

Table 6.5.2 Training of WUA(s) Leaders

(1) Activity No. :	Program Name	Training of WUA(s) Leaders	Category of the Program
(2) Sector :	Irrigation	(3) Expected Implementation Period :	6 months Irrigation Schemes, WUA, Others
(4) Target Area / Category	1) Estimated Total Number: 105 WUAs, 315 leaders		2) Estimated Total Area : 7 Kab/Mun, 21 DIs
3) Others: Indonesia, Province of West Sumatera, 7 Kab/Mun surveyed in the Study			
<b>(5) Program Description</b>			
Carry out participatory need assessment, program designing and implementation of WUA leadership trainings. The trainings should address enhancement of WUA's leaders on both WUA and irrigation O&M managements. At the end of the trainings participants must be able to show their own WUA's draft of Action Plan for an applicable follow up, namely (a) improvement of WUA/WUAF and O&M managements, and (b) proposal preparation for local DI management turnover.			
<b>(6) Executing agencies/institutions, their roles, present conditions &amp; required strengthening</b>			
1) <u>Field level</u> : a. Consulting Team's Facilitators of WUA leadership training (Technical Assistance), b. Kab/Mun PTGA team, Cec, KPL (Resource person, Local Facilitator) c. Local DI/Kecamatan GOI Organizing Committee (Initiative, Proposal to KICF)			
2) <u>Kabupaten government</u> : KICF (Initiative, Decision, Action, Funding)			
3) <u>Provincial government</u> : Provincial GOI, Bappeda, Dinas Pengairan, Dinas Pertanian, PTGA (Control, M&E) Consulting Team (Technical Assistance)			
4) <u>Central government</u> : KINPROSOL, BOPPENAS (Control, M&E)			
<b>(7) Program Background</b>			
1) <u>Current Problems to be addressed by the Program</u> : a. WUA/WUAF are inactive, less functioning, b. O&M fund collection doesn't work, c. O&M implementation is inadequate			
2) <u>Countermeasures already taken</u> : a. At national level: irrigation policy reform, issuance of Inpres no 3/1999, Watsal formulation for implementation, JICA study, b. At regional/local level: various project schemes improving for WUA empowerment, irrigation management, O&M and turnover (IISMP IIIII, JIMMP, FMIS etc).			
3) <u>Significance and necessary of the Program</u> : a. Countermeasure recommended from the bottom by 5 Study Provinces resulted from problem tree analysis, b. WUA/WUAF management must strong enough for well managed farm and irrigation, c. WUA leader is the local manager, the local agent of change.			
4) <u>Relation between the Program and national development plan/policies/instructions</u> : WUA leadership training is a step to enable WUA/WUAFs address constraint and problem by themselves by preparing adequately annual Action Plan for both WUA and irrigation managements, as a follow up of the trainings.			
<b>(8) Program Targets and Monitoring</b>			
1) <u>Overall Goal</u> : Ability of trained WUA(s) leaders to organize participatory action planning and implementation locally with their respective WUA(s) members for sustainable farming irrigation			
2) <u>Proposed performance indicators to assess results of the target level</u> : WUA(s) annual Action Plans resulting from annual review and planning workshop in annual WUA/WUAFs' General Assembly reported annually to the local Kabupaten/Municipal GOIs with copy to Village GOI, Kecamatan GOI, and Pengantab/Panting Dinas of the irrigation schemes (DIs)			
3) <u>Output</u> : a. <u>Need assessment</u> : adequate local need analysis of WUA leadership training b. <u>Training design</u> : adequate prepared subjects, training schedule, method, materials and instruments by both overall goal and local need analysis c. <u>Training implementation</u> : At the end of training WUA(s) leaders are able to produce draft of Action Plan for WUA and O&M improvements as specified on follow up below.			
d. <u>Training follow up</u> : Ability of trained WUA(s) leaders to organize in participatory with their respective WUA(s) members, concerning: a) Irrigation management and O&M (1) Cropping plan and calendar, (2) Water allocation scheduling and O&M procedures, (3) Regular irrigation walk-through with local GOI Irrigation Officer, (4) O&M implementation as scheduled, (5) Rehabilitation proposal and implementation as required, (6) O&M cost estimate and ISF rate for the local DI.			
b) WUA management (1) Annual WUA's Action Plan and implementation of local DI, (2) Annual WUA's report of activities and financial balance sheet, (3) Annual WUA General Assembly, (4) Six-monthly and annual WUA's report to local Kabupaten/Municipal GOI, and (5) ISF collection and WUA financial management.			
4) <u>Proposed performance indicators to assess achievements at the outputs level</u> : a. Need assessment: M&E visit notes on training need assessment, completed data collection forms, compilation and analysis results b. Training design: Reported and discussed training redesign and materials c. Training implementation: training pre-test and post-test forms, copies of draft Action Plan by individual WUA(s) d. Training follow up: a) Irrigation management and O&M - M&E visit notes on undertaken cropping calendar, copies of reported cropping plan & calendar - M&E visit notes on undertaken water allocation and maintenance, copies of scheduling, procedures and plan b) WUA management - Solicited WUA six-monthly and annual reports to local Kab/Mun GOI and copy to the lower GOIs, visit notes of GOI Officers - WUA reports and six-monthly audits on WUA administration and book-keeping, cash box and bank account, and WUA annual balance sheet - M&E visit notes on WUA's six-monthly meeting and annual General Assembly (member participation, process and outcomes)			

To be Continued

<p>5) <b>Activities :</b> See Supporting Information</p> <p>6) <b>Assumptions :</b></p> <ul style="list-style-type: none"> <li>- WUA/WUAFs included into the training were (re)organized democratically</li> <li>- ADIART was (re)formulated with the members and legalized by the WUA/WUAF General Assembly</li> <li>- 21 Dis average at 5 WUA/Dis with 3 key leaders each, hence total are about 315 WUA leaders</li> <li>- 1 WUA leadership training is about 1 week (6 days) by 35 participant each, thus about 9 trainings are needed</li> <li>- Adequate building is available at DI level for training place</li> </ul>	
<b>(9) Program Inputs</b>	
<p>1) <u>Budget allocation plan throughout the Program period</u></p> <ol style="list-style-type: none"> <li>a. Consulting Team selection and mobilization</li> <li>b. Need assessment : Consulting Team, enumerators (1person/DI, 7 Kab, 3DI/Kab, 5 WUA/DI, 3leader/WUA, 4 weeks field-office works</li> <li>c. Training design: Consulting Team, syllabus, material preparation, one-day workshop-35 persons, material production</li> <li>d. Training implementation: Consulting Team, Local Facilitator 30persons, 10trainings @31-32person, 1month (2w/nclass, 1w/field, 1w/nclass)</li> <li>e. Follow up: Consulting Team, empowerments of (a) Kab PTGA Teams, COs, KPLs in assisting WUA leaders for training follow up, and (b) Local GOI Agencies in undertaking support and services as required, 7 Kab, 3Dis/Kab, 5WUA/Dis, 2 months</li> <li>f. Reporting: Consulting Team, one-day workshop 35 persons</li> <li>g. Demobilization</li> </ol> <p>2) <u>Staff allocation plans and technical after achievement of overall goal:</u></p> <ul style="list-style-type: none"> <li>- WUA leaders return to their respective WUAs for follow up</li> <li>- Consulting Team and local trainers and resource persons are demobilized</li> </ul> <p>3) <u>Provisional equipment/ Materials</u></p> <ol style="list-style-type: none"> <li>a. Need assessment: questionnaire forms (7 Kab x 3 Dis x 5 WUAs x 3 leaders, 315 copies)</li> <li>b. Training designing and material preparation (WUA and O&amp;M materials for dissemination, planning, implementation and reporting)</li> <li>c. Training implementation: 315 x kinds of used materials above.</li> <li>d. Training follow up:</li> <li>e. Reporting: one-day workshop materials, 35 persons</li> </ol>	
<b>(10) Program Benefits &amp; Impacts</b>	
<p>1) <u>Direct beneficiaries &amp; their numbers during the program implementation:</u></p> <ol style="list-style-type: none"> <li>a. Need assessment: 315 respondents/WUA leaders, 21 local enumerators (CO)</li> <li>b. Training designing and material preparation: Kab PTGA team at 3 person minimum/kab (21),</li> <li>c. Training implementation: 315 WUA leaders, Kab PTGA team (3 at minimum), CO (21), 3KPL x 21 Dis x 5vl average (315)</li> </ol> <p>2) <u>Direct beneficiaries &amp; their numbers after achievement of overall goal:</u></p> <ol style="list-style-type: none"> <li>a. WUAs members @ 200/DI, 21 Dis in 7 Kab/Mun (420)</li> <li>b. WUA leaders, KPL, COs, Kab PTGA Team (included in (10) 2) above)</li> <li>c. Provincial and Kabupaten GOIs and GOI Agencies</li> </ol> <p>3) <u>Indirect benefits:</u></p> <p>Dis surroundings, Kabupaten surroundings, and Provincial surroundings</p>	
<b>(11) Related Projects/Programs ( IISP, IDTO, PTSL, SAL, Others)</b>	
1)	
<b>(12) Pre-Requirements</b>	
<ol style="list-style-type: none"> <li>1) Turnover requirements, procedure, approval conditions, and administration forms were ready at Kabupaten/Municipal GOI Agency responsible for irrigation, and were disseminated as well among Water Users.</li> <li>2) O&amp;M calculation formula was defined and appropriate examples were socialized as well among WUA/WUAFs</li> <li>3) Standard O&amp;M activities were formulated and field tested and socialized as well among WUA/WUAF in the Kabupaten and Municipals</li> <li>4) Task allocation among GOUGOI Agencies and Water Users was formulated and socialized</li> <li>5) WUA/WUAF for proposed training were (re)organized democratically</li> <li>6) ADIART was (re)formulated with the members and legalized by the WUA/WUAF General Assembly</li> </ol>	
<b>(13) Risks &amp; sensitivities</b>	
<b>(14) Special Remarks</b>	

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**Supporting Information of 3 Activities of 3 Program Targets and Monitoring : Training of WUAs' Leaders**

Activities	Expected result	By Farmers / WUA	By Local Govt	By Central Govt	Consulting Team	CO Managing Team*)
1 Need assessment for training of 11 Preparation of instrument 12 Data collection and analysis	Identified need of WUA	V	V		TA	TA
2 Training designing 21 Preparation of training design 22 Production of materials and learning aids	Adequate training design and prepared materials concerning both WUA and O&M managements		V		TA	TA
3 Training implementation 31 In-class training  32 Field (on-the-job) training 33 Workshop for draft WUA and	Ability of WUAs' leaders to produce draft WUA and O&M management Plan	V	V		TA	TA
4 Follow up, supervise: WUA/WUAF annual planning & implementation (1) O&M estimate and ISF setting (2) Propose for legal status (3) Propose for local DI turnover (4) Propose for KIIF	Ability of WUAs' leaders to	V	V		TA	TA

Note : Legend of Task Owing

V : Having authority & responsibility

TA : Technical Assistance

KS : Joint operation

\*) acted by Univ/NGO

This program is to be implemented after completing "Public Awareness at GOI level & WUA level" in the first year

**Implementation Schedule : Training of WUAs' Leaders**

Work Descriptions	1st Year												2nd Year											
	1	2	3	4	5	6	7	8	9	10	11	12	1	2	3	4	5	6	7	8	9	10	11	12
1 Need assessment																								
2 Training designing																								
3 Training implementation (3 trainings@7DIs)																								
(1) In-class training																								
(2) Field (on-the-job) training																								
(3)- Draft Plan making for O&M and WUA management																								
4 Follow up:																								
WUA & O&M annual planning and implementation																								
(1) O&M estimate and ISF setting																								
(2) Propose for legal status																								
(3) Propose for local DI turnover																								
(4) Propose for KIIF																								

Note : 1. Both of programs of Public awareness and training of WUA leaders proposed here are intending as Pilot Program before commencing nationwide activities

2. This program is to be implemented after completing "Public Awareness at GOI level & WUA level" in the first year

Table 6.5.3 Start-up Financial Assistance

To be Continued

(1) Activity No. :	Program Name ;	Start Up Assistance for Non WUAs	Category of the Program
(2) Sector :	Irrigation	(3) Expected Implementation Period ;	3 years Irrigation Scheme, WUA, Others
(4) Target Area / Category	1) Estimated Total Number ;	2) Estimated Total Area ;	
	3) Others		
<b>(5) Program Description</b>			
<p>This activity concerns the provision of institutional and financial assistance for non-WUA start-up operations to cover O&amp;M costs, say for the first two years. In order for non WUAs to gain knowledge and experience of the benefits of proper organisation and legal registration. During this period it is expected that a cash fund (from ISF collections) will accumulate to enable operations to proceed with a positive balance after the project assistance has been removed. The financial assistance could take the form of a subsidy, loan or credit. This programme could be considered as a counter measure to the KIF programme that essentially selects and assists the best thereby discriminating against those WUAs with real problems. A needs based budget (AKNOP) will be prepared as part of this assessment.</p>			
<b>(6) Executing agencies/institutions, their roles, present conditions &amp; required strengthening</b>			
<p>1) <u>Field level</u> : Only non WUAs will qualify for project assistance. A non WUA condition is that found in a village or irrigation scheme where, a) formation of WUA has not yet taken place; b) in a formed but not functioning WUA; c) in a formed but not properly (legally) registered WUA. Any field condition described above will qualify for assistance through the PTGA to Dinas under this project. The request for assistance must however come from the field.</p> <p>2) <u>Kabupaten government</u> PTGA/ Dinas PU Dinas should review application and assist with any technical/ organisational aspects if required and explain the details of the assistance available.</p> <p>3) <u>Provincial government</u> PTGA/Dinas PUP make recommendations (or otherwise for request )4) <u>Central government</u></p> <p>4) <u>Central government</u></p>			
<b>(7) Program Background</b>			
<p>1) <u>Current Problems to be addressed by the Program</u> : A majority of irrigation schemes operate under conditions of improperly functioning or formed WUAs. The KIF project will initially therefore discriminate against the majority of the scheme area and if allowed to operate alone will potentially create a significant problem. This problem can be alleviated by the implementation of this programme. If it is not undertaken a potentially serious condition could result.</p> <p>2) <u>Countermeasures already taken</u> : Preparatory work has already begun with the WB KIF programmes, this imposes time constraints on establishing this countermeasure if it is to be effective.</p> <p>3) <u>Significance and necessary of the Program</u> : The significance of this programme is to try set up assistance pathways whereby the least well developed water users can qualify for assistance packages. Hopefully establishing them into the mainstream of development from where they can then qualify for other assistance (KIF for example) from non project sources.</p> <p>4) <u>Relation between the Program and national development plans/policies/instructions</u> : In specific Kabupaten Irrigation Improvement Funds will be established in order to encourage regional government responsibility to ensure efficient maintenance. This programme should be initially set up in parallel with the KIF programme before being expanded into larger numbers of provinces.</p>			
<b>(8) Program Targets and Monitoring</b>			
<p>1) <u>Overall Goal</u> : To produce a more equitable condition of development at the field. To improve WUA capability and organization.</p> <p>2) <u>Proposed performance indicators to assess results at the target level</u> : Adoption of systematic approach and methodology, time involved to complete the individual task, presentation, clarity, decision making processes, implementation times, and performance supervision, can all be used as performance indicators but the number of non WUA converted to Active WUAs, the cost indicators and numbers of farmers involved will be the easiest way to assess the progress of the project.</p> <p>3) <u>Output</u> : Quick, effective and accurately coded reporting, relevant to existing field condition</p> <p>4) <u>Proposed performance indicators to assess achievements of the outputs level</u> : Request compilation, field inspection and reporting, cost evaluation, negotiation and discussions</p> <p>5) <u>Activities</u> : See Supporting Information</p> <p>6) <u>Assumptions</u> : that non WUAs, following awareness exposure will motivate themselves to make the initial approaches and applications to the PTGA/ or Dinas. It is quite possible that government staff will require some awareness training as well.</p>			
<b>(9) Program Inputs</b>			
<p>1) <u>Budget allocation plan throughout the Program period</u> : Allocation of government staff would be provided for under the annual general budgets. A limit set by WB is RP 100 million per kabupaten /year is provided for KIF. As it is proposed that this programme should be a parallel one then the same costs should be allowed for. Even though the cost for Start-Up are no where as heavy as the costs for irrigation improvement the numbers of applicants could well be much larger and compensate for the cost demands in this manner.</p> <p>2) <u>Staff allocation plans and technical after achievement of overall goal</u> : The allocation of government staff would have to be on the basis of the demand and capability. It is expected that project would support the government agencies to the limit of one local consultant per province</p> <p>3) <u>Provisional equipment/ Materials</u> : Initially it is expected that local offices, local transport and accommodation for local consultants will be available, after this period it is expected that the mechanism tested under the pilot trials will be run entirely by the joint management between local government and the developing WUA available after legal registration..</p>			

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<b>(10) Program Benefits &amp; Impacts</b>
<p>1) <u>Direct beneficiaries &amp; their numbers during the program implementation:</u> Local &amp; Central Govt. Local government personnel should benefit from formal and OJT in addition to which some of their representatives will have received training.</p> <p>2) <u>Direct beneficiaries &amp; their numbers after achievement of overall goal:</u> Following implementation the non-WUAs should benefit from improved irrigation systems, in addition to which some of their representatives will have received training.</p> <p>3) <u>Indirect benefits:</u> A methodology would be required that could be easily replicated in other provinces. A clear set of criteria and operational guideline tested under field conditions would be expected. It is hoped that the successful implementation of this programme would upgrade the general field condition and help stabilize water user groups.</p>
<b>(11) Related Projects/Programs (BSP, IDTO, PTSL, SAL, Others)</b>
<p>1) IDTO will soon start a programme of work to determine procedures and guidelines. This programme the 'non WUA' programme would start by reviewing these and making their own guidelines as soon as possible.</p>
<b>(12) Pre-Requirements</b>
<p>1) WUA's should be non functional, not be registered or not have a 'joint agreement' with Kabupaten Dinas PU in order to take part under this programme</p>
<b>(13) Risks &amp; sensitivities</b>
<p>1) This programme, if not couched in the correct terms, could run the risk of becoming a magnet for all the WUA failures who are seeking more handouts. Therefore care would have to be taken to check the background to requests originating in the field and a methodology for doing this would have to be made early on in the project life. Conversely genuine requests must be recognised and encouraged.</p>
<b>(14) Special Remarks</b>
<p>1) This programme is constructed as a 'safety net' to balance the effects of potentially 'lopsided' development.</p>

**Supporting Information of 5) Activities of 3) Program Targets and Monitoring :**

**Start Up Assistance for Non WUAs**

Activities	By Farmers / WUA	By Local Govt	By Central Govt	By Consultant
<b>1. Countrywide Program Management</b>			V	
Program area selection		V	BU	I
Detailed schedule provision		V	BU	I
Preparation for Administration Side :		V	BU	
a. Local govt internal socialization		V		
b. Targets & Task allocation setting-up		BU		I
c. Detailed schedule provision		BU		I
d. Staff evaluation criteria setting-up		BU		I
Preparation for F/WUA side :		V	BU	
Community level socialization				I
MSE reference points setting-up		V	BU	I
<b>2. Program Implementation</b>		V	BU	
Program Awareness	KM	V	BU	I
PTGA / Dinas Kewasud Training		V	BU	I
Conduct participatory planning		V	BU	I
Need Base Budget Estimation (AKNOP)	I	V		BU
Application & Set-Up for Implementation	KS	KS		
<b>3. Program Evaluation</b>			V	
Accomplishment Evaluation	KS	KS		
Lesson Abstraction	KS	KS		
Accomplishment Announcement		I		
Awarding contributors	KS	KS		
Summarizing follow-up measures	KS	KS	KS	

Note : Legend of Task Owing

V : Having authority & responsibility

BU: providing guidance/assistance/backup

KS : Joint operation

I : Implementor

KM : Partnership

This program shall be commenced after making certain accomplishment of WUA potential block identification, say to 60%.

Several program units are to be scattered and implemented in parallel, within the available budget

Schedule shown in the above is for one program unit.

Progresses of program shall be published and awarding contributors to raise competitive minds



Table 6.5.4 Formation/ reformation of WUA(s), GWUAs and IWUAs

(1) Activity No. :		Program Name ;	Formation / re-formation of WUA(s) and WUAF	Category of the Program
(2) Sector :	Irrigation		(3) Expected Implementation Period ;	5 years
(4) Target Area / Category	1) Estimated Total Number ;	120,000 WUAs	2) Estimated Total Area ;	4,000,000 ha
3) Others	total number of irrigation scheme is 19,000			
<b>(5) Program Description</b> Formation and re-formation of WUAs and WUAFs as it was found that almost WUAs and WUAFs were not effective organisation due to improper establishment. Farmers do not have common bond with WUA as they never participate in its formation. Re-formation of WUA to become organisation representing its members is a basis for further empowerment and also basis for irrigation management turnover.				
<b>(6) Executing agencies/institutions, their roles, present conditions &amp; required strengthening</b> 1) <u>Field level</u> : Sub-district offices staff of irrigation service, agriculture service, cooperative, rural community development (PMD), 'kecamatan' etc. 2) <u>Kabupaten government</u> : idem as field level but in kabupaten level to train field staff 3) <u>Provincial government</u> : idem as field level but in provincial level to provide backup for training activity 4) <u>Central government</u>				
<b>(7) Program Background</b> 1) <u>Current Problems to be addressed by the Program</u> : Shortage of budget for public awareness, training and joint / participatory management. 2) <u>Countermeasures already taken</u> : non for the ir. schemes beyond JIWMP/IDTO and FMIS projects 3) <u>Significance and necessary of the Program</u> : It is basic component for irrigation management turnover 4) <u>Relation between the Program and national development plan/ policies/instructions</u> : Implementation of Irrigation Management Policy Reform				
<b>(8) Program Targets and Monitoring</b> 1) <u>Overall Goal</u> : To obtain basic component of irrigation management turnover 2) <u>Proposed performance indicators to assess results at the target level</u> : WUA re-formation 3) <u>Output</u> : WUA re-formation 4) <u>Proposed performance indicators to assess achievements at the outputs level</u> : WUA ready to receive turnover 5) <u>Activities</u> : <b>See Supporting Information</b> 6) <u>Assumptions</u> : all irrigation schemes is having WUA to be re-formed				
<b>(9) Program Inputs</b> 1) <u>Budget allocation plan throughout the Program period</u> 2) <u>Staff allocation plans and technical after achievement of overall goal</u> 3) <u>Provisional equipment/ Materials</u>				
<b>(10) Program Benefits &amp; Impacts</b> 1) <u>Direct beneficiaries &amp; their numbers during the program implementation</u> : farmers and local government 2) <u>Direct beneficiaries &amp; their numbers after achievement of overall goal</u> : farmers and local government				
<b>(11) Related Projects/Programs (IISP, IDTO, PTSL, SAL, Others)</b> 1) Other projects : JIWMP/IDTO, FMIS				
<b>(12) Pre-Requirements</b> 1) WUA inventory				





Table 6.5.5 Kabupaten Irrigation Improvement Fund

(4) Activity No. :	Program Name ;	Assist WUAs to Prepare Proposals for Kabupaten Irrigation Improvement		Category of the Program
(2) Sector :	Irrigation	(3) Expected Implementation Period ;	2 years	Irrigation Scheme, WUA, Others
(4) Target Area / Category	1) Estimated Total Number ;	2) Estimated Total Area ;		
3) Others				
(5) Program Description				
<p>In accordance with INATSR proposals, Irrigation Improvement Funds will be established in order to encourage regional government responsibility to ensure efficient maintenance works and prevention of costly rehabilitation investments. This would establish a matching reciprocity for WUA contributions to their own capital reserve funds. These funds which will be available to WUAs/AP3A on a basis of 'first come first served' are to cover the main cost of rehabilitation and may not be used for tertiary works. This project is work out methodologies, guidelines and criteria for selection before the system is handed over to the local government to run and operate.</p>				
(6) Executing agencies/institutions, their roles, present conditions & required strengthening				
<p>1) <u>Field level</u> : WUAs, GBUAs and IP3A these organizations ask for assistance in formulating their request for KIF                  2) <u>Kabupaten government</u> : PTGA/ Dinas PU Field inspections and 'walk through' will be necessary before slots is available for reporting; the 'walk through' should follow the inventory.                  3) <u>Provincial government</u> : PTGA/ Dinas PUP a 'joint management agreement' will be necessary to formalise the relationship between the local government and the body making the application... Retains a monitoring function                  4) <u>Central government</u></p>				
(7) Program Background				
<p>1) <u>Current Problems to be addressed by the Program</u> : This activity is to assist WUAs to prepare proposals for Kabupaten Irrigation Improvement Funds for maintenance and rehabilitation priority programs. The proposals should include full details on design, the work required, drawings, cost estimates, and the matching contributions to be made by the WUA (in cash, labour, provision of materials, etc). The greater the contribution from farmers either financially or in kind (labour and materials) or both, the more likely that the proposal will be granted financial assistance. Money would be disseminated through the existing KDT pathways. This activity is to develop procedures and guidelines for assessing proposals from WUAs for financial assistance from the Kabupaten Irrigation Improvement Funds (Activity 4.5.5), and for disbursing the funds and monitoring fund utilization and repayment.                  2) <u>Countermeasures already taken</u> : Already formulated by WB to be implemented in the IDTO Provinces                  3) <u>Significance and necessity of the Program</u> : To set up the mechanisms for the WUAs to obtain a source of funds to carry out maintenance and repair on secondary canals and structures                  4) <u>Relation between the Program and national development plan/policies/strategies</u> : Once the WUA organizations have been involved in preparing, designing, constructing, contributing and supervising the rehabilitation work, there should be an improved 'sense of ownership' of the irrigation scheme.</p>				
(8) Program Targets and Monitoring				
<p>1) <u>Overall Goal</u> : Maintenance and rehabilitation of irrigation systems with transpar                  2) <u>Proposed performance indicators to assess results at the target level</u> : Amount requested, amount dispersed, achievement recorded on the ground, length of canal involved, type of structure maintained, Numbers of homesteads involved, Production cycles sustained.                  3) <u>Output</u> : Efficient operating irrigation systems                  4) <u>Proposed performance indicators to assess achievements at the outputs level</u> : Request completion, field inspection and reporting, cost evaluation, negotiation and discussion, contract formulation, bid evaluation, contract supervision                  5) <u>Activities</u> : See <b>Supporting Information</b>                  6) <u>Assumptions</u> : that WUAs, Gabungans or Intaks (with assistance from local government staff) do not already have the capability to carry out these actions themselves and require help to complete these tasks with authority</p>				
(9) Program Inputs				
<p>1) <u>Budget allocation plan throughout the Program period</u> : Government assistance will be provided under the general annual budget. Local consultants will be required on the basis of at least one consultant per province                  2) <u>Staff allocation plans and technical after achievement of overall goal</u> : This will be on the basis of individual Kabupaten and the local area demand for these funds. It will be directly influenced by the awareness programmes that are run in conjunction with this work                  3) <u>Provisional equipment/ Materials</u> : Local area offices and local staff, the provision of local housing and transport for consultant staff. Physical works would be carried out by a responsible contractor, whose responsibility would include the provision of works equipment</p>				
(10) Program Benefits & Impacts				
<p>1) <u>Direct beneficiaries &amp; their numbers during the program implementation</u> : Local government would benefit from being involved with their farmers as well as directly benefiting from improved economies within their LGA.                  2) <u>Direct beneficiaries &amp; their numbers after achievement of overall goal</u> : 12 Provinces fall within the Pilot area. The number of beneficiaries will depend on the numbers of successful applications made                  3) <u>Indirect benefits</u> : The injection of external funds into the local economy. Stronger local economies will be expected. Traders should benefit and market growth should be noticeable</p>				
(11) Related Projects/Programs (HSP, IDTO, PTSL, SAL, Others)				
<p>1) IDTO and KDF could run related mechanisms                  2) KDF</p>				
(12) Pre-Requirements				
<p>1) Registration of the WUAs/Gab WUAs in terms of articles of association (ADWART) giving the company the right to a formal bank account, to make legal applications for credit, and loans.                  2) A matching fund provided by the applicant is expected. Initially this is not expected to exceed 20% of total allocated</p>				
(13) Risks & sensitivities				
<p>1) That certain numbers of qualifying WUAs/AP3A will after rejection of a plan be discouraged from applying a second time</p>				
(14) Special Remarks				
<p>1) This proposed scheme (system) is based on the selection of the strong and consequent rejection of the weak. It stands the possibility of creating a dual class irrigation system whereby the best organized and managed systems are assisted by local government and made stronger, while the weakest are not assisted at all. There could be a lesson to be learnt here about the, "weakest link in the chain"</p>				

**Supporting Information of 9 Activities of (9) Program Targets and Monitoring :  
Assist WUAs to Prepare Proposals for Kabupaten Irrigation Improvement**

Activities	By Farmers / WUA	By Local Govt	By Central Govt	By Consultant
<b>1. Countrywise Program Management</b>			V	
Program area selection		V	BU	I
Detailed schedule provision		V	BU	I
Preparation for Administration Side :		V	BU	
a. Local govt internal socialization		V		
b. Targets & Task allocation setting-up		BU		I
c. Detailed schedule provision		BU		I
d. Staff evaluation criteria setting-up		BU		I
Preparation for WUA side :		V	BU	
Community level socialization				I
M&E reference points setting-up		V	BU	I
<b>2. Program Implementation</b>		V	BU	
Program Awareness	KM	V	BU	I
PTGA / Dinas Kintpraswil Training		V	BU	I
Conduct participatory planning		V	BU	I
Need Base Budget Estimation (AKNOP)	I	V		BU
Application & Set-Up for Implementation	KS	KS		
<b>3. Program Evaluation</b>			V	
Accomplishment Evaluation	KS	KS		
Lesson Abstraction	KS	KS		
Accomplishment Announcement		I		
Awarding contributors	KS	KS		
Summarizing follow-up measures	KS	KS	KS	

Note : Legend of Task Owning

V : Having authority & responsibility

BU : providing guidance/assistance/backup

KS : Joint operation

I : Implementor

KM : Partnership

This program shall be commenced after making certain that at about 60% (if the WUA block area is inventoried).

Several program units are to be scattered and implemented in parallel, within the available budget

Schedule shown in the above is for one program unit.

Progresses of program shall be published and awarding contributors to raise competitive minds

Difference with "Start-Up Financial Assistance" is for "Non-WUA area", while this program is for "Already federated WUA among (FWUA)".

**Implementation Schedule : Assist WUAs to Prepare Proposals for Kabupaten Irrigation Improvement**

Work Descriptions	1st Year												2nd Year												3rd Year											
	1	2	3	4	5	6	7	8	9	10	11	12	1	2	3	4	5	6	7	8	9	10	11	12	1	2	3	4	5	6	7	8	9	10	11	12
<b>1. Countrywise Program Management</b>	[Gantt chart showing task bars for Countrywise Program Management]																																			
Program area selection	[Gantt chart showing task bar]																																			
Detailed schedule provision	[Gantt chart showing task bar]																																			
Preparation for Administration Side :	[Gantt chart showing task bar]																																			
a. Local govt internal socialization	[Gantt chart showing task bar]																																			
b. Targets & Task allocation setting-up	[Gantt chart showing task bar]																																			
c. Detailed schedule provision	[Gantt chart showing task bar]																																			
d. Staff evaluation criteria setting-up	[Gantt chart showing task bar]																																			
Preparation for WUA side :	[Gantt chart showing task bar]																																			
Community level socialization	[Gantt chart showing task bar]																																			
M&E reference points setting-up	[Gantt chart showing task bar]																																			
<b>2. Program Implementation</b>	[Gantt chart showing task bars for Program Implementation]																																			
Program Awareness	[Gantt chart showing task bar]																																			
PTGA / Dinas Kintpraswil Training	[Gantt chart showing task bar]																																			
Conduct participatory planning	[Gantt chart showing task bar]																																			
Need Base Budget Estimation (AKNOP)	[Gantt chart showing task bar]																																			
Application & Set-Up for Implementation	[Gantt chart showing task bar]																																			
<b>3. Program Evaluation</b>	[Gantt chart showing task bars for Program Evaluation]																																			
Accomplishment Evaluation	[Gantt chart showing task bar]																																			
Lesson Abstraction	[Gantt chart showing task bar]																																			
Accomplishment Announcement	[Gantt chart showing task bar]																																			
Awarding contributors	[Gantt chart showing task bar]																																			
Summarizing follow-up measures	[Gantt chart showing task bar]																																			

Note : Difference with "Start-Up Financial Assistance" is for "Non-WUA area", while this program is for "Already federated WUA among (FWUA)".

One program unit might be 3 years, including half year preparation and evaluation which will be owed by the central govt.

Several program units are to be scattered and implemented in parallel, within the available budget

Schedule shown in the above is for one program unit.

Table 6.5.6 Improved O&amp;M and Joint Management

(1) Activity No. :	Program Name ;	Improved O&M and Joint Management	Category of the Program
(2) Sector :	Irrigation	(3) Expected Implementation Period ;	5 year Irrigation Scheme, WUA, Others
(4) Target Area / Category	1) Estimated Total Number ;	2) Estimated Total Area ;	
	3) Others		
<b>(5) Program Description</b>			
Technical and community level support provided to newly formed or re-formed WUA, during the transitional period. Assistance provided to allow WUAs to enter into Joint Management agreements, whereby Govt and the WUAs, devise a plan identifying each party's responsibilities and the financial implications for both sides. WUAs would learn to identify and request their needs, and Govt would improve its capability to respond			
<b>(6) Executing agencies/institutions, their roles, present conditions &amp; required strengthening</b>			
1) <u>Field level</u> : Sub-district irrigation office staff, PPL s to provide field level guidance 2) <u>Kabupaten government</u> : Irrigation, Agricultural Office staff, providing technical assistance co-ordinating through the Kabupaten Coordinated WUA Support Forum 3) <u>Provincial government</u> : 4) <u>Central government</u>			
<b>(7) Program Background</b>			
1) <u>Current Problems to be addressed by the Program</u> : Past WUA formation efforts, using top-down approach, has been fairly unsuccessful, and has resulted in many non or poorly functioning WUAs, which have been unable to take on the new Govt policies, related to system turnover. 2) <u>Countermeasures already taken</u> : Govt has put much of the legislation in place and attempts have already been made to test the acceptance of similar measures to those proposed in this Program, in the field 3) <u>Significance and necessary of the Program</u> : Govt cannot afford to continue to support the irrigation sector as it has done previously. The only real option is for farmers to form themselves into management units, who can then take on the new responsibilities. This activity is required to assist the WUA during their development period. 4) <u>Relation between the Program and national development plan/ policies/strategies</u> : The program will attempt to put into practice national policies, and is completely in line with these.			
<b>(8) Program Targets and Monitoring</b>			
1) <u>Overall Goal</u> : To maximise the number of WUAs which will be capable of participating in the turnover program & maximising their contribution to O&M 2) <u>Proposed performance indicators to assess results at the target level</u> : Hectares of irrigated turned-over land. 3) <u>Output</u> : Maximum number of fully functional WUA 4) <u>Proposed performance indicators to assess achievements at the subjects level</u> : Use of recommended MSE methodology ranking system. 5) <u>Activities</u> : <b>See Supporting Information</b> 6) <u>Assumptions</u> :			
<b>(9) Program Inputs</b>			
1) <u>Budget allocation plan throughout the Program period</u> : Funds required to support existing Govt staff in providing technical assistance to WUAs. Mostly related to travel and accommodation. Funds to cover O&M subsidies to participating schemes. 2) <u>Staff allocation plans and technical after achievement of overall goal</u> : Field and Kabupaten staff, irrigation, required to undertake training and be available to respond to technical assistance requests. System walk throughs, O&M budget planning, Book keeping 3) <u>Provisional equipment/ Materials</u> : Transport, survey equipment.			
<b>(10) Program Benefits &amp; Impacts</b>			
1) <u>Direct beneficiaries &amp; their numbers during the program implementation</u> : All Govt and NGO staff receiving training and WUA exposure 2) <u>Direct beneficiaries &amp; their numbers after achievement of overall goal</u> : Most farmers, and particularly WUA officers, in the WUA where the program operates 3) <u>Indirect benefits</u> :			
<b>(11) Related Projects/Programs (IISP, IDTO, PTSL, SAL, Others)</b>			
<b>(12) Pre-Requirements</b>			
1) Govt level Public awareness campaigns 2) WUA level Public Awareness campaigns 3) Govt staff training 4) WUA formation/reformation			
<b>(13) Risks &amp; sensitivities</b>			
1) Past attempts to create viable WUA have been fairly unsuccessful – whilst the proposed approach is considered to be an improvement on the old, there are considerable risks that the number of viable WUA will be relatively few.			
<b>(14) Special Remarks</b>			
1)			



Table 6.5.7 Collection of ISF and Government Support

(1) Activity No. :	Program Name ;	Collection of ISF and Government Support	Category of the Program
(2) Sector :	Irrigation	(3) Expected Implementation Period ;	5 years Irrigation Scheme, WUA, Others
(4) Target Area / Category	1) Estimated Total Number ;	2) Estimated Total Area ;	
	3) Others		
<b>(5) Program Description</b>			
This activity is a specific sub-activity of the general Improved O&M and Joint Management Activity, which will concentrate on assisting WUAs to make them capable of preparing needs-based budgets, performing system walk-throughs, setting water charges, collecting water charges, financing O&M activities, dealing with the numerous problems which can arise in relation to these issues, negotiating the joint management agreement between WUA and Govt.			
<b>(6) Executing agencies/institutions, their roles, present conditions &amp; required strengthening</b>			
1) <u>Field level</u> : Sub-district irrigation office staff 2) <u>Kalupaten government</u> : Irrigation Office staff, providing technical assistance co-ordinating through the Kalupaten Coordinated WUA Support Forum 3) <u>Provincial government</u> : 4) <u>Central government</u>			
<b>(7) Program Background</b>			
1) <u>Current Problems to be addressed by the Program</u> : Past O&M charge projects have not been successful – a new approach is required. 2) <u>Countermeasures already taken</u> : Govt has put much of the legislation in place and attempts have already been made to test the acceptance of similar measures to those proposed in this Program, in the field. 3) <u>Significance and necessity of the Program</u> : Govt cannot afford to continue to support the irrigation sector as it has done previously. The only real option is for farmers to form themselves into management units, who can then take on much of the financial responsibilities. This activity is required to assist the WUA during their development period. 4) <u>Relation between the Program and national development plan/ policies/instructions</u> : The program will attempt to put into practice national policies, and is completely in line with these.			
<b>(8) Program Targets and Monitoring</b>			
1) <u>Overall Goal</u> : To maximize the number of WUAs which are capable of preparing realistic O&M budgets, of collecting the fee from the water users, and disbursing the funds efficiently. The net result should be reduced Govt subsidies and improved irrigation systems. 2) <u>Proposed performance indicators to assess results at the target level</u> : Records of successful WUAs – Reductions in Govt O&M budgets. 3) <u>Output</u> : Maximum number of functional WUA 4) <u>Proposed performance indicators to assess achievements at the outputs level</u> : Use of recommended MSE methodology ranking system 5) <u>Activities</u> : <b>See Supporting Information</b> 6) <u>Assumptions</u> :			
<b>(9) Program Inputs</b>			
1) <u>Budget allocation plan throughout the Program period</u> : Funds required to support existing Govt staff in providing technical assistance to WUAs. Mostly related to travel and accommodation. Funds to cover O&M subsidies to participating schemes. 2) <u>Staff allocation plans and technical after achievement of overall goal</u> : Field and Kalupaten staff, irrigation, required to undertake training and be available to respond to technical assistance requests. System walk-throughs, O&M budget planning, Book keeping 3) <u>Provisional equipment/ Materials</u> : Transport, survey equipment,			
<b>(10) Program Benefits &amp; Impacts</b>			
1) <u>Direct beneficiaries &amp; their numbers during the program implementation</u> : All Govt and NGO staff receiving training and WUA exposure. Most farmers, and particularly WUA officers, in the WUA where the program operates 2) <u>Direct beneficiaries &amp; their numbers after achievement of overall goal</u> : Govt's budget is reduced as farmers take on more responsibilities, and the need for rehabilitation is reduced. Farmers, hopefully, will be able to recover the additional O&M costs they have to bear from increased productivity. 3) <u>Indirect benefits</u> : Reduced reliance on Govt.			
<b>(11) Related Projects/Programs ( IISP, IDTO, PTSL, SAL, Others)</b>			
<b>(12) Pre-Requirements</b>			
1) Govt level Public awareness campaigns 2) WUA level Public Awareness campaigns 3) Govt staff training 4) WUA formation/reformation			
<b>(13) Risks &amp; sensitivities</b>			
1) Past attempts to collect water charges have been very unsuccessful – the proposed approach is considered to be a major improvement on the old, and as long as the other aspects of sustainable WUA formation can be achieved, there is a considerable chance that O&M collection rates will improve, although it is unlikely that many schemes will achieve the ideal levels.			
<b>(14) Special Remarks</b>			

**Supporting Information of 5 Activities of 3 Program Targets and Monitoring :**  
**Collection of ISF and Government Support**

Activities	By Farmers / WUA	By Local Govt	By Central Govt	By Consultant
1) System confirmation with walk-through	KS	V, KS	BU	
2) Co-Cost estimate for system maintaining	KS	V, KS	BU	
3) Cost allocation rule set-up between govt & FWUA	KS	V, KS	BU	
4) Cost allocation rule set-up among WUAs	KS	V, KS	BU	
5) Rule set-up for ISF collection / disbursement	KS	V, KS	BU	
6) Confirmation of govt assistance	KS	V, KS	BU	

Note : Legend of Task Owning

V : Having authority & responsibility      BU: providing guidance/assistance/backup  
 KS : Joint operation                              I : Implementor  
 KM : Partnership

This program is a sub-activity of the general improvement & Joint Management Activities as a part to clarify task allocation between govt & FWUA.

Activities shown in the above requires 1.0 year.

Implementation Schedule :  
 Collection of ISF and Government Support

Work Descriptions	1st Year											
	1	2	3	4	5	6	7	8	9	10	11	12
1. Countrywise Program Management												
System confirmation with walk-through	■	■	■	■								
Co-Cost estimate for system maintaining		■	■	■	■							
Cost allocation rule set-up between govt				■	■	■	■	■				
Cost allocation rule set-up among WUAs						■	■	■	■	■		
Rule set-up for ISF collection /						■	■	■	■	■	■	
Confirmation of govt assistance										■	■	■

Note :

This program is a sub-activity of the general improvement & Joint Management Activities as a part to clarify task allocation between govt & FWUA.

Table 6.5.8 Rehabilitation of Irrigation Systems

(1) Activity No. :	Program Name ;	Rehabilitation of Irrigation Systems	Category of the Program
(2) Sector :	Irrigation	(3) Expected Implementation Period ;	5 years Irrigation Scheme, IWUA, Others
(4) Target Area / Category	1) Estimated Total Number ;	2) Estimated Total Area ;	
	3) Others		
<b>(5) Program Description</b>			
Technical assistance would be provided to IWUAs to make them capable of preparing proposals for rehabilitation, and funds would be made available to support the implementation of the rehabilitation works, where farmers would be expected to make considerable contributions to the costs.			
<b>(6) Executing agencies/institutions, their roles, present conditions &amp; required strengthening</b>			
1) <u>Field level</u> : Sub-district irrigation office staff, to provide field level guidance 2) <u>Kabupaten government</u> : Irrigation Office staff, providing technical assistance co-ordinating through the Kabupaten Coordinated IWUA Support Forum 3) <u>Provincial government</u> : 4) <u>Central government</u>			
<b>(7) Program Background</b>			
1) <u>Current Problems to be addressed by the Program</u> : Past experience has been that schemes have been rehabilitated too often, the costs have been excessive, the quality of construction has been poor, farmers have not been involved in the planning, the construction or the financing. Even after rehabilitation there is little 2) <u>Countermeasures already taken</u> : The policy of farmer involvement in all aspects of the rehabilitation process has been prepared. The principle of rehabilitation after turnover has been adopted. 3) <u>Significance and necessary of the Program</u> : Govt cannot afford to continue to support the irrigation sector as it has done previously. The only real option is for farmers to take on part of the financial responsibility themselves and for the period between rehabilitations to be significantly prolonged. 4) <u>Relation between the Program and national development plan/ policies/instructions</u> : The program will attempt to put into practice national policies, and is completely in line with these.			
<b>(8) Program Targets and Monitoring</b>			
1) <u>Overall Goal</u> : To maximise returns to investment in rehabilitation. 2) <u>Proposed performance indicators to assess results at the target level</u> : Areas rehabilitated, incremental benefits quantified 3) <u>Output</u> : Irrigated areas brought back into good working condition 4) <u>Proposed performance indicators to assess achievements at the outputs level</u> : Costs per hectare rehabilitated, incremental improvements in cropped areas and yields. 5) <u>Activities</u> : <b>See Supporting Information</b> 6) <u>Assumptions</u> :			
<b>(9) Program Inputs</b>			
1) <u>Budget allocation plan throughout the Program period</u> : Funds required to support existing Govt staff in providing technical assistance to IWUAs. Mostly related to travel and accommodation expenses. Payments to private engineering design companies. Funds, in conjunction with farmers' contributions, for rehabilitation 2) <u>Staff allocation plans and technical after achievement of overall goal</u> : Field and Kabupaten staff, irrigation, required to undertake training and be available to respond to technical assistance requests. Hydrological surveys, socio-surveys, infrastructure design, feasibility analysis. 3) <u>Provisional equipment/ Materials</u> : Transport, survey equipment,			
<b>(10) Program Benefits &amp; Impacts</b>			
1) <u>Direct beneficiaries &amp; their numbers during the program implementation</u> : All Govt staff receiving training and farmers/IWUA staff improving their skills 2) <u>Direct beneficiaries &amp; their numbers after achievement of overall goal</u> : Most farmers in the rehabilitated irrigation area. 3) <u>Indirect benefits</u> : Improved farmer attitudes towards the care and attention with which they treat their irrigation infrastructure			
<b>(11) Related Projects/Programs (IISP, IDTO, PTSL, SAL, Others)</b>			
1) Northern Sumatra Irrigated Agriculture Sector Project			
<b>(12) Pre-Requirements</b>			
1) Scheme turned over			
<b>(13) Risks &amp; sensitivities</b>			
1) This is a relatively straightforward activity and there is every likelihood that it will meet with considerable degree of success. Problems could arise if insufficient attention is paid to overall project viability.			
<b>(14) Special Remarks</b>			
1)			

**Supporting Information of 5 Activities of 3 Program Targets and Monitoring :  
Rehabilitation of Irrigation Systems**

Activities	By Farmers / WUA	By Local Govt	By Central Govt	By Consultant
Problem finding capacity training	KS	V, BU	BU	
Set-Up technical supporting rule from govt	KS	V, BU	BU	
Definition of task allocation in F/WUA	KS	V, BU	BU	
Maintain F/WUA management method	KS	V, BU	BU	
Set-Up transparent financial management	KS	V, BU	BU	

Note : Legend of Task Owning

V : Having authority & responsibility      BU: providing guidance/assistance/backup  
 KS : Joint operation                              I : Implementor  
 KM : Partnership

This program is for "Already federated WUA" or "Already matured / self-reliable WUA", aiming their self - independent rehab.

Issues to be raised will vary case-by-case. Hence the activities shown above is just reference as minimum.

The program will be kept in certain long period actually.

**Implementation Schedule :  
Rehabilitation of Irrigation Systems**

Work Descriptions	1st Year												2nd Year											
	1	2	3	4	5	6	7	8	9	10	11	12	1	2	3	4	5	6	7	8	9	10	11	12
Problem finding capacity training	■	■	■	■																				
Set-Up technical supporting rule from govt	■	■	■	■																				
Definition of task allocation in F/WUA		■	■	■	■	■	■	■	■	■	■	■												
Maintain F/WUA management method					■	■	■	■	■	■	■	■												
Set-Up transparent financial management									■	■	■	■												

Note :

This program is for "Already federated WUA" or "Already matured / self-reliable WUA", aiming their self - independent rehab.

Issues to be raised will vary case-by-case. Hence the schedule shown above is just reference as minimum.

The program will be kept in certain long period actually.



Table 6.6.1 Enhancement Plan of Agriculture

(1) Activity No. :	Program Name ;	Enhancement of Plan on Agriculture	Category of the Program
(2) Sector :	Agriculture	(3) Expected Implementation Period ;	10 years Irrigation Scheme, WUA, Others
(4) Target Area / Category	1) Estimated Total Number ; whole Indonesia		2) Estimated Total Area ;
3) Others	Farmers and agricultural extension workers(PPL)		
<b>(5) Program Description</b> This enhancement plan aims at raising income of all farmers mainly in irrigated area through focusing on the following two objectives. Then, agricultural extension is considered as a main tool of realizing the objectives. a) Capacity building of individual farmers and b) Promotion of group activity among farmers. As the objectives are going to be realized, farmers in Indonesia could be able to think by their own way and to take action by their own intention in order to improve their welfare.			
<b>(6) Executing agencies/institutions, their roles, present conditions &amp; required strengthening</b> 1) <u>Field level</u> : Farmers and agricultural extension workers (PPL) 2) <u>Kabupaten government</u> : Kabupaten Dinas Pertanian 3) <u>Provincial government</u> : Provincial Dinas of Pertanian 4) <u>Central government</u> : Ministry of Agriculture, Agency for Human Resources and Agriculture Development, Center for Agricultural Extension			
<b>(7) Program Background</b> 1) <u>Current Problems to be addressed by the Program</u> : The study team has recognized that all problems shared by Indonesian farmers converge on decreased return from rice farming, though they highly depend on it. Moreover, it has understood that most of them are the problems beyond a control of individual farmers since the major causes, which are decreased rice price and increased production cost, must be basically a matter of Government's economic policy. It is concluded that what farmers can do is only making their effort toward increasing their income mainly through diversifying their products and taking part in marketing and processing. However, insufficient information and capital hamper farmers from taking positive attitude toward the above countermeasures. 2) <u>Countermeasures already taken</u> : Agricultural extension service including PPL are decentralization under the regional autonomy 3) <u>Significance and necessary of the Program</u> : The enhancement plan addresses to improve farmers' ability to identify and access resources needed, as farmers' needs are going to be multiple, complex and locally specific. Farmers and their groups should be empowered to express their interests and to play active roles in designing farming and/or agri-business plan, implementation and evaluation. An agricultural extension approach in the enhancement plan, therefore, should be on human resources development instead of a technology transfer. PPLs are expected to act as facilitators and information brokers only. 4) <u>Relation between the Program and national development plan/policies/institutions</u> : National food security and development of agri-business are the main frame of the agriculture. Detailed policies are not clarified yet.			
<b>(8) Program Targets and Monitoring</b> 1) <u>Overall Goal</u> : To increase agricultural income of all farmers. 2) <u>Proposed performance indicators to assess results at the target level</u> : Agricultural Census and/or Cost Structure of paddy and Secondary Food crops, BPS 3) <u>Output</u> : farmers' confidence and their own initiative could be the most important requirements for the success of any farmer activities on a sustainable basis. 4) <u>Proposed performance indicators to assess achievements at the outputs level</u> : Income level that farmers can willing to pay ISF 5) <u>Activities</u> 1) <u>Reinforcement of agricultural extension systems/approach</u> a. Implement awareness campaign for local government officials b. Develop new agricultural extension systems/approach c. Develop learning materials on new extension approach d. Recruit facilitators e. Train facilitator & PPLs in new agricultural extension approach f. Rearrange organizational setup of agricultural extension g. Develop agricultural extension partnership network 2) <u>Enhancement of individuals</u> a. Aware and understand new agricultural extension approach b. Identify potential of individual farmers c. Make annual farming plan of individual farmers d. Identify resources (inputs) needed and contact to partners who provide them e. Implement farming f. Monitor/evaluate implementation against target planned a. Aware and understand necessity of group activity b. Identify potential of cohesivity c. Make agri-business plan by group activity d. Identify resources (inputs) needed and contact to partners who provide them g. Implement agri-business h. Monitor/evaluate implementation against target planned 3) <u>Formulate permanent farmer group(s)</u> 5) <u>Assumptions</u> :			

To Be Continued

