the managers;
- b) improving the business as well as the administrative skill of cooperative managers and those of their deputies;
- c) facilitating access to credit on easier terms, for the cooperatives;
- d) providing wider opportunities for the cooperatives to do business in various fields, such as those previously mentioned;
- e) arranging courses and extension as well as spreading information on the cooperative organization and activities;
- f) encouraging the KUDs to establish organizational and business units within the respective villages;
- g) carrying on the activities needed to make the various bodies within each of the cooperatives function more effectively.

5. OBJECTIVES

The Transmigration Program has been facing and seemingly will far into the future, rapid expansion. As the total program increases its targets, clearly the quantity of inputs and services must also keep pace. The magnitude of this growth may or may not place strain on the capabilities of any number of the participating agencies. A short-term study was done by UNDP/OPE INS/79/001 to look at these issues within the DG of cooperatives.

² Department of Information. Republic of Indonesia.
The Third Five-Year Development Plan. 1979-1984. Summary Pp.44.

³ IBID Pp.44.

The objectives of the study assignment which resulted in this paper were:

- i) to ascertain the Directorate General of Cooperative's (DGC) supply situation and services available viz-a-viz the Transmigration Program;
- ii) to estimate the DGC's need requirements viz-a-viz the Transmigration Program;
- iii) to identify strengths and weaknesses in the interactions and inter-relationships between DGC and DGT and in their ability to implement activities;
- iv) to identify constraints, both internal and external to the organization;
- v) to investigate the project cycle process for DGC viz-a-viz transmigration projects; and
- vi) to suggest realistic solutions.

6. THE PRESENT SITUATION

Despite a strong concept of purpose, the DGC is a weak organization, laden with numerous problems. Due to these problems it is unsuccessful in assisting and supporting the rural cooperative organization to fulfill its functions in transmigration areas. The origins and nature of the problems underlie almost all of DGC's activities and are by no means unique to their experience in transmigration areas. Nonetheless it does appear that the general conditions present in transmigration sites accentuate the extent of the problems.

The DGC operates as a top down institution. As consequence of this performance structure, it ignores the realities of already present village/kampung level so-called cooperatives institutions, such as the lumbung desa or village granary. DGC has failed to study the existing viable institutions of the people and to build upon them. Rather they have formulated their own ideas quite separately and have continued to fail miserably.

Recommendation 1 : It is recommended that a study of the traditional Indonesian voluntary organizations which work as cooperatives and which are understood by the people served by them be undertaken. Such a study should prove extremely valuable to future directions and prospects for the development of a rural cooperative system throughout Indonesia.

7. COORDINATION ISSUES

Underlying the DGC organization, both on an inter- and intra-agency basis, is a poor communication network. Not unexpectedly this stems from and continues to foster a severe lack of coordination. These fundamental problems have always been intrinsic to the DGC's relationship to DGT as well as to the other relevant agencies. Steps must be taken to minimize the substantial gaps which have been formed over time. Currently no inter-agency discussions take place except in the context of a larger meeting of Satdaltrans or Satbins I and II or on an ad-hoc basis. These arrangements are unsatisfactory for carrying out synchronized planning and implementation of activities and funds.

Recommendation 2 : It is recommended that sub-group meetings of the Satdaltrans, Satbins I and II and their respective teams teknis, be held to improve the flow of information and coordination of activities between the DGC, DGT, MOA, BIKAS, BULOG and BRI.

The problems specific to cooperative development in transmigration settlements are substantial enough that a transmigration unit in the DGC should exist. What does exist are several individuals working separately on cooperative problems in transmigration areas and poor staff support.

Recommendation 3 : It is recommended that these individuals in consultation with all the Directors of DGC and the Ministry of Trade and Cooperatives, and the appropriate JMT Staf Ahli, form a transmigration unit in the DGC. It should be designed to integrate easily with all the relevant agencies.

Given these problems as basic assumptions to the present operations of the cooperatives sector, then it follows that the major weaknesses of DGC as they correspond to the transmigration program fall into the following categories : scope of operations/activities; mode of operations; administrative activities; support activities.

8. SCOPE OF OPERATIONS

The KUD was designed to be one of the main organizations for rural economic activity, both inside and out of transmigration settlements. Theoretically this concept of the Village Cooperative Unit fits neatly into the framework of the national development program of increasing production, creating employment opportunities and distributing the income equitably. By assisting the rural people to help themselves, the KUDs provide means for them to benefit the rewards of self-development and thus to increase their standard of living.

The day-to-day functions of the KUD are:

- a) to handle credit activities;
- b) to supply and distribute the production inputs, daily necessities and other services;
- c) to process and market all production goods; and
- d) to participate in and organize other economic activities.

These functional responsibilities cover a wide range, thereby placing strain on an organizational structure which has thus far failed to demonstrate that it has the capability to operate satisfactorily. Normally KUDs in transmigration settlements collapse within 12-24 months after their installation.

Recommendation 4 : It is recommended that KUDs initially concentrate their operations solely on the distribution of monopoly goods, i.e. fertilizers and pesticides.

Transmigration located KUDs, except in rare instances, earn a profit only on those goods and services over which they have a monopoly. This is due to : inefficient and uneconomical use of resources; and competition from local private business. Moreover even when regarding monopoly services, the KUDs frequently argue that the margins for handling BULOG activities are too low and result in losses. These losses can in turn negate all profits earned, with KUDs generating a loss position merely because of cooperation with BULOG.

It does not seem likely that KUDs can handle additional and more complex activities when they cannot generate an adequate profit margin on the most fundamental of their operations. Moreover they should not be encouraged, because of these poor results, to spread price margins more than they legally are able. It is not intended for the KUDs to gain at the expense of its members for its continued support.

If KUDs are ever to work satisfactorily, it is imperative that initially they pursue only simple operations. When the cooperative system can support KUDs that earn a reasonable profit on their monopoly activities the KUD development can expand the scope of their activities.

The weakest of the KUD operations is the marketing role.

Recommendation 5 : It is recommended that the KUDs indefinitely postpone any major marketing activities.

Until the present time DGC has failed to demonstrate any potential to manage the responsibilities associated with marketing surplus farmer production. It is only in several cases throughout Indonesia, usually outside transmigration areas and/or where considerable foreign assistance has been provided, that any significant rural marketing operation other than BULOG has been successful. The marketing issue necessitates the participation of all the parties directly involved in the process, including farmers, merchants, government officials and consumers. DGC, with or without BULOG, cannot be expected to coordinate nor assist in managing this operation for the rural sector.

This recommendation has also been made because experience has shown that entrepreneurs emerging in an area can do a more efficient and economic job of marketing the farmers production surplus. These private businesses grow at the expense of the KUDs, however, the KUDs cannot effectively compete under their current mode of operation.

Recommendation 6 : Assuming that DGC was not managing marketing activities centrally, it is recommended that the KUD system on a SKP-by-SKP basis collaborate with the Rural Extension Center (REC) and the agricultural extension workers (PPL,PPS) to suggest one or two key crops financially worth producing and transporting to nearby markets. These suggestions to the transmigrants would be based on an informal analysis of crop values per volume after costs are deducted.

Recently no major marketing investigation has been carried out. To undertake a national study would be expensive, requiring large quantities of inputs as well as continuous monitoring and up-dating. It is also likely to have numerous and multi-dimensional inaccuracies producing a sizeable margin of error on the overall project. Further it may be outdated before it is finished. Mini studies, at least one annually per transmigration area would be a better use of funds and information.

Recommendation 7 : In the event that marketing activities must remain with the KUDs it is critical that a large scale study be undertaken by DGC, MOA, BIMAS and BULOG to ascertain: national demand of selected goods, surplus/deficit areas, transport costs, potential distribution system and overall economic feasibility.

As mentioned previously there is little detailed information available on a national basis on many foodcrops/minor tree crops other than rice. It is difficult, therefore, to plan strategies, such as: which crops could best be grown where, based on economic returns; where will surpluses be available and in what quantities: and where do deficit areas for specific crops exist. To effectively distribute foodcrops/minor tree crops throughout the country, it is essential to know what agricultural activities are planned, actually happening and with what results.

9. MODE OF OPERATION

From the Pusat level down to the field level delays occur. These delays begin with the process of initiating development of the KUD through to the various stages of KUD implementation, including recruitment and training of a KUD manager, reception and distribution of agro-inputs, issuance of credit and processing and marketing surplus production.

The majority of these delays can be attributed to coordination problems, again inter- and intra-agency. Information delays, moreover, are frequently compounded by inadequate or already committed DIP funds. Unfortunately these delays create severe difficulties for the transmigrants; these delays affect them directly and often with losses of income as a result.

While many of these delay issues lie internally in the hands of DGC and DGT others can be dealt with on a more structural basis.

Recommendation 8 : To minimize delays in the reception and distribution of fertilizers it is recommended that a PT PUSRI outlet be located at the Kabupaten level.

In 1964 GOI selected eight fertiliser importers and distributors to supply Indonesia's fertilizer needs. Of these companies, PT PUSRI, Government-owned, is by far the largest. It controls most imports and is the sole producer and distributor for urea in the country. The distribution of agricultural chemicals and seed is handled by PT PERTANI. The chemicals are bought ex-plant from licensed formulators.

PT PUSRI from its facility in Palembang to its bulk import/bagging terminal, transports the fertilizer to major inland distribution points where authorized distributors unload, handle, store and transport the fertilizer to the village sites. Considerable problems and delays may accrue between this original distribution point and the arrival of inputs on site. Transport problems due to distance and inaccessibility of the locations are the principle cause of delays.

The placement of an outlet of PT PUSRI at the Kabupaten level would help ensure that fertilizers and pesticides are available for timely delivery, with final delivery distances kept to a minimum to the transmigration areas. The availability of these inputs is critical to the well-being and earning potential of the transmigrants.

KUD manager recruitment and training delays will be analyzed under the Support Activities section, while credit delays will be analyzed under the Administrative-Finance section.

10. ADMINISTRATIVE ACTIVITIES

A. Reporting

The cooperatives network is plagued with many layers of administrative and bureaucratic complications. Many of these problems could be avoided or at least reduced if a simple, clearly defined reporting system were instituted. The problems appear to arise out of confusion, lack of sufficient information and lack of accepted communication channels.

Recommendation 9 : In order to facilitate internal organizational communications and improve the flow of information and interactions between the various levels of DGC, it is recommended that a simple written reporting system be instituted on a bi-monthly basis.

The present reporting system does not function properly. Months pass before any information passes hands. DGC-Pusat should design a simple, easy format which could be completed by each organizational level. They then must take steps to ensure that the reports are completed and, if not, standard follow-up measures should be implemented. The obligation to carry out this activity must be stressed and thereafter maintained. These reports would pass upwards and downwards twice a month to be preceded by a monthly meeting at the Provincial level. The meetings should include representatives from the Provincial and Kabupaten levels and the PUSKUD (Province Federation of KUD) and PPK (Cooperatives Service Center).

These reports could greatly assist budget decisions, scheduling of activities plans, both in the short and long run, supervision activities and monitor progress. They will assist the cooperative system to function more satisfactorily.

B. Finance/Credit

The KUD in collaboration with Bank Rakyat Indonesia (BRI) is the center in the transmigrant village community for all credit/loan activities. At present cooperatives face an acute shortage of capital. Before this issue surfaces, however, they and the transmigrants are faced with a delay in BRI's physical introduction on site.

Recommendation 10 : To ensure an early presence of BRI in project implementation, it is recommended that BRI be notified two years in advance of settler arrival (T-2) by Satdaltrans of all transmigrant projects that will be requiring a BRI unit desa.

BRI is willing to put an office in transmigration sites with sufficient population, however, their planning horizons require considerable lead-time. Without this time they cannot begin local operations in the early stages of the project. And it is very important that BRI be established in the beginning phases of settler development when credit needs on the part of both the KUDs and transmigrants are most severe.

The funds available for credit from BRI are:

- a) BIMAS (Bimbingan Massal Swa Sembada Bahan Makanan, "Mass guidance Program for Self-sufficiency in Foodstuffs") loans through KUDs to BIMAS transmigration participants;
- b) loans to KUDs for investment purposes;
- c) loans to transmigrants for investments purposes; and
- d) loans to KUDs for the purchase of paddy.

While a) and b) are intended to increase the role of cooperatives in rural communities, the funds are difficult for KUDs to obtain.

Cooperatives have repeatedly been refused loans from BRI due to poor repayment records. In most cases where the KUDs are unable to obtain BRI credit, they are in turn unable to buy the farmers' surplus paddy due to lack of capital. Should they have sufficient funds to purchase the paddy, supervisors from the Kabupaten office must ensure that the transmigrants are receiving the official BULOG floor price or better.

For the KUDs and the transmigrants to best be able to take advantage of available credit, it is necessary that they know what they are eligible to apply for and how to go about receiving it. The flow of this administrative information must occur if credit activities in transmigration settlements are to function properly. Currently in project areas all information regarding credit opportunities is difficult to obtain.

Recommendation 11 : It is recommended that information outlining eligibility and procedure for obtaining BRI loans be made readily available to the KUDs and the transmigrants. It should be tailored for the transmigrants' level of understanding. The KUDs can distribute the materials.

Recommendation 12 : Due to the serious repayment problems facing BRI unit desas it is recommended that all loans to transmigrants be kept to small amounts in the initial years of operation. As repayment percentages remain acceptable, the maximum credit available will increase. In the event that the transmigrant community continues to default or delay in repaying, it is recommended that DGT provide loan guarantees and assist in the collection of the funds until such time that their credit-worthiness is re-established.

As the transmigrants arrive with virtually nothing in the way of material possessions to be used for loan collateral and little in the way of financial management skills, it is important that DGT give some support during the first several years. Support of this nature has considerable potential for aiding the transmigrants survival. DGT staff could work with both BRI and the agricultural extension staff to devise an effective information system combined with incentives for credit payment.

The lack of working capital for the KUDs is a problem usually occurring in the KUDs most difficult period of development. Without funds for operating purposes the KUDs are destined to collapse. In these first years the KUD cannot rely on its members for support in bad times.

In 1973 the Cooperative Credit Guarantee Scheme (LJKK - Lembaga Jaminan Kredit Koperasi) was started. It is an investment program guaranteed by the GOI and financed by credit through BRI. Credit ceilings vary according to the administrative level of the BRI branch issuing the loan. The monies are available either for capital investment and operation capital by the KUDs or for small-scale investment projects of the local KUD member.

Since the LJKK's introduction BRI has been more willing to lend directly to the KUDs. It is however an extremely lengthy bureaucratic process with administrative activities going at least to the Provincial if not the Pusat level.

Despite an increase in direct BRI loan to KUDs, BRI continues to demonstrate a marked preference for making loans to individuals rather than groups. Consequently two alternatives are realistic. The first is for DGT to deposit funds in the local BRI to be used exclusively for KUD loans. This assumes that the BRI unit is unable to obtain funds immediately for KUD use. In other instances DGT might act as a guarantor to BRI rather than have the KUDs waiting a long time period for final approval of credit worthiness. The second alternative is for BRI to lend initially to individuals who in turn loan their funds to the KUD. The KUD then uses these compiled funds as collateral for a direct BRI loan. This second method is likely to have greater success for repayment because the KUD is responsible directly to its members and BRI and more importantly because the members have a vested interest in the KUD's "satisfactory" operation. The responsibility for repayment is more evenly distributed between the KUD and the community than under other credit schemes.

Recommendation 13 : To facilitate the availability of working capital funds for the KUDs it is recommended that:

- 1) DGT deposit funds with the local BRI unit to be used for loans; or
- 2) BRI agree to support a credit system in which loans are made to transmigrants who in turn lend this money to the KUDs for use as collateral for BRI loans.

The latter recommendation is preferable to the farmer due to the already proven success it has had in other countries, i.e. Columbia.

The BIMAS program, first begun in 1967/68 has undergone numerous changes since then. At present the program is implemented by the Ministry of Agriculture, following Presidential Decree No. 6 of 1979. The programs focus on: providing loans to farmers; processing and disbursing these loans through a BRI unit desa; and assisting farmers by providing improved seed, measures against diseases and pests, better water use, and improved methods of cropping. Such assistance includes physical, technical and of course financial inputs. When a farmer finances his own inputs he becomes part of the INMAS program. Both these programs operate in cooperation with the agricultural extension staff.

BRI funds the BIMAS program through re-discounting from Bank of Indonesia, with risk shared in the following proportions: Bank of Indonesia 25%; BRI 25% and GOI 50%. Transmigrants are charged 1% interest per month and the loan payment is due one month after harvest or seven months maximum from when issued. Under special circumstances such as crop failure BIMAS loans can be re-scheduled. Also the transmigrant is eligible for further credit if the overdue amount is less than 20% of the total loan, and because this program has so much to offer the transmigrants and to the overall success of the transmigration program it is necessary that the program be available and operating in every transmigration project after the MOA grant package is finished.

Recommendation 14 : It is recommended that the BIMAS/INMAS program be introduced into every transmigration area once the MOA seed, fertilizer and chemical package has terminated. Under normal circumstances this occurs after three years.

11. SUPPORT ACTIVITIES

All levels of the cooperatives Government organization and the rural cooperatives organization have a lack of adequate and competent management personnel. The KUD institution is the most vulnerable within the overall scheme to a weak management and administrative structure. As a result it and its transmigrant members suffer the consequences.

This is a problem long since identified. In order to improve the situation DGC has undertaken both in Jakarta and in the Provinces the following : intensive and additional training in techniques and skills of management for DGC officials and cooperatives managers; development of a central accounting department in DGC for cooperatives and standarization of accounting and reporting systems; and increased involvement with foreign assistance organizations. Unfortunately the results have been poor.

Recommendation 15 : It is recommended that all present programs referred to above continue but that a re-evaluation of their content be undertaken by the Head of the National Cooperatives Training Center who reports directly to the Director General of Cooperatives, selected Heads of Provincial Training Centers, the Director for Cooperatives Extension, and the Director for Cooperatives Organization and Management.

Increased attention by these individuals and their respective organizations must be paid to the content and direction of the training activities. Management skills are not easily learned in a classroom, thus greater energies must be spent on performance on-the-job.

Recommendation 16 : It is recommended that new concepts and incentives for performance be introduced and stressed, replacing the current concept of training for training per se. It is also recommended that :

- a) Provincial offices concentrate on training and staffing based on local talent rather than hiring from outside; and
- b) highly trained management teams or individuals travel, within the cooperatives system at the PUSKUS and PPK levels, training the staff while on-the-job.

Experience has repeatedly demonstrated that the KUD managers are poorly equipped to handle their new responsibilities. This is due mainly to: insufficient training, inadequate training based on the management capabilities and previous administrative skills of the transmigrants; and lack of supervision by the Kabupaten and Provincial level DGC staff.

Recommendation 17 : It is recommended that the training period for transmigrant KUD managers be extended considerably beyond the current two week yearly maximum. Furthermore, it is suggested that during these training programs the prospective managers are exposed not only to the "how to's" of running a KUD but also gain some practical experience. To accomplish this means the participants must each spend time following completion of the course in an already functioning KUD.

The present DGC policy pays equal level staff the same salary throughout Indonesia. Clearly, this is inequitable as the standard of living varies considerably by Province. Thus, the staff turn to other income earning activities. As well many who do possess practical administrative and management skills are tempted financially to go into private business rather than remain on pursue cooperatives work.

Recommendation 18 : It is recommended that operational staff at the Kabupaten and Provincial level receive increased salaries, or an honorarium proportional to the cost of living of the place they live.

Appendix 1,

Annex 9.3.

Memo from Minister Emil Salim
to Bakoptrans

JMT OFFICE

MEMORANDUM

To : 1. Secretary to the JMT
2. JMT's Staf Ahlis
3. Evaluation Team Members

From : Chief of Administration Bureau

Subject : PPLH Minister's letter

Jakarta, March 14, 1983

As instructed by the JMT, I send you herewith a copy of PPLH Minister's letter of February 28, 1983 No: B.475/MNPPLH/2/83 re: Recommendations to Improve Transmigration Program, for your perusal.

CHIEF OF ADMINISTRATION BUREAU

JMT SECRETARIAT

R.A. DWITORIJONO

NIP. 160010368

CC
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THE STATE MINISTER
FOR DEVELOPMENT CONTROL AND ENVIRONMENTAL PROTECTION
(PPLH)

Jakarta, February 28, 1983

No. : B.475/MNPPLH/2/83
Attachment : -
Subject : Recommendations to improve
Transmigration Program

To :

1. Minister of Nakertrans
2. JMT
3. Members of Bakoptrans

in
Jakarta

1. Introduction

I hereby request your attention to Mr. Martono's (JMT) Evaluation Report on the implementation of transmigration in Pelita III and the results of my visit to several transmigration locations. I'd like to present this in connection with the planning of future transmigration programs (Fy 1983/84 and Repelita IV) with regard to the conservation of natural resources and the preservation of environmental harmony.

I agree with Martono's conclusions in the Report that :

- (1) The Transmigration Program urgently needs improvement, particularly for the conservation of natural resources and achieving compatibility with the environment of transmigration locations;
- (2) (More should be done) to enhance the activities of the transmigrants, to improve their living standards in order to support regional development more quickly.

2. Targets

Martono's Report stated that Pelita III targets were being achieved satisfactorily in terms of quantity, but qualitatively they were in want of improvements. The achievement of quantitative target has not created a situation conducive to the achievement of qualitative targets.

The experience of Pelita III shows there is a correlation between the attainment of quantitative targets, and the non-attainment of qualitative targets in Transmigration Program. To accomplish excessively large targets, there was a consequent rush in the carrying out of field survey, planning, designing, preparation and settlement that hampered

the achievement of qualitative targets.

Therefore there is an urgent need to synchronize rationally the achieving of quantitative targets with that of qualitative targets. The chasing of quantitative targets at the expense of qualitative targets should be avoided. In this light, the 500,000 KK target for sponsored transmigration plus 250,000 KK for spontaneous transmigration are optimal levels if quality is to be achieved by the forthcoming Repelita IV Transmigration Program.

3. Planning and Designing

Physical planning and designing of transmigration settlements should be supplemented with socio-economic and socio-cultural preparation together with agricultural development planning and designing, supported with adequate funding. The location preparation, settlement of transmigrants and development, as being done now in "partial sequence" (by different agencies), have damaged natural resources and environment. In addition, the transmigrants are forced to content themselves with subsistence farming for too long a time.

Integrated planning and designing of transmigration should be done comprehensively to cover the stages of preparing the transmigrants in their native village, on through their settlement, development and nurturing in the transmigration locations. Physical, socio-economic and socio-cultural aspects should be incorporated integrally and inseparably in the plan and design. In this way, the transmigrants will be able to better accommodate themselves socio-economically and socio-culturally. Therefore it is imperative that such integrated planning be practiced early on in the future.

4. Caring for the Settlement Environment

Damage to the environment of settlements built in Pelita III Transmigration Program should be repaired, and should not be repeated in Pelita IV. Social impacts of Transmigration Program in the receiving areas require special attention. Land disputes between the local people and the transmigrants as the newcomers could jeopardize national unity. In this light, the policies of location selection warrant further review to ensure the integration of Transmigration Program and Regional Development.

For the planning and designing of the development and nurturing program, more appropriate and modern farming systems should be considered, with the positive and negative prospects for agricultural development in the receiving

regions carefully weighed.

5. Management and Control

The opening of new transmigration settlements in primary and secondary forest areas means changing an ecosystem which has been in equilibrium after thousands of years of evolution. This requires a careful management by the transmigrants and other parties responsible for this development. For this purpose an environmental monitoring and evaluation component should be developed to give operational feedback to the various implementing agencies for their correction of problems on hand or averting potential ones, those anticipated or not.

The Office of PPLH Minister is planned to get a World Bank's technical assistance under Trans. III loan to enable it to determine the "environmental indicators," both in biogeophysico-chemical aspects and in socio-economic and socio-cultural aspects, for use as bench marks for positive and negative changes in the transmigration locations.

The environmental indicators will be monitored and evaluated to provide the following functions :

- (1) to warn as early as possible of environmental changes that may threaten the well-being of the transmigrants themselves as well as the natural resources and environmental harmony, to enable the taking of prompt corrective actions by the responsible agencies;
- (2) to provide guidance for improved planning and designing of subsequent Transmigration Programs.

To develop the environmental monitoring and evaluation component as part of the transmigration management system requires the development of its software such as the institutions, and its hardware. This requires trans-sectoral support and commitment, structurally and functionally.

The success of such environmental monitoring and evaluation component is expected to provide more concrete inputs to Transmigration Program in the form of authentic field data and information. PPLH will consult with all relevant agencies for the success of Transmigration Program.

Thanks.

State Minister for
Development Control and Environmental Protection
(PPLH)

Emil Salim

Appendix 1, Annex 11.1

Annotated Copy.

D R A F T

General Principles for Application in Cases
Where Private Companies Operate in
Transmigration Areas in Indonesia.

1. A private company shall be:
 - i a purely Indonesian Company
 - ii a joint venture or company either between a foreign company or agency and
 - a. an Indonesian Government Company or Corporation
 - or
 - b. a Private Indonesian Company.

In any case the company will be formed under the regulations of the GOI prevailing at the time. Currently these regulations are those appearing as Annex I.

2. Procedures for setting up private companies in Transmigration Areas.
 - i. The company will be formed according to the regulations.
 - ii. The company with the assistance of the Office of the Junior Minister of Transmigration and competent line Ministries will identify suitable and appropriate areas of operation.
 - iii. The Company is responsible to check the land of farmers before assisting or encouraging them to grow any particular crop. The land should be investigated in respect of soil type, pH, nutrients, drainage, slope, and land clearing in relation to the crop to be grown and the cultivation techniques to be employed.

iv. The Company is strongly advised to investigate the market opportunities and costs of potential crops before starting operations, and such factors as well as those concerning land suitability should be adequately described in the Feasibility Study and Plan of Operation (Para 2 v.).

v. The Company will prepare a feasibility study and plan of operations for its activities.

vi. In consultation with staff of the DGT and Local Governments, the company will arrange and organise its operation.

3. Conditions

- i. The company will be exempt all dues, levies, taxes and other charges other than those prescribed by law. *As the Company will be engaged in agriculture assisting smallholders in Transmigration areas the taxes will in any case be minimal.*
- ii. The company will enjoy such subsidies as farm inputs, fuel, etc. as appropriate to its status under company law in Indonesia.
- iii. In case the company carries out its activities in association with transmigrants or others in their capacity as outgrowers, smallholders or labour whether organized into cooperatives, farmers associations or not, the relationship will be according to law and the discharge of rights and obligations between the two parties will be the responsibility of the parties themselves.
- iv. In all cases the objective shall be for the company to carry on a well conducted business and show a profit and for the Transmigrants to increase production, their incomes and standards of living. Factors which distract from the achievement of these objectives will be discouraged by the Government.
- v. Since the company will have carefully selected its area of operation, it is assumed that having once commenced operations any capital investments and recurrent expenditures required to maintain viability will be the financial responsibility of the company and its stockholders. Should additional infrastructure in the form of roads, bridges, irrigation be necessary to ensure viability of the enterprise a prior commitment by the Government to cover the costs thereof must be obtained before the Company makes any such investments on its own behalf. Should the prior commitment of the Government not be obtained then any costs incurred as a result of such investments shall be to the Company's account.

vi. Should Transmigrants or others offer voluntarily to construct new infrastructure or to improve existing infrastructure the Company will not be liable to bear any cost, it being recognised that such voluntary activity by the Transmigrants is in their own interest.

vii. The Company shall have access to capital and crop loans from Indonesian Banks according to the status of the Company at GOI determined rates of interest.

viii. Such land as the Company may require for its operation, including sites for offices, processing plants, nurseries, storage facilities or nucleus farming operations will be acquired according to the ^{BASIC} Agrarian Law No. 3 of 1960. (See Annex 2). Normally Hak Guna Usaha or Rights of Land Use will be given for a period of up to ~~twenty~~ years.

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ix. Companies may not acquire land other than that formally registered under the Company. The Company may not accept pledges or lien on land as security for monies owed to the Company nor in any other connection.

4. Method of Operation.

Experience of ventures predicated on annual crops in Indonesia indicate that it is unwise for companies to attempt to operate an estate because it is difficult to keep the estate clear of intruders and squatters.

The company may operate in a variety of ways; it may:

Priority

- i. purchase agricultural products from farmers, process and sell them. Joint ventures, however, are not permitted to market products, and marketing must be carried out by an Indonesian company, usually the partner of the foreign company.
- ii. provide a package of services and inputs to farmers, including land preparation, seed, fertilizer, pesticide and pest control and advice. The cost of such packages are stipulated by a decree of the Minister of Agriculture. Cost recovery is normally by direct cash repayment by the farmer at the time of selling produce to the Company. In certain cases, e.g. rubber, repayment for development costs incurred by in respect of smallholders the Company are recovered in kind, in the case of rubber in the form of latex.
- iii. The price payable to farmers for their product may be determined by the Government (including BULOG) or by market forces as in the case of such crops as cassava.
- iv. The selection of farmers for cooperation with the Company must be in collaboration with local officials of Local Government and the staff of the DG Transmigration and staff of the relevant DGs in the Ministry of Agriculture. Farmers who default in repayment for inputs and services provided, or who neglect their crops may be dropped from the project at the discretion of the Company.

