

EASTERN INDONESIA
ROAD IMPROVEMENT
PROJECT (EINRIP)
PROJECT PREPARATION
CONSULTANTS (PPC)

Activity Completion Report

Prepared for

AusAID

255 London Circuit
CANBERRA
ACT 2601

AidWorks ID:

28 April 2009

42443998

URS

ACTIVITY COMPLETION REPORT

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List of Abbreviations

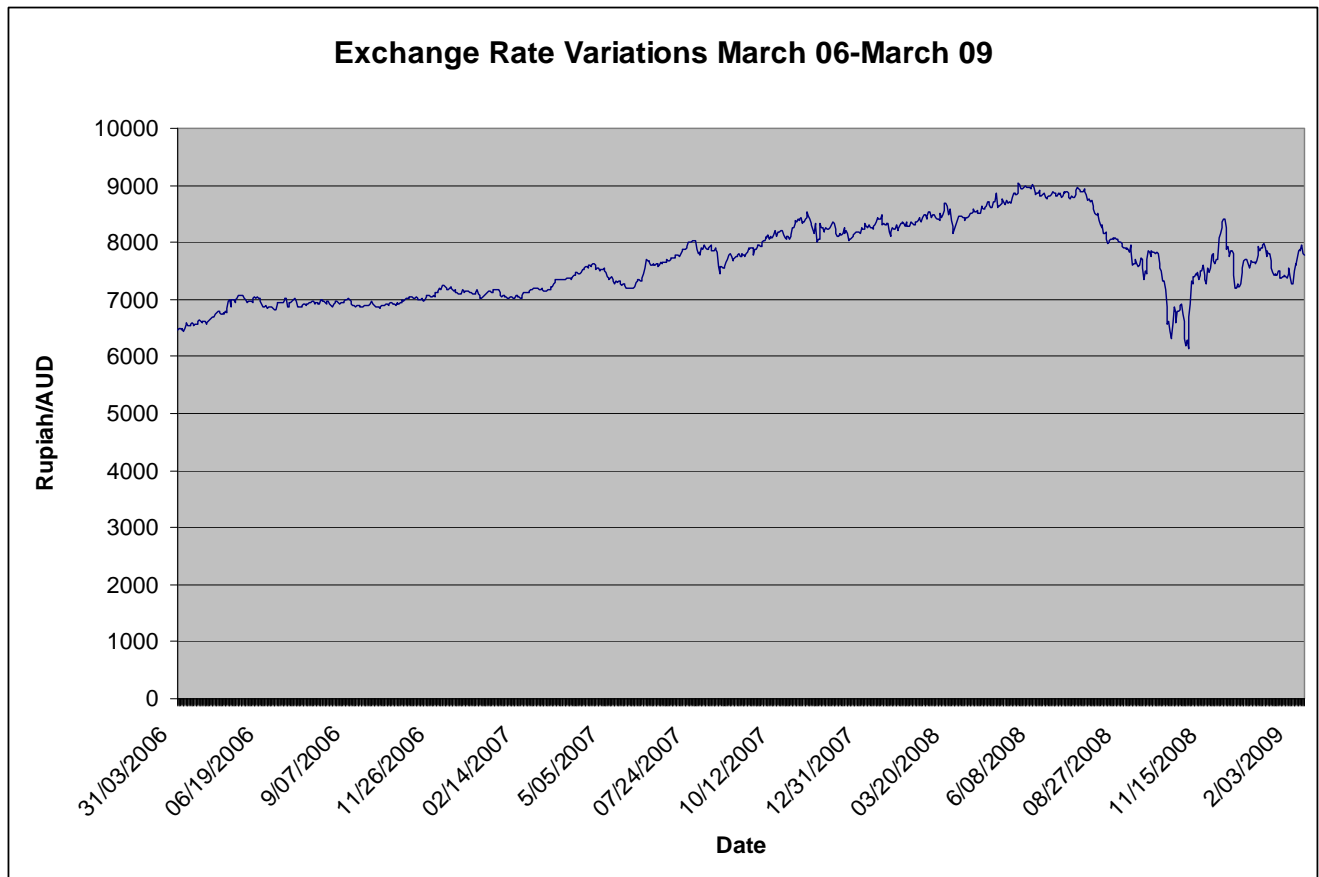
Abbreviation	Meaning
ACAP	Anti-Corruption Action Plan
ACR	Activity Completion Report
ADB	Asian Development Bank
AIP	Australia Indonesia Partnership
AIPRD	Australia Indonesia Partnership for Reconstruction and Development
AMDAL	<i>Analisa Mengenai Dampak Lingkungan</i> (Environmental Impact Assessment Process)
AusAID	Australian Agency for International Development
AWP	Annual Works Package
Bina Marga	Directorate General of Highways, within Departmen Pekerjaan Umum (MPW)
BMS	Bridge Management System
DGH	Directorate General of Highways (Bina Marga)
Dit Bipram	Directorate of Planning, within Bina Marga (DGH)
E1	Enterprise One
EINRIP	Eastern Indonesia National Roads Improvement Project
EIRTP	Eastern Indonesia: Region Transport Project
EMP	Environmental Management Plan
EMU	EINRIP Monitoring Unit
ESS	Environmental and Social Safeguards
F&A	Finance & Administration
FED	Final Engineering Design
FM	Finance Manager
FS	Feasibility Study
GOA	Government of Australia
GOI	Government of the Republic of Indonesia
IRMS	Inter-urban Road Management System
JMM	Joint Management Meetings
LARAP	Land Acquisition and Resettlement Action Plan
M&E	Monitoring and Evaluation
P2JJ	<i>Perencanaan dan Pengawasan Jalan dan Jembatan</i> (Regional Road and Bridge Design and Supervision Unit)
PAS	Procurement Advisory Services for EINRIP
PIP	Project Implementation Plan
PM	Project Manager
PMG	Project Management Group
PMM	Project Management Manual
PMSC	Project Management Support Consultancy for EINRIP
PMU	Project Management Unit for EINRIP, within Dit Bipram
PPC	Project Preparation Consultant
PPU	Project Preparation Unit
RSC	Regional Supervisory Consultant
UKL	<i>Upaya Pengelolaan Lingkungan</i> – site specific Environmental Mitigation Plan
UPL	<i>Upaya Pemantauan Lingkungan</i> – site specific Environmental Monitoring Plan

List of Abbreviations

Abbreviation	Meaning
URS	URS Australia Pty Ltd
WINRIP	Western Indonesia Roads Improvement Project

Currency Conversion

Exchange Rates



Source: Oanda Finance

Certification

We hereby certify that the ACR has been completed in accordance with the relevant AusAID guidelines and/or local requirements.

.....
Peter Shea
Vice President, Sustainable Development
EINRIP PPC Project Director

Executive Summary

The Australia Indonesia Partnership is managing a \$AU500 million grant assistance program and a \$AU500 million concessional loan program from the Government of Australia to the Government of the Republic of Indonesia (GOI) for reconstruction and development. A substantial portion of the loan program is funding the Eastern Indonesia National Roads Improvement Project (EINRIP), targeting provincial roads which have been reclassified as national roads, as well as other national roads identified as requiring improvement. Most of the loan is used to fund EINRIP work packages. The remainder of the loan funds consultancy packages for ongoing management support to the Directorate General of Highways (Bina Marga), procurement advisory support to Bina Marga, and supervision support for construction. Project preparation is separately funded by the Government of Australia under a grant managed by AusAID. The subject of this Activity Completion Report is EINRIP project preparation which was undertaken by an association led by URS Australia Pty Ltd, the EINRIP Project Preparation Consultant (PPC).

The PPC was contracted from March 2006. The initial objectives were to confirm the first program of works, establish the procedures which might apply in the loan and how engineering design would be undertaken. Once these matters had been agreed, the contract was amended, applicable from February 2007 to July 2009.

The PPC worked in partnership with AusAID and GOI in identifying, prioritising and undertaking feasibility studies of candidate road and bridge sub-projects. The selected sub-projects were then prepared to Final Engineering Design (FED) detail and documented for competitive bidding in accordance with both GOI and Commonwealth Procurement Guidelines. In addition, a program to replace deteriorated bridges with steel truss or other appropriate superstructures was prepared.

Simultaneously, support was provided to relevant GOI agencies to ensure appraisal and the loan agreement were finalised and signed. This introduced a comprehensive planning framework for the remainder of the program which incorporated valuable lessons learnt in past projects.

Whereas the PPC Scope of Works clearly identified the expected outputs, it did not detail the process by which these outputs were to be achieved. In addition, the major road design outputs were unconventional (ie FED instead of 'simplified design'). The preparation and approval of a major infrastructure loan from Australia was also new as AusAID had never previously been involved in this. In other words, stakeholders to the project had to develop ways of doing work which would require adaption and change of conventional procedures.

Given these circumstances, it was decided at the outset to be guided by established World Bank practices and procedures used in that donor's preparation of road sector loans to GOI. It was agreed that the project should prepare a guiding document similar to the World Bank's Project Implementation Plan (PIP) which would be the basis for the formal loan negotiation process. It was also agreed that the PIP would then be replaced by a more substantive, detailed Project Management Manual (PMM), and supported by a range of contributing components such as the Anti Corruption Action Plan and the Environmental and Social Safeguards which would set out all of the project management and administrative procedures required for the implementation of the project.

In delivering the project outputs, different design approaches were introduced as learning-by-doing exercises. This was a highly effective strategy. The key project outcomes were:

- 1. Development of a **corridor approach** to road planning, rather than focussing on an isolated road section;
- 2. Development of **English and Bahasa Indonesia versions of a comprehensive Project Management Manual and associated documents**. Previous manuals have been written in Bahasa Indonesia only,

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whereas in EINRIP, both English (for use by donors and international consultants/contractors) and Bahasa Indonesia versions have been prepared.

- 3. Development of **the Environmental and Social Safeguards (ESS)**, a key document within the loan agreement for EINRIP, which provides detailed information on the procedures and processes required for the preparation of the environmental and social studies.
- 4. Development of **Upgraded Specifications with a Bahasa Indonesia version** As pointed out in Section 3.5, Bina Marga will use the EINRIP specifications to update its standard specifications for use on all future projects. Like the dual language version of the PMM, the translated specification has been highly appreciated by Bina Marga – refer Section 3.5.
- 5. Introduction of **the use of the FIDIC 2006 Harmonised Version for procurement** with the role of the Engineer designated to the Regional Supervision Consultant (RSC) Team Leader, a key change to achieving improved construction quality.
- 6. **Integrating Environmental Safeguards into design.** EINRIP was the first project to report on Design Integration.
- 7. Introduction of engineering design improvements including **drainage design, improved culvert design, Integral Abutment Bridges** for short and medium spans and improvement of **pavement design.**
- 8. Preparation of a **comprehensive digital set of Standard Drawings** – The PPC identified weaknesses in the standard drawings for road and bridge works and consequently prepared a comprehensive digital set of standard drawings, which are available for future projects.

Positive feedback from a number of sub Directorates in Bina Marga has been received and is detailed in Section 3.5.

Lessons have been learnt during the PPC contract period. These are described in Section 3.7 and summarised below. Significant lessons are:

- *Inclusion of environmental impact mitigation issues into the design requires an integrated design team.* Past practice has separated the analysis of environmental impact mitigation measures from engineering design, with the danger that mitigation measures are not included in the engineering design. This project demonstrated the benefit of integrating the teams.
- *Progress and productivity data inform future planning works.* In 22 of the 24 sub projects, the number of drawings required per km was contained within a tight range of 12 to 26, with an average of 20 detail drawings per km.
- *Cost effective road betterment may require a relaxation of regulated design parameters and the production of relevant of design codes of practice.* Some design parameters were set by regulation rather than by appropriate codes of practice.
- *FED is a viable alternative to Simplified Design.* The PPC undertook a cost comparison between FED and Simplified Design techniques. The incremental cost for FED instead of Simplified Design was estimated to be 0.3% of construction costs.
- *Although FED may be constrained by a current unavailability of skilled engineers and draftspersons, project evidence shows that productivity and skills rapidly increase on the job.* Productivity increased from 6.7 to 3.3 draftsman hours per drawing during the last five months of the project.

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- *Pre-bid meetings and organised field visits are valuable tools to stress the changes that are being demanded in the implementation of EINRIP and where there is complicated construction, such as encountered in North Sulawesi.*
- *Improvement in the national road network will continue to be hampered until land acquisition funding is budgeted and central government provides support to local government to plan and complete the task.*
- *Funding of counterpart support activities will greatly increase the level of cooperation and efficiency, particularly when a project activity requires stakeholder officers to undertake tasks beyond their normal work routine.*

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Activity Specific Information

Section 1

1.1 Brief Description of the Activity

In January 2005, after the devastating tsunami, the Australian Agency for International Development (AusAID) and the Government of the Republic of Indonesia (GOI) formed the Australia Indonesia Partnership for Reconstruction and Development (AIPRD) to assist in Indonesia's reconstruction and development efforts, both in and beyond tsunami-affected areas. Although AIPRD was initially additional to the ongoing bilateral program, all development activities were later consolidated into a single framework under the Australia Indonesia Partnership (AIP).

The Government of Australia is providing a \$500 million grant assistance program and a \$500 million concessional loan program to the GOI for reconstruction and development. This is being coordinated by the AIP. A substantial portion of the loan program, \$300m, is being used for the Eastern Indonesia National Roads Improvement Project (EINRIP), targeting reclassified national roads, as well as other national roads requiring improvement. The objective of EINRIP is to improve these road links to a more trafficable condition, suitable to their new national status, to ensure that the national road network provides acceptable standards of service and accessibility, and is capable of supporting local and regional economic development. The design of EINRIP placed an emphasis on improving the quality of planning, engineering design and construction, all of which recognised the need to demonstrate new ways of working in its implementation. The GOI designated the Directorate General of Highways (DGH) (Bina Marga) to be the implementing agency for EINRIP. Within DGH, the planning directorate (Dit Bipram) was appointed the counterpart agency.

EINRIP comprises a number of discrete activities, namely project preparation, ongoing management support to Bina Marga, procurement advisory support to Bina Marga, supervision support for construction, construction of the various works packages, independent financial and technical audits of the work undertaken and the design and implementation of a project performance Monitoring and Evaluation (M&E) program. With the exception of the project preparation, M&E and auditing tasks which are funded by separate grants from the Government of Australia, all other activities are funded by the loan.

Project preparation was undertaken by a consortium led by URS Australia Pty Ltd contracted as the EINRIP Project Preparation Consultant (PPC). This consortium comprised US Australia Pty Ltd in association with ARRB Group Ltd, the Louis Berger Group Inc, VicRoads, PT Perentjana Djaja and PT Dacrea Mitrayasa.

The PPC was contracted from March 2006. The initial objectives were to confirm the first program of works, establish the procedures which might apply in the loan and how engineering design would be undertaken. Once these matters had been agreed, the contract was amended, applicable from February 2007 to July 2009.

The PPC worked in partnership with AusAID and GOI in identifying, prioritising and undertaking feasibility studies of candidate road and bridge sub-projects. The selected sub-projects were then prepared to Final Engineering Design (FED) detail and documented for competitive bidding in accordance with both GOI and Commonwealth Procurement Guidelines. FED detail is to provide sufficient information in the design documentation for construction to take place without the need for additional extensive investigation or design. Conventional road design practice in Indonesia is instead to provide conceptual or simplified detail – hence the name Simplified Design. This conventional approach requires minimal survey and soils investigations, the preparation of typical cross sections only and approximation of the actual work quantities involved. Extensive survey and investigation is therefore required later at the time of construction to achieve the required quality, and to re-confirm the cost. This has created issues with the control of quantities, costs and the quality of the implemented roadworks.

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In addition, a program to replace deteriorated bridges with steel truss or other appropriate superstructures was prepared.

Simultaneously, support was provided to relevant GOI agencies to ensure appraisal and the loan agreement were finalised and signed.

Whereas the PPC Scope of Works clearly identified the expected outputs, it did not detail the process by which these outputs were to be achieved. In addition, the major road design outputs were unconventional (ie FED instead of 'simplified design'). The preparation and approval of a major infrastructure loan from Australia was also new as AusAID had never previously been involved in this. In other words, stakeholders to the project had to develop ways of doing work which would require adaption and change of conventional procedures.

AusAID had a number of particular requirements for the way in which the EINRIP program was to be prepared, procured, implemented and managed, and the PPC assisted with the articulation of these requirements, and their detailed formulation. By working closely with both AusAID and DGH, the PPC was instrumental in preparing the detailed statement of required procedures, and in securing the agreement of both parties.

Given these circumstances, it was decided at the outset to be guided by established World Bank practices and procedures used in that donor's preparation of road sector loans to GoI. It was agreed that the project should prepare a guiding document similar to the World Bank's Project Implementation Plan (PIP) which would be the basis for the formal loan negotiation process. The PIP was prepared to reflect the requirements of AusAID and DGH for the overall content and design of the EINRIP program.

It was also agreed that the PIP would be replaced by a more substantive, detailed Project Management Manual (PMM). Together with the range of contributing components notably the Anti Corruption Action Plan (ACAP) and the Environmental and Social Safeguards (ESS) which would set out all of the project management and administrative procedures required for the implementation of the project.

The ACAP has been a key document in the development of the EINRIP PIP and the PMM and has been responsible for many of the changes or new items included in it. The broad objectives of the ACAP have been to develop systems and operating procedures which are fair, transparent and likely to lead to improved quality in procurement and implementation. The themes from the ACAP are embedded in all sections of the PIP and subsequently in the PMM

This approach required extensive consultation, negotiation and refinement before agreement was reached. However, once agreed, the approach has been totally successful in avoiding dispute and delay, and has provided a template for future loan projects.

A similar procedural guide was developed to outline the processes by which the technical outputs of road FED and associated tender documentation would be achieved, building on the EINRIP design requirements of investigation, feasibility assessment, prioritisation, survey and design. This was supplemented by the Design Specification. As this approach was very different to the conventional working practices of most Bina Marga and local consultant staff, there was an ongoing need for discussion and review to achieve agreement on the project outputs.

In summary, the EINRIP design was unconventional in that it was performance based: produce a comprehensive planning framework followed by FED standard works packages. The EINRIP design did not specify the institutional change needed to achieve these outputs, whereas a more conventional AusAID design might have given greater emphasis to the process of change management and how it was measured.

Activity Specific Information**Section 1**

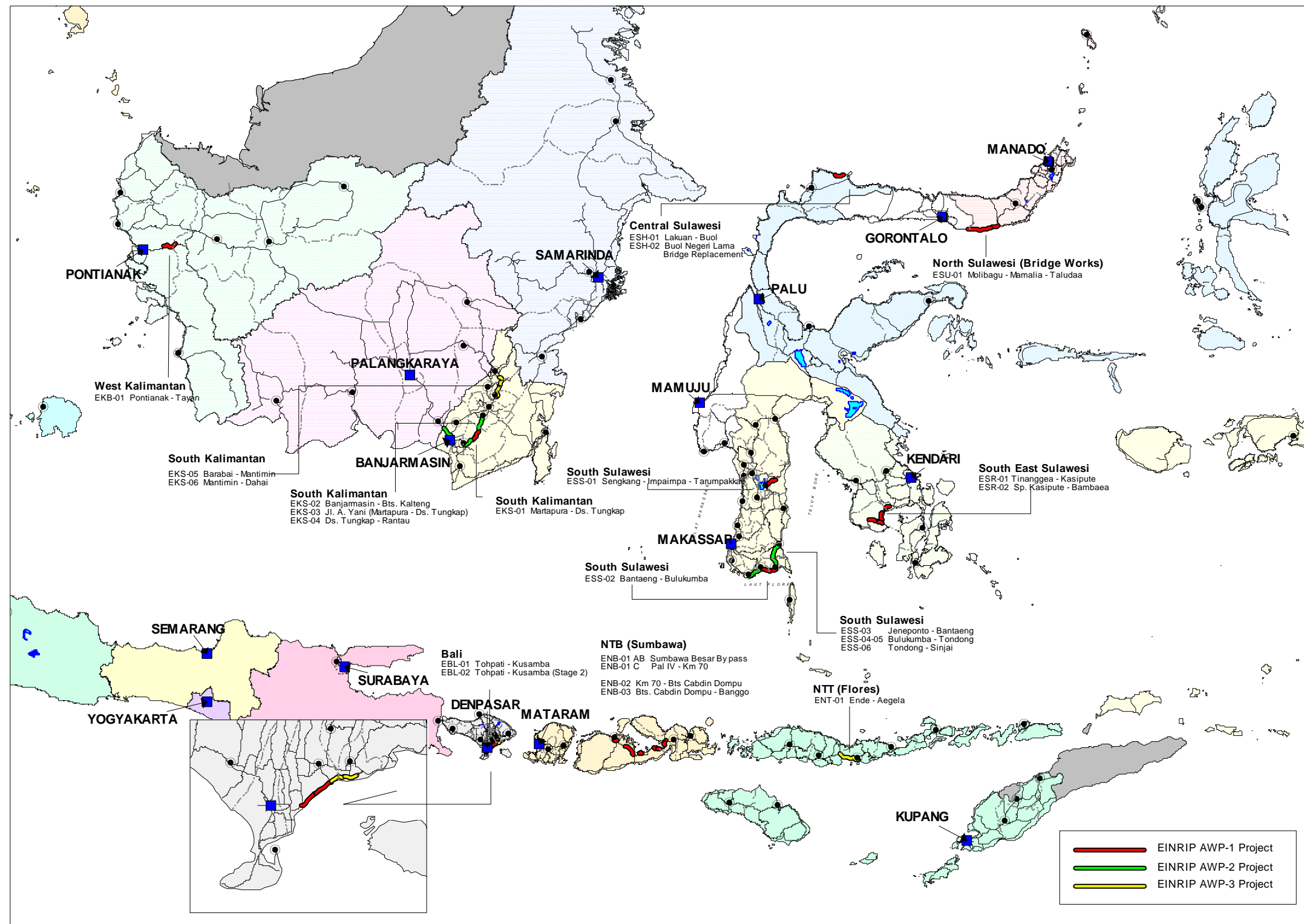
All stakeholders agreed that the planning framework and FED were the primary project outputs. To achieve these outputs, Bina Marga has introduced institutional change. This approach has been driven by on-the-job-change-by-necessity. It has been effective, possibly more so than the alternative of designing EINRIP as a change-management project, which would then test its success by developing the planning framework and producing FED.

The PPC gave advisory support to Bina Marga. Initially this was to the EINRIP Project Preparation Unit (PPU) which was set up within Dit Bipram. After the Loan Agreement had been signed, the PPU was transitioned into the Project Management Unit (PMU) also within Dit Bipram.

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1.2 Activity Location

Figure 1-1: EINRIP Project Location Map



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Activity Specific Information

Section 1

1.3 Key Dates

Year	Date	Event
2005	December	AusAID finalise design and EINRIP PPC tender called
2006	March	URS Australia Pty Ltd awarded PPC contract
	16 March	PPC Mobilisation
	12 May	Draft Inception report submitted
	June	Draft Inception report agreed
	6 June	Subsidiary arrangement between GOI and Government of Australia (GOA) relating to EINRIP project preparation and monitoring signed
	3 October	Design Specification Review completed
	16 October	First Draft Project Implementation Plan
	October	Start of Field Work for FED for first works package
	13 December	Agreement on Annual Works Package 1 (AWP 1 Batch 1)
2007	30–31 May	Workshop on Standard Bidding Documents
	18 June	Final Version of Project Implementation Plan
	27 June	First Draft of Project Management Manual
	3 July	Loan negotiations
	7 September	EINRIP Project Loan Agreement
	10 October	First Steel Bridge Contract tender commences
	30 November	Finalisation of English version of Project Management Manual
2008	7 March	Date of loan effectiveness
	27 June	First Contractor Briefing
	6 August	Tender of first works contract
	15 December	Award of first works contract
2009	15 February	Draft 1 Activity Completion Report
	24 April	Draft 2 Activity Completion Report
	30 April	Final Report, Final engineering designs and bidding documents for complete works program
	30 July	EINRIP-PPC contract completion date

Section 1**Activity Specific Information****1.4 Approved and Actual Financial Expenditure****Table 1-1: Approved Basis of Payment, as per Contract 36687 Amendment 2 and Variation 2**

Payments	Reference	Phase I Estimated Amount (excl. GST)	Phase II Estimated Amount (excl. GST)	TOTAL
		15 Mar 2006 to 31 Jan 2007	1 Feb 2007 to 30 Apr 2009	
Milestone Payments (30% of Personnel Fees) ¹	Clause 4	\$1,046,753	\$3,208,677	\$4,255,430
Regular Payments (70% of Personnel Fees) ¹	Clause 5	\$2,442,424	\$7,486,913	\$9,929,337
Unallocated Technical Assistance ²		\$0	\$0	\$0
Reimbursable Costs ¹	Clause 6	\$724,545	\$4,859,506	\$5,584,051
TOTAL Upper Limit excl. GST		\$4,213,722	\$15,555,096	\$19,768,818

1. Source: URS, *EINRIP Amend2 10Apr08.xls*

2. Unallocated Technical Assistant absorbed into Personnel Fees in Amendment 2

Table 1-2: Actual Financial Expenditure, as per invoices submitted to client

Payments	Reference	Phase I Actual Amount (excl. GST)	Phase II Actual Amount (excl. GST)	TOTAL
		15 Mar 2006 to 31 Jan 2007	1 Feb 2007 to 30 Apr 2009	
Milestone Payments (30% of Personnel Fees) ¹	Clause 4	\$1,308,565		
Regular Payments (70% of Personnel Fees) ¹	Clause 5	\$2,436,414		
Unallocated Technical Assistance ²		\$36,165		
Reimbursable Costs ¹	Clause 6	\$724,545		
TOTAL Upper Limit excl. GST		\$4,505,689		

1. Source: URS, *EINRIP Amend2 10Apr08.xls*

2. Unallocated Technical Assistant absorbed into Personnel Fees in Amendment 2

The blank columns for Phase 2 and Total will be completed in the final version of this document.

Activity Specific Information

Section 1

1.5 Management and Contracting Arrangements

Under the AusAID grant assistance program of the AIP, URS was appointed the EINRIP Project Preparation Consultant. URS was supported by a core group of sub-contractors, namely ARRB Group Ltd, Louis Berger Group, VicRoads, PT Peranjana Djaja and Pt Dacrema Mitrayasa. The PPC has procured sub-consultants to provide services in survey activities and environmental and social studies, namely PT Aneka Cipta, PT Cipta Jaya Utama, PT Epadascon Permata, PT Karya Utama Citramandiri, PT Yala Ridhusa, PT Prana Sakti, PT Marmoya Baruna Persada, PT Tigenco Graha Persada, PT Kalimantan Soil Engineering, PT Data Inti Padas, PT Indec Internusa and Gunadarma University.

The PPC through AIP had two clients: GOA represented by AusAID and its implementation arm (the contracting party), and the GOI represented by Bina Marga as its technical partner.

1.6 Stakeholder Consultative and Coordination Mechanisms

The PPC and Bina Marga achieved a collaborative approach to operations and communications for all aspects of delivery and technical decision making, while recognising AusAID's position as the contracting body. The PPC communicated and coordinated effectively with external agencies, both at a provincial and central level, and to the various other directorates within Bina Marga for the efficient operation of EINRIP. In addition to formal meetings, there was also frequent contact between all three parties, and a general sense of pro-active cooperation.

The Monthly Progress Report produced for the monthly **Joint Management Meetings** (JMM) summarised the ongoing status and discussed any issues identified. The JMM was chaired by Bina Marga and provided a forum for discussion on all EINRIP topics with active participation by all parties. The JMM was used for organising ad hoc meetings within GOI, in particular within Bina Marga when a wider audience needed involvement in either review or problem solving. When **Project Planning** was the main activity, regular meetings were held with the Directorate of Planning to:

- Review national road development priorities and determine the corridors for inclusion in field reviews;
- Agree on field review schedules and organise meetings with the Directorate of Roads and Bridges and coordination with Regional Road and Bridge Design and Supervision Units (or *Perencanaan dan Pengawasan Jalan dan Jembatan*, abbreviated as P2JJ) to obtain road background information etc.;
- Agree on findings of field reviews and candidate projects for feasibility review;
- Agree on feasibility review schedules and coordination with agencies to accompany PPC on field reviews;
- Review feasibility study recommendations; and
- Agree on provisional works programs after coordination with other Bina Marga Directorates.

In addition, the Directorate of Planning organised meetings with other Directorates in Bina Marga to review environmental and social study requirements and develop associated safeguard guidelines.

For **Detailed Design** activities, regular meetings (coordinated through the Directorate of Planning) were held with the Directorate of Technical Affairs and Director of Freeways and Urban Roads to:

- Review design standards to be included for each project;
- Organise and coordinate initial field reconnaissance surveys;

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- Review the detailed design and estimated quantities at agreed stages of completion,
- Review specifications and bidding documents;
- Formally agree on the final design, standard details and estimate of quantities and costs; and
- Review and finalise the environmental safeguards required for each project.

Ad Hoc Meetings were held mainly to achieve consensus on the decision-making process for EINRIP and included meetings and workshops with other Directorates of Bina Marga to:

- Review recommendations on corridors to be included for review in EINRIP;
- Review findings of feasibility studies, costs and recommendations for AWP's;
- Agree on the PIP and the PMM;
- Agree on specifications for use on EINRIP;
- Agree on the standard bidding documents for use on EINRIP; and
- Provide an understanding of the Anti-Corruption Action Plan (ACAP).

1.7 Formal Agreements between AusAID and Partners

Table 1-3: Agreements between GOA and GOI

Date	Agreement between GOA and GOI
22 April 1992	Avoidance of Double Taxation and the Prevention of Fiscal Evasion with Respect to Taxes on Income
21 July 1999	General Agreement on Development Cooperation Australian Treaty Series 1999 No. 13
January 2005	AIPRD agreement
6 June 2006	Subsidiary Arrangement relating to the AIP EINRIP: Project Preparation and Monitoring (Superseded)
27 June 2006	AIPRD Partnership Loan Agreement
29 June 2007	Anti-Corruption Action Plan and Environmental and Social Safeguards for EINRIP adopted by GoI
7 September 2007	EINRIP Project Loan Agreement
November 2007	Brief for Services to Finalise the Tax Letter Related to Loan AIRPD-L002 (EINRIP) from the GOA to GOI Ministry of Finance
6 December 2007	EINRIP Disbursement Guidelines for Projects funded under the AIPRD Loan Agreement 2006
6 June 2008	Subsidiary Arrangement relating to the AIP EINRIP: Project Preparation and Monitoring (Revised)

Table 1-4: Agreements between AusAID and URS Australia Pty Ltd

Date	Document
14 March 2006	Contract 36687 for EINRIP PPC
25 October 2006	Variation Order No. 1
18 June 2007	Deed of Amendment No. 1
27 May 2008	Deed of Amendment No. 2
20 November 2008	Variation Order No. 2
5 April 2009	Variation Order No 3 for no-cost time extension of the contract period

Activity Specific Information**Section 1****1.8 The Aid Modality/Modalities used by the Activity**

AusAID used the Managing Contractor as the mechanism to deliver the project preparation activities. No funds were channelled through government procurement systems or pooled with donor partner government funds.

Funding was provided to Bina Marga under the contract in support of EINRIP duty travel from the beginning of the contract until mid-December 2008 (when GoI funds for incremental operating costs became available).

Section 2

Handover – Exit Arrangements

2.1 Activity Counterpart Agency and Delivery Organisation

Name of Organisation and Role	Contact Details
Donor Agency: AusAID	Australian Embassy Jalan H.R. Rasuna Said Kav C15–16 Jakarta Selatan 12940 INDONESIA Ph: +62 21 392 4322 Fax: +62 21 392 4373
EINRIP Monitoring Unit (EMU)	AusAID Project Office: E-Trade Building, 7 th Floor Jalan Wahid Hasyim No. 55 Menteng, Jakarta Selatan 12940 INDONESIA Ph +62 21 021 392 8554
Lead Counterpart Agency: Directorate Bina Program	Director General of Highways (Bina Marga) Department of Public Works Jl. Patimura No. 20 Kebayoran Baru, Jakarta Selatan 12110 INDONESIA Ph: +62 21 722 1039 Fax: +62 21 724 5388
Australian Managing Contractor: URS Australia Pty Ltd	Level 6, 1 Southbank Boulevard Southbank VIC 3006 AUSTRALIA Ph: +61 3 8699 7500 Fax: +61 3 8699 7550
Project Office: PPC	Jalan Pela Raya No. 30, Kebayoran Baru Jakarta Selatan 12130 INDONESIA Ph: +62 21 726 0272 Fax: +62 21 726 0276

2.2 List of Key Persons Involved in the Activity

For the full list of personnel, see Appendix A.

Name	Position	Time Engaged	Post-Activity Address	Contact
PPC				
John Gillett / Peter Shea	Project Director	17 months 21 months	URS Australia Pty Ltd Level 4, 70 Light Square, Adelaide SA 5000	Ph: +61 8 8366 1018 Email: peter_shea@urscorp.com
Tim Gosbell	Technical Director	36 months	URS Australia Pty Ltd Level 6, 1 Southbank Boulevard Southbank VIC 3006	Ph: +61 3 8699 7562 Email: tim_gosbell@urscorp.com
Tyrone Toole	Acting Team Leader and Technical Reviewer	36 months	ARRB Group Pty Ltd 500 Burwood Highway Vermont South VIC 3133	Ph: +61 3 9881 1555 Email: tyrone.toole@arrb.com.au
David Foster	Team Leader (formerly Traffic Engineer)	36 months	C/- Project Manager	Ph: +62 811 107 534 Email: dfoster@idola.net.id
Anna Sanderson / Angeline Courtenay	Project Manager	13 months 25 months	URS Australia Pty Ltd Level 6, 1 Southbank Boulevard Southbank VIC 3006	Ph: +61 3 8699 7719 Email: angeline_courtenay@urscorp.com
Hisaria	Operations Manager	31 months	C/- Project Manager	hisaria_smr@indo.net.id

Handover – Exit Arrangements**Section 2**

Name	Position	Time Engaged	Post-Activity Address	Contact
Directorate of Planning				
Ir. Taufik Widjojono	Director of Planning	36 months		Ph: +62 021 720 0281 HP: +62 0812 938 3694
Ir. Riel J. Mantik	Former Secretary of PPU	27 months		Ph: +62 0812 512 0591
Rien Marlia	Office in Charge for PMU	9 months		Ph: +62 021 739 4631 HP: +62 0816 189 5858
AusAID				
Tim Vistarini	Manager Infrastructure	25 months		Email: tim.vistarini@ausaid.gov.au
Andrew Dollimore	Manager Infrastructure	6 months		Andrew.Dollimore@ausaid.gov.au
Patrick Dennis	Manager Infrastructure	6 months		HP +62 812 106 9123 Patrick.Dennis@ausaid.gov.au
Hugh Brown	Adviser	36 months	EINRIP Monitoring Unit	HP: +62 0811 191 207 Email: hugh.brown@emu.co.id
Les Robertson	Adviser	21 months	EINRIP Monitoring Unit	HP: +62 0858 8501 0695 Email: les.robertson@emu.co.id

2.3 List of Activity Documents

For the full List of Activity Documents, see Appendix B

2.4 List of Activity Assets

For the full list of Activity Assets, see Appendix C.

2.5 Contractual Obligations and Status at End of Activity**Contractual Obligations and Outline of Activities to be continued after contract completion**

For a full list of contractual obligations and their status, see Appendix D.

The PPC design team will demobilise on 30 April 2009. There will be minor amounts of outstanding work to be completed to achieve sign off and approval from Kabupaten Bappeda and Bapedalda for Land Acquisition and Resettlement Action Plans (LARAPs) and environmental studies, respectively.

LARAP / Land Acquisition

The PPC will complete the simplified LARAPs for the approval and sign off by Bina Marga. Further work in support of the local government (as carried out on earlier projects) will not be provided, and any adjustments to the LARAP studies will become the responsibility of the PMU, supported by the Project Management Support Consultancy (PMSC). Based on experience from previous PPC studies, adjustments – if necessary – are generally minor and anticipated in the preparation of the terms of reference for the PMSC.

Environmental Studies

The PPC will finalise all site specific Environmental Mitigation and Monitoring Plans (UKL/UPL) reports, which once approved and signed off by Bina Marga are complete. On earlier studies, the Bapedalda (local

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environmental agencies) have taken considerable time to review and approve the study reports, despite being involved throughout the study period. When changes have been recommended, they are generally minor in nature. Similar to the LARAP studies, after the demobilisation of the PPC the modification of the reports will become the responsibility of the PMU, supported by the PMSC. For the major environmental AMDAL studies, the PPC will undertake to complete, obtain Bina Marga sign off, and make changes to the reports as a result of the agreed requested amendments from Bapedalda.

EKS-03

This package is the only one awaiting final legalisation. The technical design has been signed by Bintek. The contributory UKL/UPL and LARAP have also been signed off as they were completed. However, the PPC understands that in the final month of EINRIP PPC, consideration is being given to change the design concept for road betterment to a dual - carriageway. Clearly this will have major implications on a) status of design b) extent of resettlement and c) capital and compensation cost.

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3.1 Relevance

This section is intended to demonstrate that the EINRIP program as a whole was relevant to Australian-Indonesian development cooperation. It also demonstrates the relevance of the PPC to EINRIP.

The Australia-Indonesia Partnership Country Strategy 2008–13 is supported by four key pillars, of which Pillar 1 (Sustainable Growth and Economic Management) identifies actions to reduce constraints to infrastructure and productivity growth. This is articulated in the Performance Assessment Framework, which includes a focus on road infrastructure planning and design effectiveness.¹ Thus, EINRIP has a compelling relevance to the current Strategy. Acknowledging that EINRIP started before the current Country Strategy, there is an equally strong relevance with the prior one, which had a similarly continuing strong commitment of support to Eastern Indonesia.

AusAID's Country Strategies closely match the needs of Indonesia. During the 1990s, government expenditure on public infrastructure declined to 1% of GDP, and has only recovered to 2% recently, which is equivalent to the 1996 investment level. Road network investment is 'in crisis' and a government priority is to increase central government spending to improve service delivery.² The World Bank has estimated that an additional 2% of GDP investment in infrastructure is needed annually to meet the national economic growth target³, which means a doubling of the current government expenditure. The EINRIP design and implementation was also highly relevant to the AusAID Infrastructure for Growth Initiative, where a key component was physical economic infrastructure in the east.

The relevance of the EINRIP program can also be judged from its innovative scope: investing in a FED instead of the more conventional (for Indonesia) Simplified Design road betterment designs. The shortcomings of this system have been recognised by GOI and there is already a drive towards improved quality and cost control during implementation. Consequently, the work carried out under the PPC, particularly where increased levels of surveying, investigations and the preparation of detailed designs are key components, has reinforced this desired change in approach for the road betterment project, as expressed by the Chief of Planning Sub Directorate Bina Marga on 7 April 2009 who stated that "Detailed Design will be included for future projects".

The PPC was contracted for EINRIP tasks not assigned to others. The work of the PPC was therefore totally relevant to completing the EINRIP program.

EINRIP was based on a close working partnership between Bina Marga and the PPC. In many previous contracts, engineering design tasks have been completed in relative isolation from the local partner agency, Bina Marga, and not require nor expect significant interaction with that agency through consultation and review. Increasingly, similar projects are being directed and managed by local partner agencies, and the role of the consultant is as a managed service provider. This model is manifested by the maximum possible use of national systems of work planning, appraisal, procurement and supervision, as progressively articulated in the Paris Declaration, the Accra Accord for Action, and now endorsed in Indonesia by the Jakarta Commitment (2009). The model of participation and consultation set up for EINRIP, and how this was implemented in the Bina Marga-PPC relationship, was therefore very relevant to furthering these aims of supporting national systems.

Sub project planning and identification process of the road and bridge improvement works started with consideration of the high priority corridors already determined by GOI. In other words the initial long-list of sub-

¹ Australia Indonesia Partnership Country Strategy 2008–13 Appendix 2: Performance Assessment Framework

² Spending more for Development: World Bank, Indonesia Public Expenditure Review, 2007

³ Indonesia: Averting an Infrastructure Crisis, World Bank, 2004

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projects was relevant to the Bina Marga's needs. This relevance to Bina Marga's agenda continued throughout the project as both the PMU and the PPC had to be flexible enough to react to policy change, for example when the road width of candidate roads was increased, whilst ensuring that the planned outcomes and outputs were realistic.

Road betterment has environmental impacts. As required by AusAID's environmental management strategy, work of the PPC was required to satisfy both the laws of Indonesia, and alert AusAID on the potential of possible referral under the Environment and Biodiversity Conservation Act.

The EINRIP program developed the Anti Corruption Action Plan. This was relevant to and supportive of the GOI National Action Plan on End of Corruption (2004–09), which was designed to improve the financial management of infrastructure projects.

3.2 Effectiveness

The EINRIP design sought to create the enabling environment for meeting its objective of better quality construction by using the PPC as facilitator and as service provider for clearly defined outputs. This clarity in design by concentrating on quantifiable and tangible outputs was highly effective.

Much of the PPC role was to support development of the framework for the design and the corresponding loan. This provided the opportunity for the program to target significant improvements in all aspects of project preparation, whilst also building these improvements into implementation and project management. Thus, the PIP, PMM, ACAP, and ESS, created in the time of the PPC, have significance far beyond the life of the PPC and as described in Section 3.5, have high potential for being adopted in future works. Similarly, the engineering survey and design approach has proved to be equally effective in that every tendered sub-project under EINRIP went through the identification, feasibility, survey and FED stages.

In delivering the project outputs, the EINRIP design implicitly required demonstration of different design and management approaches as more fully described in Section 3.5. This was a learning-by-doing exercise which was essential to complete the project. This was also a highly effective strategy. The key outcomes achieved by this approach were:

- 1. Development of a **corridor approach** to road planning – Previous projects carried out under multi-lateral funding arrangements have concentrated on identifying isolated projects (generally less than 10km in length) for betterment works. Working together, Bina Marga and the PPC developed an approach which has identified priorities throughout Eastern Indonesia and the upgrading and rehabilitation of them necessary to enable a consistent corridor to be achieved.
- 2. Development of **English and Bahasa Indonesia versions of a comprehensive Project Management Manual** – On most previous loan projects in the road transport sector, project preparation has not adequately developed or used the PMM. Consequently, previous versions which existed prior to EINRIP only provided minor assistance in the development of the EINRIP PMM. The PPC worked with Bina Marga and AusAID to review all processes required in the development and implementation of the project and prepared a comprehensive manual to cover all aspects, tying in other safeguards such as ACAP and ESS. This has proved to be an effective approach, and as described in Section 3.5, has resulted in a document valued by Bina Marga. Previous manuals have been written in Bahasa Indonesia only, whereas in EINRIP, both English (for use by donors and international consultants/contractors) and Bahasa Indonesia versions have been prepared.
- 3. Development of **the Environmental and Social Safeguards (ESS)** – the ESS is a key document within the loan agreement for EINRIP and was developed from the Environmental Management Plans (EMP) used

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on the World Bank projects Eastern Indonesia: Region Transport Projects 1 and 2 (EIRTP 1 and EIRTP 2). The PPC has made significant changes and enhancements in the ESS by clearer definitions of the requirements and by providing detailed information on the procedures and processes required for the preparation of the environmental and social studies.

- 4. Development of **Upgraded Specifications with a Bahasa Indonesia version** – At the outset of the project, the PPC carried out a comprehensive review of the road and bridge specifications and concluded that there were many deficiencies and omissions in the specifications then in use. Working closely with the Standards Section in Bina Marga, revised specifications were developed for use on EINRIP. As pointed out in Section 3.5, Bina Marga will use the EINRIP specifications to update its standard specifications for use on all future projects. Previously for bi-lateral or multi-donor loan projects, specifications and bidding documents have only been available in English. EINRIP has prepared a Bahasa Indonesia version of specifications and the bidding documents to provide guidance to consultant and contractor staff in the field who may have limited English capability. This innovation, like the dual language version of the PMM, has been highly appreciated by Bina Marga – refer Section 3.5. These documents in Bahasa Indonesia are not the legal documents but have been provided as assistance to improve communications and the likelihood of better quality during construction, and consequently improved value for money.
- 5. Introduction of **the use of the FIDIC 2006 Harmonised Version for procurement** by Bina Marga (which the PPC worked closely with the World Bank to agree on). In addition, the role of the Engineer has been designated to the Regional Supervision Consultant (RSC) Team Leader, instead of being controlled by the Project Manager (PM) for Bina Marga. In the past, the relationship between the owner (Bina Marga) and contractor has resulted in works quality being compromised through a conflict of interest. This reform is considered to be key to achieving improved construction quality and strongly supports the ACAP.
- 6. **Integrating Environmental Safeguards into the Design**– To minimise delays and develop more efficient procedures, integrated teams of environmentalists and designers were created to ensure environmental safeguards are integrated into the final approved design. Evidence of Design Integration is now a required sign off by the Environmental Section in Bina Marga for implementation to proceed. This is a significant change to prior working, as designs were usually undertaken in isolation from the environmental studies. Simplified Design procedures were even less integrated as design details were only decided after project award and after the project preparation work had been completed. EINRIP was the first project to report on Design Integration.
- 7. Introduction of **Drainage Design** in detailed road design – For approximately 25 years, Bina Marga has used a Simplified Design approach to roads which had minimal allowance for drainage. Inadequate drainage is a primary cause of road failure in Eastern Indonesia and improved drainage will increase the life expectancy of the road and reduce maintenance costs. To overcome this, site-specific design features, including drainage were detailed. Another cost-saving feature was development of **improved culvert design**, by simplifying its shape.
- 8. Introduction of **Integral Abutment Bridges** for Short and Medium Spans – Some of the major maintenance problems relate to bridge joints and bearings, which results in premature failure and costly replacement. Integral Abutment Bridges were introduced in which bearings and joints are not required, therefore overcoming the maintenance issues and reducing costs.
- 9. Improvement of **Pavement Design** – Bina Marga has included the AustRoads overlay technique in its regulations since 2004, but this has never been used. The AustRoads methods for the design of asphalt pavements are more appropriate in Indonesia and have been used for the first time in EINRIP. Specific

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issues favouring AustRoads relate to the soil and climatic conditions in Indonesia, and the treatment of actual axle loads (which are notoriously high in Indonesia), as opposed to the legal axle limits. Premature failure of pavements in Indonesia is very common and the combination of these design changes will improve pavement life.

- 10. Preparation of a **comprehensive digital set of Standard Drawings** –Weaknesses in the standard drawings have been addressed for road and bridge works and consequently a comprehensive digital set of standard drawings has been prepared and which is available for future projects.

Effectiveness might be judged by comparing planned and actual targets. EINRIP had a notional target betterment road length of 2,000km, whereas just over 500km could be funded. This variation was primarily due to the roads being in poorer condition than envisaged in the original concept, compounded by the GOI decision after project commencement to widen most of the target roads by up to 50% with major cost implications; and escalation in construction costs. Hence, much of the projected road **length** betterment was lost to road **width** betterment, which invalidates length as an effectiveness measure.

3.3 Efficiency

Summary of section

The ACR guidelines require assessment of issues such as activity funding, resourcing, meeting timelines, benefit-cost and risk management.

Efficiency in carrying out project tasks

The PPC cooperated closely with Bina Marga as the processes and outputs had to meet GoI requirements. Decisions were made jointly, progressive peer review by Bina Marga was encouraged and compliance with GOI approval mechanisms was mandatory. Under any such partnership arrangements, managing a large design workload (which was more complex and unconventional to Bina Marga staff than previous design assignments) was always going to result in efficiency constraints. However, ongoing local ownership was essential for both immediate project outputs as well as ongoing acceptance of the beneficial work changes demonstrated in EINRIP. Any efficiency loss through additional efforts to maintain stakeholder participation is an appropriate trade-off if a more sustainable benefit through process improvement is achieved. Our belief is that sustainable benefits did result – refer Section 3.5.

Efficiency did suffer in the first months of the project as basic assumptions of a number of the stakeholders were tested. This is understandable in any project start-up. Examples were in the level of detail expected from the PMM, the mechanisms of support to the PPU, uncertainty in the PPC of the extent of required interaction, and the skills of the engineering resource pool available for FED. From early 2007 onwards and particularly after the first design set sign off, the working environment improved significantly as relationships developed, and notable inefficiencies thereafter were more due to regulatory change rather than activities under the control of the PPC or the PMU. Examples of these latter changes were:

- GOI decision in May 2007 to re-classify national roads for a minimum road width of 6m instead of the range of between 4m and 6m. This resulted in some design work being abandoned and re-worked as the road width changed. More importantly, as a widened road requires land acquisition, the decision a) greatly increased the workload of environmental and social impact assessment, which in turn b) added an additional lengthy step, the S/LARAP, into the design process. This additional step has resulted in a delay to the completion of the project and a carry-over of study activities beyond the end of the project. The pragmatic approach of the PMU and the PPC was to negotiate with both the engineering and environmental

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sub Directorates of Bina Marga to advance the start of the S/LARAP and hence mitigate the extent of sub-project delay. This was a good example of working level cooperation.

- On a number of occasions, regulations for approval and sign-off of tender documentation changed. For example, there was initially a single signatory requirement for legislation. At project end, each sub-project had to be signed off by four sub Directorates, in a specified order, before legalisation could follow.

A risk to timeliness was the large workload in design appraisal and review, given the very tight schedule. There were approximately 25 tender packages, with 10,000 detailed design drawings. In other projects, appraisal and review of 'Simplified Design' meant examining conceptual and standard details, on the understanding that more detailed work would follow on site. Understandably, the extent of design appraisal in these circumstances would be quite limited. In EINRIP, these same appraisers and reviewers were presented with much more detailed documentation. Naturally, this resulted in much more extensive examination than had previously been the case, and in the first sub-projects, many queries and checks were raised, from different sub Directorates and at different times. The potential for delay from this approach was evident in the appraisal and review of the very first work packages and was recognised by both PMU and PPC which together, worked to mitigate this risk through working collaboratively with the sub Directorates, meeting often to discuss issues as they arose and rationalising the review process to meet the targets of timeliness and quality. Efficiency in appraisal and review increased markedly progressively after the first packages had been completed.

EINRIP has completed all milestones and achieved all of the outputs identified in the scope of works. Field investigations were carried out in all but one province in Eastern Indonesia.

The potential for project delay due to the need to plan for land acquisition has been described above. The pragmatic approach promoted by the PPC and PMU of commencing this plan on the basis of preliminary design, rather than wait for final approved design, was most welcome. ESS studies were themselves delayed as the PPC was involved with inefficient facilitation of the land acquisition process, for example by undertaking the staking-out of right of way, and liaising between the Kabupaten and national government.

Changing circumstances were accommodated by adjusting the resources to achieve the project targets and deadlines. Volatility in the rate of exchange between the Australian dollar and the Indonesian Rupiah is a case in point. During much of the contract, the available reimbursable budget effectively increased as the Australian dollar appreciated. Activities were planned on the basis of the available budget. However, in September/October 2008, there was a marked depreciation of the Australian dollar with the potential to curtail pre-planned expenditure. This threat was managed by a) reviewing planned expenditure on a weekly basis and b) either advancing or delaying payment to use a more favourable rate. These measures, plus a lot of good fortune, resulted in activities being completed under budget.

Economic efficiency through benefit-cost analysis

Benefit-cost analyses were undertaken for all candidate projects using primary and secondary data. In general, the target Internal Rate of Return was 15% based on either existing characteristics or future estimates as a result of projected economic development. The Monitoring and Evaluation (M&E) framework, which is designed to evaluate the short and mid term impacts of the EINRIP program, requires that the economic evaluations be re-run in the final year of the M&E programme (2015) to confirm the validity of the original estimates and assumptions made, as well as measure the impacts of the program.

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3.4 Monitoring and Evaluation

Summary of Monitoring and Evaluation Tasks

Activity performance monitoring fell into five broad areas:

- Staff performance monitoring;
- Project progress monitoring;
- Quality monitoring ie peer review;
- Corporate controls and quality assurance; and
- Reporting.

Staff performance monitoring

Job descriptions were prepared and clear lines of responsibility and reporting were established for all staff positions. Documented formal annual staff evaluations were carried out, including identification of areas for improvement. Subcontract performance was assessed.

Project progress monitoring

Project management software was used, updated on a weekly basis, for scheduling activities and monitoring progress for each of the main task areas. Tools for data collection (including survey sheets and checklists) and analysis were developed to ensure that the teams working in remote areas collected relevant information effectively.

During the detailed design stage, a drawing management system was established. At the beginning of the design of each project, the types (each one was given a weighting based on complexity) and number of drawings were estimated. Progress was monitored weekly, comparing the number and type of each completed drawing against the total estimate. Weekly team meetings reviewed progress and discussed technical and resource issues.

Quality monitoring through peer review

Quality reviews within the Jakarta team have been performed throughout the project, augmented by external peer reviews by visiting senior URS engineers, whose sole duty has been to review the quality of the design work carried out and to provide advice on necessary improvements.

Corporate Controls and Quality Assurance

Systems were established to control and monitor finance and procurement compliant with Commonwealth Procurement Guidelines, Commonwealth Fraud Control Guidelines and AusAID's Fraud Control Policy to inform AusAID requirements. The project used the Business Management System (ISO19001 certified), Enterprise One (E1) (Sarbanes-Oxley Act compliant), New York Stock Exchange rules, Australian Law, PPC Project Management Manual, URS Code of Conduct and Ethics, and the Foreign Corrupt Practices Act to inform the URS requirements. The Project Management Group (Project Director, Team Leader, Project Manager, Operations Manager, and Finance Manager) managed tasks under the contract and functioned to ensure that AusAID and URS quality assurance and performance monitoring systems were applied across the whole project, and address any contractual issues that arose.

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Financial management and procurement monitoring included internal audits; delegation of authority for monetary limits; independent check systems for payments; and reconciliation of timesheets, client invoices and bank accounts. An independent audit of the PPC accounts, commissioned by AusAID, was conducted (with an overall positive evaluation received regarding the financial operation) and recommendations were implemented immediately.

Corporate control of finance and procurement was further strengthened by structuring in-country financial reporting independently from the operational management of the project. Instead of a reporting line to the Team Leader and Project Director, the Finance Manager (FM) reported directly to URS Finance & Administration Division. This alternate financial structure removed the FM from any potential conflict of interest between financial reporting and operational pressures. The Finance Manager also reported directly into the URS corporate accounting system (E1), allowing the PM to have immediate access to financial and procurement information in order to submit monthly reports on PPC finances.

Reporting

Monthly Progress Reports were prepared, submitted and reviewed by the Joint Management Meetings. These reports documented activities and discussed issues at each stage of the Project Preparation.

Impact monitoring

Monitoring and Evaluation of the impact of the EINRIP program is being carried out under a separate contract. The M&E consultant was assisted in the first year baseline study during the period March–June 2008. Annual surveys will be conducted by others until 2015, monitoring indicators as the program is implemented through works construction.

3.5 Sustained Benefits

Summary

In addition to carrying out the EINRIP Project Preparation, which has been effectively completed within the time frame and budget, the project has demonstrated a range of alternative design approaches as well as technical design tools which have the potential to be of substantial benefit to Bina Marga in future road transport projects. Whereas these had immediate use in EINRIP, their sustainability will depend upon Bina Marga's interest and support in their further use as they will require changes to the current work methods within the organisation.

There was much anecdotal enthusiasm for change during the project but this is inadequate to demonstrate that change will occur. Accordingly more formal comment was sought by the PPC from Bina Marga leadership through a targeted questionnaire and subsequently by a Workshop held on 7th April 2009. Responses from the questionnaire and summary notes from the Workshop are provided in Appendix F.

Examples of potential sustainable benefits are described below and draw upon comments received from Bina Marga either through the questionnaires or Workshop.

Alternative design approaches

a) Development of a comprehensive planning framework

EINRIP developed a comprehensive planning framework. This consisted of the PIP, PMM, ESS, Standard Bidding Documents and the ACAP. Once agreed, this framework guided the remainder of the project. The PMM in particular has been widely acknowledged as an excellent manual for future use. Chief of Environmental Sub Directorate describes it as "a valuable contribution ...very helpful for future procedures". Chief of Bridge

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Engineering Sub Directorate describes it as "...a precious source or guide to proceed". Chief of Standards and Guidelines Sub Directorate stated that "the PMM has given a good guide and...will be used as a base line for developing the future PMM of other projects". When asked if the PMM was a useful base for future PMMs, Chief of Road Engineering Sub Directorate stated "Yes of course."

Acceptance of other tools was also confirmed. Chief of Planning Sub Directorate noted that the "ACAP is a useful document for Bina Marga and will be included as a standard operating procedure for the next program – WINRIP". He also stated that the PMM and procedures are "extremely useful and will be used for future projects". Chief of Environmental Sub Directorate "agreed that the ESS provided a valuable contribution particularly in the important amendments and improvements ...for preparation of environmental and social studies". Chief of Preparation of Standards and Guidelines Sub Directorate confirmed that "Yes, Bina Marga will use the EINRIP Specification as the base line for the development of Specifications 2009".

b) Detailed survey and site investigation

Adequate survey and soil investigation are pre-requisites for detailed design of roads bridges and drainage. Chief of Road Engineering Sub Directorate stated that the EINRIP investigation and survey approaches were better, although there was a concern about the time required. Chief of Bridge Engineering Sub Directorate was also supportive of the approach but expressed concerns about duplication of effort in EINRIP and the time required to complete the survey work.

c) FED (using the results of detailed survey and site investigation)

This was a fundamental change in design approach, requiring significant additional investment in survey and design resources. Whereas the assumed positive impacts of improved construction and more contained capital cost will not be tested in EINRIP until after construction, experience in other countries suggests that these outcomes are assured, providing construction supervision is rigorous.

On principle, Chief of Sub Directorate of Planning was highly supportive and confirmed that FED "will be used" in future [Bina Marga] projects. Chief of Road Engineering Sub Directorate also stated that FED is "needed for betterment" and new roads. However, in his opinion, routine maintenance works were more efficiently served by the simplified design approach. The PPC concurs with this qualification.

Workshop commentaries indicated that there was a need to agree on fundamental design standards and a code of practice, an example quoted being the road design life (a range between 10 or 40 years being mentioned). Ongoing differences within the organisation on appropriate design standards will have a major impact upon FED productivity and its future adoption.

An acknowledged constraint to doing FED is the lack of trained design engineers and technicians. EINRIP has made some progress in this regard as it leaves behind approximately 50 well trained road and bridge engineers and draftspersons, but this is only a small number compared to the probable need. An incremental approach to building up a cadre of trained staff, through internship and on-the-job training is feasible provided the commitment to FED is made. Chief of Sub Directorate of Planning confirmed that the documentation from EINRIP would be used as best practice within training programs.

d) Design by corridor instead of road section

The jointly developed **corridor approach** will continue to be implemented by Bina Marga on other projects funded by multi-lateral donors. For example, this concept is now being used on the World Bank-funded Western Indonesian National Roads Improvement Project (WINRIP) and on the Asian Development Bank (ADB)

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Preparing Regional Road Development Project. As this approach was developed in close collaboration with Bina Marga, it fully aligns with and enhances Bina Marga's systems and procedures.

Chief of Planning Sub Directorate stated that the approach is "good for sustainability of road improvements but an island wide approach would be even better". The PMU gave strong support to the approach as "a better solution" and reported that SRRP had used this approach also.

e) Revision to standard design drawings

There was widespread agreement within Bina Marga of the benefits from revised and enhanced standard drawings. Chief of the Standards and Guidelines Sub Directorate stated that they will "use the standard drawings for the next project in order to update existing standard drawings". Chief of Bridge Engineering Sub Directorate was more emphatic. "Bina Marga highly needs the recent more sophisticated standard drawings... and is strongly expected to be able to use for future projects, [subject to confirmation from Standards and Guidelines Sub Directorate]". A word of caution however was expressed by Chief of Technical Planning Road and Bridge Sub Directorate in the use of standard details as the details may be constructed as drawn rather than being adjusted for actual site conditions.

f) Translation of documents into Bahasa Indonesia

This was strongly welcomed to reduce the incidence of mis-understanding in design or contract intent. Chief of Bridge Engineering Sub Directorate directly linked translation to "the benefit to the project and potential to improve the implementation quality". Chief of Standards and Guidelines Sub Directorate said that the translation will "strongly assist the understanding of the specification material, and ... is required".

Technical design tools

a) The Integral Abutment Bridge design was introduced into Bina Marga through EINRIP. Chief of Bridge Engineering Sub Directorate noted that the "design submitted by EINRIP is an improvement to the previous design, and Bina Marga will follow up by using this design for suitable span" subject of course to formal review. The Chief concluded by stating that "it is expected that standard plank structure/integrated bridge could become a standard ... and used throughout Indonesia"

b) Changed engineering details contained within the standard drawings and specifications prepared in EINRIP cover a range of design topics, notably drainage, culvert design, pavement specification, and adopting the AustRoads design process. Taken as a whole, comments covering the specification and standard drawings mentioned above indicate ongoing adoption by Bina Marga. However there is some understandable caution, for example on pavement design. Chief of Standards and Guidelines Sub Directorate noted that "Bina Marga will study to probably use [Austroads method] for new construction, especially for compliance with the tropical climate in Indonesia" but Chief of Road Engineering Sub Directorate instead noted that "more study needed on AustRoads".

3.6 Gender-Sensitive Practice in Design, Implementation & Monitoring

Gender Impacts from Improved Road Access

Improved road access (urban, rural and inter-urban) benefits the whole of the community: increasing the opportunities for buying and selling and other economic activities, providing better links to health and education facilities, improving links to the extended family and relations, improving employment opportunities, and providing better links to social and entertainment facilities (more applicable to urban roads). Actual benefits to women will be different to men and to children.

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Benefits to women caused by improved roads are likely to be more focused on the following:

- Improved access to markets and commercial areas for buying and selling, allowing for some economic autonomy and independence. This will allow for some independence for female-headed households and other vulnerable women.
- Improved access to healthcare facilities, particularly for childbirth and for emergency healthcare, which will assist in reducing mortality during childbirth and improving opportunities for health education. (Reducing child mortality and improving maternal health care are Millennium Development Goals.)
- Improved access to the extended family, since women usually leave their family to join their husbands. Improved roads can reduce isolation and improve communication with the rest of the family.
- Improved opportunities for women without childcare responsibilities to obtain full or part time employment in nearby urban centres.

Increased traffic volumes generated by EINRIP projects will provide opportunities for women to sell produce or to provide services, street side stalls, restaurants etc, which will improve their income, economic wellbeing and links to the wider community.

Road betterment can expose women to the risk of prostitution and danger from HIV/AIDS. These can occur during both construction with itinerant construction crews, and afterwards if road betterment leads to significant traffic increase. EINRIP has addressed the risk potential during construction in the Particular Conditions of Contract, which focuses on the need for an awareness program for all Contractors staff. It will be important that the Regional Supervision Consultant ensures that this requirement is met.

Gender Sensitive Practice during Design

In the preparation of the planning and the design, consideration has been given to incorporating components which would be more likely to be sensitive factors for women and possibly not considered by men, for example:

- Improved street lighting and pedestrian access to improve mobility of all road users, especially women and children.
- Incorporation of safety features into design, such as speed humps near schools.

Women have been encouraged to participate in the land acquisition process (including the negotiation and compensation phase) and often have better understanding of:

- Land ownership boundaries (traditional and hak milik or modern law): since women are more likely to spend most of their time in the village, they will understand the relationship between users and owners and where their boundaries occur;
- Values of land and buildings compared with other areas; and
- Time of use of land and buildings, i.e. when buildings were constructed, when land was cultivated.

Role of Women during Construction Phase

Since women are more likely to spend most of their time in the community affected by the road, women need to be incorporated into the consultation activities during the construction. Women are most likely to be affected by:

- Any cultural or religious concerns of conflicts between the community and the construction workers;

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- Any adverse impacts of the construction activities, e.g. noise, air pollution, loss of access, mud, localised flooding.
- Opportunities to benefit from employment opportunities both through direct and indirect labour.

Women must also be kept informed of when their building or part of building is to be demolished, when access is to be blocked, and precisely when construction activities will take place in the community.

3.7 Lessons Learnt

During the three years of the operation of the PPC, a number of important lessons have been learnt, and it is appropriate to record these as a valuable resource for the future.

- *Development of significant framework documents requires considerable consultation and time.* The PIP was developed in 14 formal drafts, and the PMM required 15. These figures are not a criticism of the process: in fact the opposite, as they show the very necessary extent of discussion and consideration needed for such fundamental planning documents to ensure local ownership.
- *Inclusion of environmental impact mitigation issues into the design requires an integrated design team.* Past practice has separated the analysis of environmental impact mitigation measures from engineering design, with the danger that mitigation measures are not included in the engineering design. This project demonstrated the benefit of integrating the teams.
- *Progress and productivity data inform future planning works.* The average length of each of the 24 road sub-projects was 21km. The number of detail drawings required per km varied from 12 to 77 when all road packages are considered. However, only two road packages had high drawing requirements (EBL-01 and EBL-02). In the remaining 22 sub projects, the number of drawings required per km was contained within a tight range of 12 to 26, with an average of 20 detail drawings per km.
- *Cost effective road betterment may require a relaxation of regulated design parameters and the production of relevant design codes of practice.* This was particularly evident for regulated minimum design speeds. The regulation assumes a new road. Betterment of an existing provincial road to a national road standard will not deliver the geometry necessary to meet minimum speed standards unless betterment includes complete realignment. The concern is also broader than this one issue as design is by regulation rather than by appropriate codes of practice. This problem will impact upon future road design irrespective of whether or not the approach is FED or Simplified. Codes of Practice will also assist Bina Marga staff in their role of appraising FED, and in providing more realistic design criteria, such as actual axle loading.
- *With hindsight, improved efficiency might result from combining initial reconnaissance with feasibility examination.* The initial reconnaissance requires travelling along the road length to identify possible betterment sites. Once the forward trip has been completed, and still on site, it should be possible to identify those sections meriting further study, and therefore undertake this task on the return leg. This would also have the advantage of amalgamating the field review report with the feasibility report. The cost of the initial field review was estimated to be AUD175/km whereas the cost of a feasibility study was AUD750/km.
- Benefit-cost selection criteria for sub projects will always be contested due to local priorities. Allowance should therefore be made for a considerably inflated investigation work load. EINRIP corridor and sub project selection criteria resulted in a 6,300km road length field review program, partly due to representations from provincial authorities and other sub Directorates. Whereas worthy candidate sub projects should always be considered and evaluated even though they may not meet strict economic selection criteria, and allowance has to be made for this to happen, this expansion of work load was a

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concern to the PMU and PPC requiring an expansion of the planning team for 4 months. Subsequent feasibility studies were undertaken for a total of 1,550km road length and FED was for 500km.

- *FED is a viable alternative to Simplified Design.* The PPC undertook a cost comparison between FED and Simplified Design techniques. The incremental cost for FED instead of Simplified Design was estimated to be 0.3% of construction costs. The probable benefits provided by FED are:
 - a) Reduction in potential contract variations;
 - b) Large lifetime performance improvement (subject to necessary contract quality management);
 - c) Greatly improved detailing of pedestrian and property interface;
 - d) Reduced contract time extension due to unresolved design issues;
 - e) Shorter contract periods due to elimination of "Review Design" phase;
 - f) Less risk for bidders due to reduction in uncertainty of design requirements;
 - g) Genuine safety related geometric design improvements;
 - h) Clear definition of land acquisition requirements;
 - i) Detailed pavement design inputs;
 - j) Comprehensive drainage design inputs.

No comprehensive cost and time analysis between FED and Simplified Design for work in Indonesia is available. However, anecdotal evidence suggests that the latter attracts large cost variations as the realities of construction emerge. The cost of FED has been estimated to be AUD12,000 per km.

Although FED may be constrained by a current unavailability of skilled engineers and draftspersons, project evidence shows that productivity and skills rapidly increase on the job. The PPC undertook a productivity analysis in EINRIP roads FED. The productivity increased dramatically during the course of the project from an initial rate of about 6.7 draftsman hours per drawing to 3.3 draftsman hours per drawing during the last five months of the project. A single design team produced 18km/month which later rose to 30km/month.

Reasons for the rate increase include:

- a) Increased drafter skills. (few of the draftsmen had previously worked on detailed design);
- b) Introduction of Civil 3D and Advanced Road Design. (the first projects used Land Desktop);
- c) Development of automated cross section templates for Advanced road design;
- d) Increased understanding of solutions preferred by Bina Marga;
- e) Training programs;
- f) Improved coordination between geotechnical, geodetic, highway design, drainage design, bridge design and environmental groups;
- *Pre-bid meetings and organised field visits are valuable tools to stress the changes that are being demanded in the implementation of EINRIP and where there is complicated construction, such as encountered in North Sulawesi.* The ACAP provides for pre-bid meetings if requested by Bina Marga, justified by a strong rationale and approved by AusAID in advance. This is an understandable approach to

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mitigate the risk of contractor collusion. Pre-bid meetings also have a much more positive potential to stress the changes and reform expected in the implementation of EINRIP, and, where there are exacting construction challenges (such as the bored piles in difficult ground conditions in North Sulawesi), to stress the need for a site visit. In the case of the North Sulawesi project (ESU-01,) it was evident that the complexity of the project was not fully understood by the bidders, despite the detail in the written documentation. Re-tendering of this project has been necessary.

- *Improvement in the national road network will continue to be hampered until land acquisition funding is budgeted and central government provides support to local government to plan and complete the task* There are major challenges and delays encountered with the land acquisition process. Although a national obligation, the Kabupaten is expected to fund it. In addition, there is limited understanding or capability in the Kabupaten to carry out the process, and capacity building by central government would be most appropriate.
- *Funding of counterpart support activities will greatly increase the level of cooperation and efficiency, particularly when a project activity requires stakeholder officers to undertake tasks beyond their normal work routine.* Facilitation payments are expected in Indonesian public sector projects. This is particularly true when a project requires officers to undertake tasks beyond their normal work routine. If there is no incentive, it is very difficult to expect an officer to do more. Whereas there should never be any intention to support corruption, there is some merit in using performance incentives to organisations to trial more effective and efficient working procedures, and increase the skills base of individuals to make them more productive and ultimately marketable.
- *Development assistance is negatively impacted by a lack of success in addressing GOI tax obligations arising from ambiguities in treaties and legislation.* The General Agreement on Development and Cooperation states that tax concessions apply in undertaking projects funded by Australia. The Indonesian Ministry of Finance resists these concessions. In addition, the refund of Value Added Tax has been recently jeopardised by a revised requirement for aligning with national budgeting. Much time has been lost by all stakeholders in interpreting either unclear or inadequate statements on tax obligations. Either concession or obligation needs to be known to comply with the law. This is a matter that should continue to be addressed vigorously by Government to Government dialogue.

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List of Key Personnel

Appendix A

Name	Position	Phone	
		Office	HP
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Ir. Soebagiono, M. Eng. Sc	Chief of Sub Directorate of Planning and Budgeting	021-7398615	0812-866190
Ir. Riel J. Mantik, M.Eng.Sc	Former Secretary of PPU		0812-5120591
Rien Marlia, ST, MT	Officer in Charge for PMU	021-7394631	0816-1895858
Ir. Nurmala Simanjutak, M.Eng.Sc	Chief of Section of Environmental	021-7246654	0818-706402
Directorate of Tehnical Affair			
Ir. Danis H. Sumadilaga, M.Eng. Sc	Director of Technical Affairs	021-7247283	0816-835230
Ir. Jany Agustin, M. Eng. Sc	Chief of Sub Directorate of Environmental	021-7246654	0816-981697
DR. Ir. Jawali Marbun, MSC	Chief of Sub Directorate East Region II (Former Chief of Sub Directorate of Roads Engineering)		0812-9549280
Ir. Herry Vaza, M. Eng. Sc	Chief of Sub Directorate of Bridges)	021-7268995	0815-10050882
Ir. Bambang Hartadi	Chief of Sub Directorate of Urban Road and Bridge Design	021-7220260	0855-7822257
DR. Ir. Hedy Rahadian, MSc	Chief of Sub Directorate of Roads Engineering (Former Subdit PSP)	021-7205387	0811-229617
Ir. Muktar Napitupulu, MSc, MIHT	Chief of Section Road Engineering East Region	021-7205387	0811-841777
Ir. Herman Darmansjah, MT	Chief of Sub Directorate Standard Preparation and Guidelines (PSP)	021-7254766	0855-1010076
Ir. Rachman Arief D, M.Eng	Former Chief of Section Preparation of Program and Foreign Loan	021-7398615	0811-168229
Yan Herdy, ST	Chief of Section of Urban Road Design	021-7220260	0811-967435
EMU (EINRIP Monitoring Unit)			
Hugh Brown	EINRIP Monitoring Unit (EMU)	021-3928554	0811-191207
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List of Key Personnel

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Draftperson 27	Dodi Lukman Arif					
Draftperson 28	Eky Asrul	+62 813 89655	+6221 840 6237		ekyasrul@yahoo.co.id	
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Position	Name	Mobile Ph	Telp.	Fax	email	einrip-ppc.com
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Appendix A

List of Key Personnel

As at 31 January 2009

Position	Name	Mobile Ph	Telp.	Fax	email	einrip-ppc.com
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Driver	Suharyanto	+62 813 106 79546				

Demobilised/resigned

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No.	INDEX	Date (Received)	Incoming from	Code	ID No.	Project Package Code	Title
1	Inception Report		EINRIP	G001	01		Draft Inception Report
2	Inception Report		EINRIP	G001	02		Final Inception Report (June 06)
24	Environmental Report		EINRIP	G001	24		Environmental Management Plan (EMP) EIRTP-2 (May 2004)
25	Survey Report		EINRIP	L.004	25		Survey Report, South Sulawesi (54) Corridor
26	Survey Report	28-Sep-06	EINRIP	L.001	26		Survey Report, North Sulawesi (50) & Gorontalo (51) Corridor
27	Survey Report		EINRIP	G001	27		Summary of Field Survey & Proposed Candidates subproject: Sulawesi, Flores, Sumbawa & South Kalimantan, August 2006
28	Environmental Report	Aug-06	EINRIP	G001	28		Summary of Environmental and Social (E&S) Impact Screening Report
29	Survey Report		EINRIP	L.011	29		Draft Survey Report NTT (Flores) Corridor (44) (Original Version)
30	Bridge Report		EINRIP	G001	30		Bridge Management System (Bridge Investigation Manual) Feb 1993
31	General Report		EINRIP	G001	31		Statistik Indonesia thn.2004
32	Design Report		EINRIP	G001	32		Design's Guide (product for Structure Design)
33	Survey Report	28-Sep-06	EINRIP	L.002	33		EINRIP-Survey Report South East Sulawesi Corridor (56) September 2006
34	Survey Report	28-Sep-06	EINRIP	L.012	34		EINRIP-Survey Report NTB (Sumbawa) Corridor (42) September 2006
35	Bridge Report	28-Sep-06	EINRIP	G001	35		Sistem Manajemen Jembatan (Panduan Rencana dan Program IBMS) February 1993 (2 copies)
36	FS Report	28-Sep-06	EINRIP	G001	36		Summary of Preliminary Feasibility Studies for Proposed Candidate Sub Project: Report 1 -Sulawesi, Flores, Sumbawa, and South Kalimantan
37	Design Report	28-Sep-06	EINRIP	G001	37		Design Specification Review Part 2 - Design Resources (June 2006)
38	Design Report	28-Sep-06	EINRIP	G001	38		Design Specification Review Part 1 - Design Standards (June 2006)
42	PMM Report	29-Sep-06	EINRIP	G001	42		Project Management Manual (Volume 1)
43	Survey Report	3-Oct-06	EINRIP	G001	43		Survey Report Central Sulawesi Corridor (52) September 2006
45	Design Report	10-Oct-06	EINRIP	G001	45		Design Specification October 2006 (4 copies)

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No.	INDEX	Date (Received)	Incoming from	Code	ID No.	Project Package Code	Title
51	PIP Report	1-Nov-06	EINRIP	G.001	51		Project Implementation Plan (PIP) for RR2P
52	Bridge Report	1-Nov-06	EINRIP	G001	52		Design Specification Review - Bridges (October 2006) (6 copies)
53	Bridge Report	1-Nov-06	EINRIP	G001	53		Buku D-Laporan Penyelidikan dan Analisa Hidrologi/Drainage APBN Murni DIPA TA 2005
54	Bridge Report	1-Nov-06	EINRIP	G001	54		Transfield-MBK Standard Steel Bridging for Indonesia Girder Spans A,B and C Class Manual for Assembly and Erection of Steel Spans
55	Bridge Report	1-Nov-06	EINRIP	G001	55		Buku C-Laporan Penyelidikan Tanah Paket 3-Perencanaan Teknis Jembatan di Prop. Sulawesi Selatan APBN Murni DIPA TA 2005
60	Survey Report	6-Nov-06	EINRIP	G001	60		Survey Report South Kalimantan Corridor (36) October 2006 (6 copies)
61	Bridge Report	6-Nov-06	EINRIP	G001	61		Standard Konstruksi Jembatan Type Balok T Span 5 s/d 25 M Klas Muatan B.M.100 (2 copies) GAMBAR RENCANA Kode Proyek BB-100-T
62	Monthly Report	8-Nov-06	EINRIP	G001	62		Monthly Progress Report No. 7, October 2006 (1 copy)
63	Survey Report	14-Nov-06	EINRIP	G001	63		Survey Report West Kalimantan Corridor (30) November 2006 (8 copies)
73	Monthly Report	6-Dec-06	EINRIP	G001	73		Monthly Progress Report No. 8, November 2006 (1 copy)
76	Design Report	14-Dec-06	EINRIP	G001	76		Design Specification August 2006 (printed 1 Sep 06) Draft (1 copy)
77	Design Report	14-Dec-06	EINRIP	G001	77		Design Specification Review August 2006 Draft Version 1.0 (1 copy)
78	PIP Report	19-Dec-06	EINRIP	G.001	78		Project Implementation Plan (PIP) for EINRIP Draft Version 5 (December 2006) (1 copy)
79	PIP Report	21-Dec-06	EINRIP	G.001	79		Project Implementation Plan (PIP) for EINRIP Draft Version 6 (December 2006) (1 copy)
82	Monthly Report	3-Jan-07	EINRIP	G001	82		Monthly Progress Report No. 9, December 2006 (2 copy)
91	PIP Report	9-Jan-07	EINRIP	G.001	91		Project Implementation Plan (PIP) for EINRIP, Draft Version 7, January 2007 (1 copy)
93	PIP Report	16-Jan-07	EINRIP	G.001	93		Project Implementation Plan (PIP) for EINRIP, Draft Version 8, Jan '07 (1 copy)
107	Design Report	19-Jan-07	EINRIP	G001	107		Draft Design Specification Review (1 copy)

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108	South Sulawesi	19-Jan-07	EINRIP	G001	108		Site Investigation Plan of South Sulawesi -August 2006 (1 copy)
115	FS Report	25-Jan-07	EINRIP	G001	115		Feasibility Study Report for AWP 1 Sub Projects (4 copies)
119	Survey Report	5-Feb-07	EINRIP	G001	119		Survey Report North Maluku Corridor (61) January 2007 (8 copies)
120	PIP Report	7-Feb-07	EINRIP	G.001	120		Project Implementation Plan (PIP) for EINRIP, Version 9, January 2007 (1 copy)
122	PIP Report	16-Feb-07	EINRIP	G.001	122		Project Implementation Plan (PIP) for EINRIP, Version 1, October 2006 (1 copy)
123	PIP Report	16-Feb-07	EINRIP	G.001	123		Project Implementation Plan (PIP) for EINRIP, Version 2, November 2006 (1 copy)
124	PIP Report	16-Feb-07	EINRIP	G.001	124		Project Implementation Plan (PIP) for EINRIP, Version 3, November 2006 (1 copy)
130	PMM Report	6-Mar-07	EINRIP	G001	130		Project Management Manual IBRD Loan 4744-IND, second Eastern Indonesia Region Transport Project.
143	Survey Report	26-Mar-07	EINRIP	L.008	143		Survey Report Central Kalimantan Corridor (32), March 2007 (3 copies)
161	Monthly Report	13-Mar--07	EINRIP	G.001	161		Monthly Progress Report No. 11, February 2007
162	Monthly Report	19-Apr-07	EINRIP	G.001	162		Monthly Progress Report No. 12, March 2007
163	Survey Report	19-Apr-07	EINRIP	L.014	163		Survey Report Maluku, April 2007
168	PIP Report	24-Apr-07	EINRIP	G.001	168		Project Implementation Plan (PIP) for EINRIP, Version 10. March 2007
169	FS Report	24-Apr-07	EINRIP	L.002	169		Draft Feasibility Study South East Sulawesi Lapuko-Awunio-Amolengu-Lainea April 2007
170	FS Report	24-Apr-07	EINRIP	G.001	170		Draft Feasibility Study Methodology for Economic Evaluation April 2007
181	Monthly Report	09-May-07	EINRIP	G.001	181		Monthly Progress Report No. 13, April 2007
183	PIP Report	15-May-07	EINRIP	G.001	183		Project Implementation Plan (PIP) for EINRIP, Version 11, May 2007
185	Monthly Report	23-May-07	EINRIP	G.001	185		Monthly Progress Report No. 3. June 2006
187	Design Report	4-Jun-07	EINRIP	G.001	187		EINRIP General Specification

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194	FS Report	6-Jun-07	EINRIP	L.002	194		Feasibility Study Report South East Sulawesi Belalo - Andowia - Asera - Landawe - Bts.Sulteng June 2007
195	FS Report	6-Jun-07	EINRIP	L.003	195		Feasibility Study Report Central Sulawesi Lakea - Buol - Bodi - Paleleh - Umu June 2007
196	Survey Report	6-Jun-07	EINRIP	G.001	196		Survey Report Bali: Tohpati-Kusamba, NTT(Alor):Taramana-Lantoka-Maritaing, South Sulawesi: Maros-Parepare, Central Sulawesi: Wosu-Bungku-Border June 2007
197	FS Report	8-Jun-07	EINRIP	L.002	197		Feasibility Study South East Sulawesi (Sub Project 1: Tinanggea-Kasipute)&(Sub Project 2: Sp.Kasipute-Bambaea-Boepinang) June 2007
198	Monthly Report	12-Jun-07	EINRIP	G.001	198		Monthly Progress Report No. 14, May 2007
203	Survey Report	13-Jun-07	EINRIP	G.001	203		Survey Report Tohpati-Kusamba BALI May 2007
206	FS Report	19-Jun-07	EINRIP	G.001	206		Summary Feasibility Study Report for AWP1 Batch 2 sub project June 2007
207	FS Report	19-Jun-07	EINRIP	G.001	207		Feasibility Study West Nusa Tenggara Province, Sub-Project 1 (Pal IV - Km. 70 - Sumbawa Besar Bypass) & Sub-Project 2 (Km. 70 - Cabdin Dompur - Banggo)
208	PIP Report	22-Jun-07	EINRIP	G.001	208		Project Implementation Plan (PIP) for EINRIP, Version 12 (18 June 2007)
212	PMM Report	28-Jun-07	EINRIP	G.001	212		Project Management Manual Version 1 June 2007
218	FS Report	5-Jul-07	EINRIP	L.002	218		Feasibility Study South East Sulawesi (Lapuko- Amolengu-Lainea) June 2007
220	Monthly Report	13-Jul-07	EINRIP	G.001	220		Monthly Progress Report No. 15, June 2007
221	Bidding Doc	16-Jul-07	EINRIP	G.001	221		EINRIP Invitation to Bids - Draft Guidelines for Post Qualification (Section III)
222	Environmental Report	19-Jul-07	EINRIP	L.004	222	ESS02	Land Acquisition Monitoring Report for ESS-02 Bantaeng-Bulukumba No. 001 July 2007
234	Monthly Report	13-Aug-07	EINRIP	G.001	234		Monthly Progress Report No. 16, July 2007
235	PMM Report	13-Aug-07	EINRIP	G.001	235		Project Management Manual Version 3A, August 2007
236	FS Report	13-Aug-07	EINRIP	L.007	236		Feasibility Study West Kalimantan Pontianak-Tayan, July 2007

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239	Bridge Report	23-Aug-07	EINRIP	G.001	239		The Feasibility Study on Long Span Bridge construction Proj. Applying Aseismic Design in The RI, Mar 06, JETRO
249	Environmental Report	30-Aug-07	EINRIP	L.001	249		Draft Upaya Pengelolaan Lingk. Dan Pemantauan Lingk. Jbt. Milangodaa, Sulut, August 2007
250	Topo Report	30-Aug-07	EINRIP	L.010	250		Report Topographic Survey and Bridge Survey Tohpati-Kusamba, May 2007
251	FS Report	30-Aug-07	EINRIP	L.007	251		The Feasibility Study of Pontianak - Tayan, Road Improvement Sub-Project (west Kalimantan), November 2002
252	FS Report	30-Aug-07	EINRIP	L.004	252		Feasibility Study, South Sulawesi AWP 1 (Sengkang - Impalmpa - Tarumpakkae, Bantaeng - Bulukumba), August 07
257	Survey Report	31-Aug-07	EINRIP	L.004	257	ESS01	Reconnaissance Survey Report South Sulawesi (ESS-01), November 2006
258	Monthly Report	12-Sep-07	EINRIP	G.001	258		Monthly Progress Report No. 17, August 2007
260	FS Report	12-Sep-07	EINRIP	G.001	260		Feasibility Study South Sulawesi AWP 2/3(Janeponto-Bantaeng ; Bulukumba-Sinjai-Watampone ; Pampanua-Ulugalung) Sep 2007
261	PMM Report	18-Sep-07	EINRIP	G.001	261		Project Management Manual Version 3B, September 2007
268	PMM Report	26-Sep-07	EINRIP	G.001	268		Project Management Manual Version 3C, September 2007
282	Environmental Report	24-Oct-07	EINRIP	L.001	282		Draft Upaya Pengelolaan Lingk. Dan Pemantauan Lingk. Jbt. Pilolahunga, Sulut, Okt 2007
283	Environmental Report	25-Oct-07	EINRIP	L.001	283		Draft Upaya Pengelolaan Lingk. Dan Pemantauan Lingk. Jbt. Milangodaa, Sulut, Okt 2007
284	PMM Report	30-Oct-07	EINRIP	G.001	284		Project Management Manual Version 3E, October 2007
288	FS Report	8-Nov-07	EINRIP	G.001	288		Feasibility Study Bali AWP 1&2 Tohpati-Kusamba, November 2007
293	FS Report	5-Oct-07	EINRIP	L.006	293		Feasibility Study South Kalimantan AWP 2/3 (Martapura-Rantau-Barabai-Dahai-Banjarmasin-Bts Kalteng) Oct 2007
294	Monthly Report	24-Oct-07	EINRIP	G.001	294		Monthly Progress Report No. 18, September 2007
295	Monthly Report	19-Nov-07	EINRIP	G.001	295		Monthly Progress Report No. 19, October 2007

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299	PMM Report	19-Nov-07	EINRIP	G.001	299		Project Management Manual Version 3F, November 2007
300	Bidding Doc	22-Nov-07	EINRIP	L.004	300	ESS01	Part 1 Bidding Document ESS-01 South Sulawesi Sengkang-Impalmpa-Tarumpakkae Road and Bridge Improvement, Oct 07
301	Bidding Doc	22-Nov-07	EINRIP	L.004	301	ESS01	Part 2 Work Requirements ESS-01 South Sulawesi Sengkang-Impalmpa-Tarumpakkae Road and Bridge Improvement, Oct 07
302	Bidding Doc	22-Nov-07	EINRIP	L.004	302		Part 3 Conditions of Contract and Contract Forms ESS-01 South Sulawesi Sengkang-Impalmpa-Tarumpakkae Road and Bridge Improvement, Oct 07
303	Report	22-Nov-07	EINRIP	L.004	303	ESS01	Project Design Plan ESS-01 South Sulawesi Sengkang-Impalmpa-Tarumpakkae Road and Bridge Betterment Nov 07
304	Bridge Report	3-Dec-07	EINRIP	G.001	304		Bridge Replacement Program (Recommended First Tranche for Steel Bridge Materials-November 2007)
305	FS Report	3-Dec-07	EINRIP	L.011	305		Feasibility Study NTT (Flores & Alor) AWP 2/3 November 2007
311	Survey Report	10-Dec-07	EINRIP	G.001	311		Survey Report Papua Corridor and West Papua, August 2007
317	FS Report	11-Dec-07	EINRIP	L.008	317		Feasibility Study Central Kalimantan AWP 2/3, December 2007
321	Monthly Report	18-Dec-07	EINRIP	G.001	321		Monthly Progress Report No. 20 November 2007
338	Monthly Report	15-Jan-08	EINRIP	G.001	338		Monthly Progress Report No. 21 December 2007
346	PMM Report	21-Jan-08	EINRIP	G.001	346		Project Management Manual Final, December 2007
349	PMM Report	28-Jan-08	EINRIP	G.001	349		Project Management Manual - January 2008
369	FS Report	31-Jan-08	EINRIP	L.014	369		Feasibility Study Maluku AWP 3, January 2008
370	Bidding Doc	6-Feb-08	EINRIP	G.001	370	ESS01	Part 1 Bidding Procedures ESS-01 South Sulawesi Sengkang-Impalmpa-Tarumpakkae Road and Bridge Improvement, Feb 08
371	Bidding Doc	6-Feb-08	EINRIP	G.001	371	ESS01	Part 3 Conditions of Contract and Contract Forms ESS-01 South Sulawesi Sengkang-Impalmpa-Tarumpakkae Road and Bridge Improvement, Feb 08
372	Bidding Doc	6-Feb-08	EINRIP	G.001	372	ESS01	Bagian 1 Prosedur lelang - ESS-01 Sengkang-Impalmpa-Tarumpakkae Sulawesi Selatan, Feb 08

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373	Bidding Doc	6-Feb-08	EINRIP	G.001	373		Bagian 3 Syarat-syarat Kontrak dan Bentuk-Bentuk Kontrak, Sulawesi Selatan, Februari 2008
375	Monthly Report	12-Feb-08	EINRIP	G.001	375		Monthly Progress Report No. 22 January 2008
376	Bidding Doc	13-Feb-08	EINRIP	G.001	376		Bidding Documents for Soil Investigations of Road and Bridge Works (South Sulawesi & South Kalimantan)
377	FS Report	14-Feb-08	EINRIP	G.001	377		Feasibility Study Bali AWP 1&3 Tohpati-Kusamba, February 2008 Revisions
383	Environmental Report	28-Feb-08	EINRIP	G.001	383	ESS01	Copy version - Konsep Laporan Akhir Pekerjaan Penyusunan LARAP Paket ESS-01 South Sulawesi
384	Report	29-Feb-08	EINRIP	G.001	384		Journal of Building & Interior Material Prices-ISSN 0853-4829 Edisi 27 Tahun xv
385	Environmental Report	4-Mar-08	EINRIP	G.001	385		Guidelines for Implementation of Environmental and Social Safeguards, December 2007
387	Monthly Report	6-Mar-08	EINRIP	G.001	387		Monthly Progress Report No. 23 February 2008
389	FS Report	10-Mar-08	EINRIP	G.001	389		Feasibility Study West Papua AWP3, February 2008
391	Environmental Report	1-Dec-06	EINRIP	G.001	391		Environmental and Management Plan, December 2006
392	FS Report	25-Mar-08	EINRIP	G.001	392		Feasibility Study Papua AWP 3, March 2008
393	Bidding Doc	25-Mar-08	EINRIP	G.001	393		Part 1 Bidding Procedures March 2008
394	Bidding Doc	25-Mar-08	EINRIP	G.001	394		Bagian 2 - Syarat-Syarat Pekerjaan, Seksi VI-1Lingkup Pekerjaan, Seksi VI-2 Spesifikasi - Februari 2008
395	Bidding Doc	25-Mar-08	EINRIP	G.001	395		Part 3 Conditions of Contract and Contract Forms, March 2008
397	FS Report	27-Mar-08	EINRIP	G.001	397		Feasibility Study North Maluku AWP3, March 2008
398	Report	28-Mar-08	EINRIP	G.001	398		Additional Soil Investigation for Road and Bridge Works of South East Sulawesi ESR-01 and ESR-02, FACTUAL REPORT, March 2008
416	Monthly Report	8-Apr-08	EINRIP	G.001	416		Monthly Progress Report, March 2008
417	Bridge Report	8-Apr-08	EINRIP	G.001	417		Design Specification, February 2007 (Final Draft Version)

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418	Bidding Doc	10-Apr-08	EINRIP	G.001	418		Part 1 - Bidding Procedures - April 2008
419	Bidding Doc	10-Apr-08	EINRIP	G.001	419		Part 3 - Conditions of Contract and Contract Forms - April 2008
420	Environmental Report	18-Apr-08	EINRIP	G.001	420		Environmental and Social Safeguards Tracking Reports - AWP1 - Batch 1 & Batch 2, April 2008
421	Bidding Doc	18-Apr-08	EINRIP	G.001	421	EBL02, EMA01, ENT01, EKS05-06	Bidding Document for Topography Survey of Road and Bridge Works (EBL02,EMA01,ENT01,EKS05-06)
422	Drawing	21-Apr-08	EINRIP	G.001	422		Topographic Drawing Bulukumba-Tondong, South Sulawesi Km MKS 194-Km MKS 213.5 for EINRIP (AWP2)
423	Drawing	21-Apr-08	EINRIP	G.001	423		Topographic Drawing Bulukumba-Tondong, South Sulawesi Km MKS 174-Km MKS 194 for EINRIP (AWP2)
424	Drawing	21-Apr-08	EINRIP	G.001	424		Topographic Drawing Bulukumba-Tondong, South Sulawesi Km MKS 154-Km MKS 174 for EINRIP (AWP2)
426	Report	24-Apr-08	EINRIP	G.001	426	ESR01,02	Additional Soil Investigation for Road and Bridge Works of South East Sulawesi ESR-01 and ESR-02, Part 2 Geotechnical Engineering Analysis and Recommendation Report- April 2008
430	Monthly Report	8-May-08	EINRIP	G.001	430		Monthly Progress Report - April 2008
433	Bidding Doc	23-May-08	EINRIP	G.001	433		Part 1 - Bidding Procedures - May 2008
434	Bidding Doc	23-May-08	EINRIP	G.001	434		Part 3 - Conditions of Contract and Contract Forms - May 2008
435	Environmental Report	23-May-08	EINRIP	G.001	435		UKL dan UPL Jembatan Milangodaa -Kab.Bolaang Mongondow-Prov.Sulawesi Utara-February 2008
436	Environmental Report	23-May-08	EINRIP	G.001	436		UKL dan UPL Jembatan Pilolahunga -Kab.Bolaang Mongondow-Prov.Sulawesi Utara-February 2008
437	Report	28-May-08	EINRIP	G.001	437	EBL01	Readiness of the procurement committee EBL-01 Tohpati-Kusamba Project, Bali (Revision 1), May 2008
454	Environmental Report	3-Jun-08	EINRIP	G.001	454		UKL UPL Proyek Pembangunan Jembatan Tukad Udang-Udang, Desa Medahan, Gianyar, Bali, May 2008

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455	Environmental Report	3-Jun-08	EINRIP	G.001	455		UKL UPL Proyek Pembangunan Jembatan Tukad Mambang, Desa Pering, Gianyar, Bali, May 2008
456	Environmental Report	3-Jun-08	EINRIP	G.001	456		UKL UPL Proyek Pembangunan Jembatan Tukad Wos, Desa Ketewel, Gianyar, Bali, May 2008
457	Environmental Report	4-Jun-08	EINRIP	G.001	457	ENB01	Konsep UKL UPL Proyek Peningkatan Jln Sumbawa Besar-Bypass (9.20KM) & Jln PAL IV-KM 70 (KM 4+700-KM 6+500), ENB-01, Sumbawa, NTB, May 2008
458	Environmental Report	4-Jun-08	EINRIP	G.001	458	ENB01	Konsep UKL UPL Proyek Peningkatan Jln PAL IV-KM 70 (KM 27+700-KM 59+500), ENB-01, Sumbawa, NTB, May 2008
459	Environmental Report	4-Jun-08	EINRIP	G.001	459		UKL UPL Proyek Pembangunan Jembatan Tukad Petanu, Desa Sukowati, Gianyar, Bali, May 2008
461	Monthly Report	11-Jun-08	EINRIP	G.001	461		Monthly Progress Report - May 2008
468	Bidding Doc	23-Jun-08	EINRIP	G.001	468	ESS01	Bidding Procedures Part 1 ESS-01 Sengkang -ImpaImpa-Tarumpakae, South Sulawesi, March 2008
469	Bidding Doc	23-Jun-08	EINRIP	G.001	469	ESU01	Condition of Contract and Contract Forms Part 3, ESU-01, Molibagu-Mamalia, North Sulawesi, March 2008
470	Bidding Doc	23-Jun-08	EINRIP	G.001	470	EKS01	Condition of Contract and Contract Forms Part 3, EKS-01, Martapura - Desa Tungkup, South Kalimantan, March 2008
471	Bidding Doc	23-June-08	EINRIP	G.001	471	ESS01	Condition of Contract and Contract Forms Part 3, ESS-01, Sengkang - Impa-Impa-Tarumpakae, South Sulawesi, March 2008
472	Monthly Report	7-Jul-08	EINRIP	G.001	472		Monthly Progress Report No. 27 - June 2008
475	Bidding Doc	17-Jul-08	EINRIP	G.001	475		Part 1 - Bidding Procedures - June 2008
476	Bidding Doc	17-Jul-08	EINRIP	G.001	476		Part 3 - Conditions of Contract and Contract Forms - June 2008
477	M&E Report	21-Jul-08	EINRIP	G.001	477		Monitoring & Evaluation Survey Report - July 2008
478	M&E Report	21-Jul-08	EINRIP	G.001	478		Monitoring & Evaluation Survey Report - July 2008 - Annex 4 Accident Data
479	M&E Report	21-Jul-08	EINRIP	G.001	479		Monitoring & Evaluation Survey Report - July 2008 - Annex 5 Speed Gun Survey Data

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480	M&E Report	21-Jul-08	EINRIP	G.001	480		Monitoring & Evaluation Survey Report - July 2008 - Annex 6 Traffic Count Data
485	Report	23-Jul-08	EINRIP	G.001	485	ESU01	Readiness of the Procurement Committee ESU-01 Molibagu-Mamalia-Taludaa, July 2008
486	Monthly Report	6-Aug-08	EINRIP	G.001	486		Monthly Progress Report No. 28, July 2008
490	Report	15-Aug-08	EINRIP	G.001	490		Piling Design and Installation Guidelines (Supplement to AS 2159-1995)
491	Report	15-Aug-08	EINRIP	G.001	491		Piling Design and Installation
492	Bidding Doc	19-Aug-08	EINRIP	G.001	492	ENB01A&B	Part 1-Bidding Procedures ENB-01 A&B Sumbawa Besar Bypass NTB- August 08
493	Bidding Doc	19-Aug-08	EINRIP	G.001	493	ENB01A&B	Part 3-Conditions of Contract and Contract Forms ENB-01 A&B Sumbawa Besar Bypass NTB- August 08
494	Bidding Doc	19-Aug-08	EINRIP	G.001	494	ESR01,02	Part 3-Conditions of Contract and Contract Forms ESR-01 Tinanggea-Kasipute, South East Sulawesi- August 08
495	Bidding Doc	19-Aug-08	EINRIP	G.001	495	EKB01	Part 2-Scope of Work and Special Specifications EKB-01 Pontianak-Tayan West Kalimantan - August 08
496	Bidding Doc	19-Aug-08	EINRIP	G.001	496	EBL01	Part 1-Bidding Procedures EBL-01 Tohpati-Kusamba Bali - July 08
497	Bidding Doc	19-Aug-08	EINRIP	G.001	497	EBL01	Part 2-Scope of Work and Special Specifications EBL-01 Tohpati-Kusamba Bali - July 08
498	Bidding Doc	19-Aug-08	EINRIP	G.001	498	EBL01	Part 3-Conditions of Contract and Contract Forms EBL-01 Tohpati-Kusamba Bali - July 08
499	Bidding Doc	19-Aug-08	EINRIP	G.001	499	ESU01	Part 1-Bidding Procedures ESU-01 Molibagu-Mamalia-Taludaa North Sulawesi, August 08
500	Bidding Doc	19-Aug-08	EINRIP	G.001	500	ESU01	Part 3-Conditions of Contract and Contract Forms ESU-01 Molibagu-Mamalia-Taludaa North Sulawesi, August 08
501	Bidding Doc	19-Aug-08	EINRIP	G.001	501	ESR01	Part 1-Bidding Procedures ESR-01 Tinanggea-Kasipute South East Sulawesi, August 08

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502	Environmental Report	19-Aug-08	EINRIP	G.001	502	ESR01	UKL UPL Peningkatan Jalan ESR-01 Tinanggea-Kasipute Kab.Konawe Selatan& Kab.Bombana Prov Sulawesi Tenggra, Agustus 2008
503	Environmental Report	19-Aug-08	EINRIP	G.001	503	ESR01	Rencana Pengadaan Tanah dan Permukiman Kembali Sederhana (Simplified LARAP) Peningkatan Jln ESR-01 Tinaggea-Kasipute KM 118+850-KM 152+600 Kab.Konawe Selatan & Kab.Bombana Prov Sulawesi Tenggara, Agustus 2008
504	Report	21-Aug-08	EINRIP	G.001	504	EKB01	Readiness of the Procurement Committee EKB-01 Pontianak-Tayan, West Kalimantan, August 2008
505	Report	21-Aug-08	EINRIP	G.001	505	ENB01A&B	Readiness of the Procurement Committee ENB-01A-B Sumbawa Bypass, ENB-01C Pal IV-KM70-West Nusa Tenggara (NTB), August 2008
506	Report	25-Aug-08	EINRIP	G.001	506	EKS01	Readiness of the Procurement Committee EKS-01 Martapura-Ds.Tungkap, South Kalimantan, August 2008
507	Report	25-Aug-08	EINRIP	G.001	507	ESR01	Readiness of the Procurement Committee ESR-01 Tinanggea-Kasipute, South East Sulawesi, August 2008
509	Environmental Report	28-Aug-08	EINRIP	G.001	509	ESS02	Status of Land Acquisition and Compensation-ESS02 Bantaeng-Bulukumba, South Sulawesi, August 2008
510	Report	28-Aug-08	EINRIP	G.001	510	ESS02	Readiness of the Procurement Committee ESS-02 Bantaeng-Bulukumba, South Sulawesi, August 2008
514	M&E Report	1-Sep-08	EINRIP	G.001	514		Monitoring & Evaluation Survey 2008 - Annex 3 Maintenance Work Data Revised Aug 2008
515	Bidding Doc	3-Sep-08	EINRIP	G.001	515	ESB02	Bidding Documents for Prefabricated Steel Bridge Material ESB-02; Part 1, Part 2, Part 3
516	Bridge Report	9-Sep-08	EINRIP	G.001	516		Pengadaan Barang (Jembatan Baja)-Presentasi utk Panitia Lelang dan Pejabat Pembuat Komitmen, 9 Sep 08
517	Bridge Report	9-Sep-08	EINRIP	G.001	517		Procurement of Goods (Steel Bridges)-Presentation to Committee and Project Manager-9 Sep 08
518	PMM Report	9-Sep-08	EINRIP	G.001	518		Project Management Manual (PMM) for EINRIP - September 2008 (English Version)

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519	Monthly Report	9-Sep-08	EINRIP	G.001	519		Monthly Progress Report No. 29, August 2008
520	PMM Report	16-Sep-08	EINRIP	G.001	520		Project Management Manual (PMM) for EINRIP - September 2008 (Bhs Indonesia)
521	Bidding Doc	23-Sep-08	EINRIP	G.001	521	ESU01	Part 1 Bidding Procedures ESU-01 Molibagu-Mamalia-Taludaa North Sulawesi- March 2008
522	Bidding Doc	23-Sep-08	EINRIP	G.001	522		Part 3 Conditions of Contract and Contract Forms - June 2008
524	Monthly Report	8-Oct-08	EINRIP	G.001	524		Monthly Progress Report No. 30, Sept 2008
525	Drawing	14-Oct-08	EINRIP	G.001	525		Gambar Rencana Kegiatan Perencanaan Pemb.Jln - Perencanaan Teknis Jln Kembar mulai Polres s/d Sp 3 Batu Piring
526	Report	14-Oct-08	EINRIP	G.001	526		Surat Pernyataan Pelepasan Hak Atas Tanah dan segala Benda/Tanaman/Bangunan yg terletak diatasnya
532	Survey Report	23-Oct-08	EINRIP	G.001	532		Survey Report North Sulawesi Corridor (50) July 2006
533	Survey Report	23-Oct-08	EINRIP	G.001	533		Survey Report South East Sulawesi Corridor (56), August 2006
537	Monthly Report	11-Nov-08	EINRIP	G.001	537		Monthly Progress Report No. 31, October 2008
538	Report	12-Nov-08	EINRIP	G.001	538	ESS01	Back Up for Pavement Design ESS-01 Sengkang-Impaimpa - January 2008
539	Survey Report	13-Nov-08	EINRIP	G.001	539		Survey Report North Sulawesi Corridor (50)
545	Design Report	17-Nov-08	EINRIP	G.001	545	ESS01	Design Report - ESS01 Sengkang-Impaimpa-Tarumpakkae- South Sulawesi - November 2008
546	Design Report	17-Nov-08	EINRIP	G.001	546	ESS01	Soft Copy - Design Report - ESS01 Sengkang-Impaimpa-Tarumpakkae- South Sulawesi - November 2008
548	PMM Report	20-Nov-08	EINRIP	G.001	548		Project Management Manual (PMM) for EINRIP - September 2008 (English Version)- Final Version
549	PMM Report	20-Nov-08	EINRIP	G.001	549		Project Management Manual (PMM) for EINRIP - September 2008 (Bhs Indonesia)- Final Version

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550	PAS Report	21-Nov-08	EINRIP	G.001	550	ESB02	Interim Procurement Advisory Services (PAS)-Report on Bid Evaluation for ESB02 Prefabricated Steel Bridge Material, November 2008
553	PAS Report	28-Nov-08	EINRIP	G.001	553	EBL01	Interim Procurement Advisory Services (PAS)-Report on Bid Evaluation for EBL-01 Tohpati-Kusamba, 12 November 2008
564	Monthly Report	9-Dec-08	EINRIP	G.001	564		Monthly Progress Report No. 32, November 2008
565	PAS Report	9-Dec-08	EINRIP	G.001	565	ESU01	Interim Procurement Advisory Services (PAS) Report on Bid Evaluation for ESU01 Molibagu-Mamalia-Taludaa, 28 Nov 08
566	Bridge Report	10-Dec-08	EINRIP	G.001	566	EBL02	Bridge Inspection 22-25 Jul 08, EBL 02 Tohpati-Kusamba Stage 2 - Duplication with new roadway (Ch14.4 Tukad Sang-sang; Ch16.0 Tukad Melangit; Ch17.0 Tukad Bubuh; Ch17.9 Tukad Lamba; Ch18.6 Tukad Jinah)
567	Design Report	17/12/2008	EINRIP	G.001	567	EKB01	Design Report - EKB01 Pontianak-Tayan, West Kalimantan Province, Dec 2008 (Including soft copy)
568	Environmental Report	17-Dec-08	EINRIP	G.001	568	EKB01	Rencana Pengadaan Tanah dan Permukiman Kembali (LARAP) EKB01 Pontianak-Tayan Km 45,0 - Km 76,5 - December 2008
569	FS Report	19-Dec-08	EINRIP	G.001	569	Final	Feasibility Studies Documentation of Economic and Evaluation Procedures, Final Report, Dec 2008
584	Monthly Report	13-Jan-09	EINRIP	G.001	584		Monthly Progress Report No. 33, December 2008
585	Design Report	13-Jan-09	EINRIP	G.001	585	EKB01	Design Report EKB-01 Pontianak-Tayan West Kalimantan, January 2009 (include soft copy)
589	Design Report	16-Jan-09	EINRIP	G.001	589	EBL01	Design Report EBL-01 Tohpati-Kusamba,Bali Province - January 2009
590	Design Report	16-Jan-09	EINRIP	G.001	590	ESS02	Design Report ESS-02 Bantaeng-Bulukumba, South Sulawesi - January 2009
591	Environmental Report	16-Jan-09	EINRIP	G.001	591		Environmental & Social Safeguard, Tracking Report AWP 1,2,3 - December 2008
592	Bidding Doc	19-Jan-09	EINRIP	G.001	592	ESS02	Bidding Document Part 1, Part 2 & Part 3, ESS-02 Bantaeng-Bulukumba South Sulawesi

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593	Bidding Doc	19-Jan-09	EINRIP	G.001	593	ENB01 A-B	Bidding Document Part 2 & Part 3, ENB01 A&B Bypass Sumbawa Besar - Part 2 and Part 3 - August 2008
594	Bidding Doc	19-Jan-09	EINRIP	G.001	594	ESS01	Bidding Document Part 1, Part 2 & Part 3, ESS-01 Sengkang - Impalmpa-Tarumpakkae, South Sulawesi - October 2008
595	Bidding Doc	19-Jan-09	EINRIP	G.001	595	EBL01	Bidding Document Part 1, Part 2 & Part 3, EBL-01 Tohpati-Kusamba, Bali - July 2008
596	Bidding Doc	19-Jan-09	EINRIP	G.001	596	EBL01	Addendum No. 1 to Bidding Documents Part 1, Part 2 & Part 3, EBL-01 Tohpati-Kusamba, Bali - 6th August 2008
597	Bidding Doc	19-Jan-09	EINRIP	G.001	597	ESB02	Bidding Documents for Prefabricated Steel Bridge Material, Part 1, Part 2 & Part 3, ESB02 - 5 September 2008
598	Bidding Doc	19-Jan-09	EINRIP	G.001	598	ESB02	Owner's Estimate for Prefabricated Steel Bridge Material, ESB-02, 12 September 2008
599	Bidding Doc	20-Jan-09	EINRIP	G.001	599	EKS02	Bidding Document Part 1, Part 2 & Part 3, EKS-02 Banjarmasin-Bts.Kalteng South Kalimantan, January 2009
600	Bidding Doc	20-Jan-09	EINRIP	G.001	600	EKB01	Bidding Document Part 2 & Part 3, EKB01 Pontianak-Tayan West Kalimantan, August 2008
601	Bidding Doc	20-Jan-09	EINRIP	G.001	601	ESR01	Bidding Document Part 1 & Part 3, ESR01 Tinanggea-Kasipute, South East Sulawesi, August 2008
602	Bidding Doc	20-Jan-09	EINRIP	G.001	602	ESU01	Bidding Document Part 1 - ESU01 Molibagu-Mamalia-Taludaa, North Sulawesi - August 2008
603	Bidding Doc	20-Jan-09	EINRIP	G.001	603	ESU01	Addendum No. 1 to Bidding Documents Part 1, Part 2 & Part 3, ESU01 Molibagu-Mamalia Taludaa North Sulawesi August 2008
604	Bidding Doc	20-Jan-09	EINRIP	G.001	604	ENB01 A-B	Addendum No. 1 to Bidding Documents Part 1, Part 2 & Part 3, ENB01 A&B Sumbawa Besar Bypass West Nusa Tenggara -August 2008
605	Bidding Doc	20-Jan-09	EINRIP	G.001	605	ESS02	Addendum No. 1 to Bidding Documents Part 1, Part 2 & Part 3, ESS02 Bantaeng-Bulukumba, South Sulawesi -August 2008

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No.	INDEX	Date (Received)	Incoming from	Code	ID No.	Project Package Code	Title
606	Bidding Doc	20-Jan-09	EINRIP	G.001	606	EKB01	Addendum No. 1 to Bidding Documents Part 1, Part 2 & Part 3, EKB01 Pontianak-Tayan West Kalimantan -August 2008
607	Bidding Doc	20-Jan-09	EINRIP	G.001	607	ESR01	Addendum No. 1 to Bidding Documents Part 1, Part 2 & Part 3, ESR01 Tinanggea-Kasipute, South East Sulawesi -August 2008
608	Bidding Doc	20-Jan-09	EINRIP	G.001	608	ENB01 C	Bidding Document Part 1, Part 2 & Part 3, ENB01 C Pal IV-KM70 West Nusa Tenggara - October 2008
609	Bidding Doc	20-Jan-09	EINRIP	G.001	609		Part 2 Work Requirements Section VI.2A-Special Specification - August 2008

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Appendix C

Simplified Summary of Asset Register Based on Procurement Category

Procurement Category	Description	Serial No.	Total	Remarks
OFFICE UTILITIES&EQUIPMENTS	LCD Projector	Proxima M1	1	
OFFICE UTILITIES&EQUIPMENTS	Panasonic Whiteboard UB5320+Stand		1	
OFFICE UTILITIES&EQUIPMENTS	Audio Conference Polycom Soundstation		1	
OFFICE UTILITIES&EQUIPMENTS	Plotter stand for DesignJet 800	7781A	1	
OFFICE UTILITIES&EQUIPMENTS	Whiteboard single		4	
OFFICE UTILITIES&EQUIPMENTS	Laminating Machine	Secure A3	2	
OFFICE UTILITIES&EQUIPMENTS	AC Dakin Inverter 2PK	for server room	1	
OFFICE UTILITIES&EQUIPMENTS	Panasonic Fax Machine	PMU	1	Rien Maria
OFFICE FURNISH	Office Desks	GBL02-Beige	11	Total all desks: 21
OFFICE FURNISH	Office Desks	GBL03-Beige	1	
OFFICE FURNISH	Office Desks	GBL08-Beige	4	
OFFICE FURNISH	Office Desks	GBL01-Beige	3	
OFFICE FURNISH	Office Desks	Long table for cutting paper	1	
OFFICE FURNISH	Office Desks	Big table for security room	1	
OFFICE FURNISH	Mobile Drawers	GBL15-Beige	66	
OFFICE FURNISH	Office Chairs	EX55	7	Total all chairs: 125
OFFICE FURNISH	Office Chairs	EX53	14	
OFFICE FURNISH	Office Chairs	D800	21	
OFFICE FURNISH	Office Chairs	D870	5	
OFFICE FURNISH	Office Chairs	SC309	9	
OFFICE FURNISH	Office Chairs	Ergotec S 838-Black	12	
OFFICE FURNISH	Office Chairs	Ergotec SC 801 Blue	36	
OFFICE FURNISH	Office Chairs	Guest Chair 702 Ergotec Blue	10	
OFFICE FURNISH	Office Chairs	Guest Sofa Stainless Black	2	
OFFICE FURNISH	Office Chairs	Guest Sofa Beige & Blue	5	
OFFICE FURNISH	Office Chairs	Guest Sofa table	1	
OFFICE FURNISH	Office Chairs	Red chairs	3	
OFFICE FURNISH	Filing Cabinet	High CabGBL71	1	Total all Fil Cab: 54
OFFICE FURNISH	Filing Cabinet	High CabGBL72	1	
OFFICE FURNISH	Filing Cabinet	Low Cab GBL-52	1	
OFFICE FURNISH	Filing Cabinet	Cupboard DBC-880	3	
OFFICE FURNISH	Filing Cabinet	DFC333	2	
OFFICE FURNISH	Filing Cabinet	Credenza 1200x500x1000	6	
OFFICE FURNISH	Filing Cabinet	Credenza 1200x500x1200	1	
OFFICE FURNISH	Filing Cabinet	Credenza 1250x500x1200	1	
OFFICE FURNISH	Filing Cabinet	Credenza 1285x500x1200	1	
OFFICE FURNISH	Filing Cabinet	Credenza 1018x500x1200	1	
OFFICE FURNISH	Filing Cabinet	Credenza 1018x500x1200	1	
OFFICE FURNISH	Filing Cabinet	Credenza 1345x500x1200	1	
OFFICE FURNISH	Filing Cabinet	Credenza 1345x500x1200	1	
OFFICE FURNISH	Filing Cabinet	Credenza 1345x500x1200	1	

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Simplified Summary of Asset Register Based on Procurement Category

Procurement Category	Description	Serial No.	Total	Remarks
OFFICE FURNISH	Filling Cabinet	Credenza 1600x500x1200	2	
OFFICE FURNISH	Filling Cabinet	Credenza 800x500x1200	2	
OFFICE FURNISH	Filling Cabinet	Small wood	1	
OFFICE FURNISH	Filling Cabinet	Credenza	15	
OFFICE FURNISH	Filling Cabinet	Custom Rack with stainless handle	11	
OFFICE FURNISH	Filling Cabinet	Filling Cab	2	
OFFICE FURNISH	Meeting Tables	Conf table GBL33	1	Total all Meeting tables: 4
OFFICE FURNISH	Meeting Tables	Small Round Conf table DMT100	2	
OFFICE FURNISH	Meeting Tables	Small Oval Conf table CT508	1	
OFFICE FURNISH	Workstations	Hang Table Top+Leg	56	
SOFTWARES	Win XP Prof English Disk Kit	MVL CD	1	
SOFTWARES	Win XP Prof English Disk Kit	UPG OLP NL Chrty	2	
SOFTWARES	Office Pro 2003 Win32 Disk Kit	MVLCD	1	
SOFTWARES	Office Pro 2003 Win32 Disk Kit	DLP NL Chrty	2	
SOFTWARES	Win SVR Std 2003 Disk Kit		1	
SOFTWARES	Win SVR Std 2003 OLP NL		1	
SOFTWARES	Win SVR Std 2003+McAfee		11	
COMPUTER				
EQUIPMENTS&ASSECORIES	Memory Upgrade 512MB		2	installed in PCs
SOFTWARES	Software PIGLET 5.1		5	
SOFTWARES	MapX SDK Software		1	
SOFTWARES	MapX Lisence (25 user)		1	
SOFTWARES	5 Standalone lisence for standard ACES Bridges Analysis System - Annual Software Maintenance contract		1	
SOFTWARES	McAfee Anti Virusscan		22	
SOFTWARES	Windows Vista Business Media Kit		2	
SOFTWARES	Windows Vista Business Eng		6	
SOFTWARES	Office Professional Plus 2007		2	
SOFTWARES	Office Professional English OLP		4	
SOFTWARES	DSM & ORI for Milangodaa Bridge + Apogee (Satelite Photo)		1	
SOFTWARES	Autodesk Civil 3D		1	
SOFTWARES	Advance Road Design		7	
SOFTWARES	Autocad Civil Network+Subscription		20	
SOFTWARES	SAP 2000 V11		1	
SOFTWARES	Circly Software & Perpetual Lisence		1	
SOFTWARES	MYOB Accounting v.17, software only		1	
SOFTWARES	Space Gass 10 Complete + Network Lock		2	Callum(1), Herry Vaza (1)

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Simplified Summary of Asset Register Based on Procurement Category

Procurement Category	Description	Serial No.	Total	Remarks
SOFTWARES	Licence upgrade Autocad Civil 3D 2008 to 2009		1	
SOFTWARES	Windows vista Business Sngl UPG		3	
SOFTWARES	Windows Svr Std 2008		2	
SOFTWARES	Windows server CAL 2008		1	
SOFTWARES	Advance Road Design Renewal		1	
DESKTOPS	Astrok 775165GV P4+Mon		15	
DESKTOPS	Astrok 775165GV P4+LCD		1	
DESKTOPS	Acer Aspire SA-880		1	Bappenas(1)
DESKTOPS	P5GPL-X P4, 3.0 + Mon		3	
DESKTOPS	P5GPL-X P4, 3.0 + Mon 19"		1	
DESKTOPS	P5GPL-X P4, 3.0 + Mon LCD		1	
DESKTOPS	Asus P5PE-VM+VGA+Mon		4	
DESKTOPS	Asus P5PE-VM+Mon standard		4	
DESKTOPS	Compaq DX5700MT		1	
DESKTOPS	PC Intel 2.13 Core 2 Duo		9	
DESKTOPS	PC Intel Pentium D Core 2.8 GHz +Mon		8	
DESKTOPS	PC Intel Pentium D Core 2.8 GHz + LCD 17"		6	
DESKTOPS	PC Intel 2.13 Core 2 Duo +LCD Samsung		4	
DESKTOPS	PC Intel Pentium D Core 3.0 + LCD Mon 17" Samsung		5	Efrizal(1),
DESKTOPS	PC Intel Pentium 4 Asrock 775165GV		2	PPU (2)
DESKTOPS	PC Intel Pentium Core 2 Duo E6400		1	PPU (1)
DESKTOPS	PC Intel Quad Core E 6600		1	Riel Mantik
DESKTOPS	PC Intel Core 2 Duo + LCD 19"Samsung		10	
NOTEBOOKS	Travelmate 3212		4	
NOTEBOOKS	Travelmate 4070		5	Bappenas(1)
NOTEBOOKS	Compaq NX 9040		4	
NOTEBOOKS	Travelmate 2420		2	
NOTEBOOKS	Acer Aspire 5552		2	
NOTEBOOKS	Sony VAIO tx 750 P		4	Bappenas(1), PPU(3)
NOTEBOOKS	Sony VAIO UX37N		1	Bappenas(1)
NOTEBOOKS	Sony VAIO VGN SZ583		1	Rien Maria
NOTEBOOKS	TOSHIBA Intel Core 2		1	
SERVER	Proliant ML350G5		1	
SCANNERS	DocuScan A3 Color C4250		1	
PRINTERS	Laserjet	2420	1	
PRINTERS	Inkjet	2600	1	
PRINTERS	HP Deskjet Kpro 8600 + Jet Direct	Kpro 8600 + Jet Direct	1	
PRINTERS	Plotter Design Jet 800 (A1)	C7779B	1	
PRINTERS	HP 1320N		1	

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Procurement Category	Description	Serial No.	Total	Remarks
PRINTERS	HP 1320		1	
PRINTERS	HP Laserjet	5200N A3	1	
PRINTERS	HP Laserjet	5200N	1	
PRINTERS	HP Laserjet	2800 + Jet direct	1	
PRINTERS	HP Laserjet	K850+Jetdirect	1	
PRINTERS	HP Laserjet	5550 dn	1	
SURVEY EQUIPMENTS	Sony Handycam	DCR-DVD 605E+Charger	2	
SURVEY EQUIPMENTS	Roughometer set for survey		2	
SURVEY EQUIPMENTS	GPS Merk Garmin e Trex Vista C		4	
SURVEY EQUIPMENTS	Starterpack Byru Standard 175K		2	
SURVEY EQUIPMENTS	Hand Boring set		1	
SURVEY EQUIPMENTS	Total Station Sokkia SET-510		1	
SURVEY EQUIPMENTS	Leica Disto A5 Measurement		1	
SURVEY EQUIPMENTS	Leica Disto A3 Measurement		1	
COMPUTER	UPS ProLink 1200 VA		2	on the server
EQUIPMENTS&ASSECORIES	HDD SATA 320 GB		2	
COMPUTER	HDD 300 GB Ultra scsi 320 10K		2	on the server
EQUIPMENTS&ASSECORIES	Server Proliant ML 350G4		1	
COMPUTER	ADSL Modem Router Vigor		1	
EQUIPMENTS&ASSECORIES	HUB 24+24+8+8 port		1	
COMPUTER	HUB 24 Port D-Link		1	
EQUIPMENTS&ASSECORIES	HUB 8 Port D-Link		1	
COMPUTER	Monitor 15" Samsung		1	Server
EQUIPMENTS&ASSECORIES	DDR 1GB PC3200		1	installed in PCs
COMPUTER	DDR Vigen 1GB		10	installed in PCs
COMPUTER	DVD Combo Lite On		3	installed in PCs
EQUIPMENTS&ASSECORIES	AGP FX5500 128MB		3	installed in PCs

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Simplified Summary of Asset Register Based on Procurement Category

Procurement Category	Description	Serial No.	Total	Remarks
COMPUTER EQUIPMENTS&ASSECORIES	19" Close Rack 42U Depth 855 mm double door		1	
COMPUTER EQUIPMENTS&ASSECORIES	DDR 1GB PC4200		3	installed in PCs
COMPUTER EQUIPMENTS&ASSECORIES	HardDisk 300GB Ultra SCSI Server Proliant		3	on the server
COMPUTER EQUIPMENTS&ASSECORIES	Server Proliant ML 110G4 SATA		1	
COMPUTER EQUIPMENTS&ASSECORIES	Wire Management Panel		8	
COMPUTER EQUIPMENTS&ASSECORIES	UPS 3 KVA Prolink online		2	on the server
COMPUTER EQUIPMENTS&ASSECORIES	DDR12 1GB Vgen		3	installed in PCs
COMPUTER EQUIPMENTS&ASSECORIES	Memory DDR 1GB PC3200 Vigen		2	installed in PCs
COMPUTER EQUIPMENTS&ASSECORIES	Power Supply Simbada 400W		2	installed in PCs
COMPUTER EQUIPMENTS&ASSECORIES	DDR 1GB Vgen 3200		5	Efrizal(1)
COMPUTER EQUIPMENTS&ASSECORIES	LCD Monitor 17" Samsung		1	
COMPUTER EQUIPMENTS&ASSECORIES	Linksys WA G2000G-Wireless ADSL		1	
COMPUTER EQUIPMENTS&ASSECORIES	DDR2 1GB Vgen		1	installed in PCs
COMPUTER EQUIPMENTS&ASSECORIES	Fan HDD		3	installed in PCs
COMPUTER EQUIPMENTS&ASSECORIES	DVD RW Assus		1	installed in PCs
COMPUTER EQUIPMENTS&ASSECORIES	Power Supply Simbada 500W		1	installed in PCs
COMPUTER EQUIPMENTS&ASSECORIES	Memory 2GB for Server (Civil 3D 2009)		2	
COMPUTER EQUIPMENTS&ASSECORIES	USB Wifi D-Link		15	Riel Mantik
COMPUTER EQUIPMENTS&ASSECORIES	Up Switch Dlink 5 Port-DES 1005D		1	Riel Mantik
COMPUTER EQUIPMENTS&ASSECORIES	Memory 2GB for Server (Data Corner)		1	

Appendix C

List of Activity Assets

Simplified Summary of Asset Register Based on Procurement Category

Procurement Category	Description	Serial No.	Total	Remarks
CAMERA	Olympus		1	
CAMERA	Casio Exilim		4	
CAMERA	MPX 6MP		1	
CAMERA	Kodak Easy Share M683		1	
PHONE	Nokia Communicator 9300i		2	
	PABX Panasonic 8-lines 60 ext (incl. 1 master display programming telp and 43 units Sahitel Analog Phone)		1	
PHONE COMPUTER EQUIPMENTS&ASSECORIES	Flash Voyager USB 2.0 Flash Memory 16GB		1	Rien Marlia

List of Contractual Obligations and Their Status

Appendix D

Contractual obligations as specified in Contract 36687, Amendment No. 2, **Part A** are:

Contract Ref.	Contractual Obligation	Status at End of Activity
Clause 5	Management Services, including comprehensive pre-mobilisation briefings to all Contractor personnel, decision-making with the Contractor's agency and advising of AusAID decisions, pro-actively identifying and rectifying problems or recommending strategies to AusAID to rectify problems, managing the Contractor's risk in accordance with the Risk Management Plan and attending AusAID briefings.	Obligation met. In addition to regular reporting and meeting records, there is a history of periodic advice to AusAID on overall progress; pro-active advice on issues as they arose; up-to-date risk management plan; appreciation of economic turmoil and impact upon both PPC and implementation projects.
Clause 6	Attending JMMs in the DGH office.	Meetings chaired and attended regularly.
Clause 12	Insurances, including notifying AusAID of any actual, threatened or likely insurance claim as the Contractor becomes aware of such.	Fully complied with.
Clause 14	Immediately develop and implement a Security Plan.	Activity complete.
Clause 15	Ensure that any timber or other building materials used in any way for the Project have been sustainably harvested, or sourced from recycled materials, and that any building materials used in any way on the Project do not contain any asbestos. The Contractor must include a report on building materials in each monthly report.	Activity complete.

Contractual obligations as summarised in Contract 36687, Amendment No. 2, **Schedule 1**, Scope of Services, **Key Task** requirements are:

Contract Ref.	Contractual Obligation	Status at End of Activity
Clause 4.1(i)	Review Inter-urban Road Management System (IRMS), Bridge Management System (BMS), their data requirements, adequacy of existing data and previous similar projects.	Activity Complete. BMS data is variable and in general unreliable. Inspections were carried out and improvements were based on actual inspections carried out. IRMS condition data was found to be more reliable; however, traffic count data not so reliable. Traffic counts were carried out.
Clause 4.1(ii)	Review status and results of the initial network screening by others, and any issues of data availability underlying the results.	Activity Complete.
Clause 4.1(iii)	Review the proposed steel truss bridge replacement program, and identify a detailed field review program appropriate to validate/confirm the proposals.	Activity Complete. Identified there were no serious performance problems or premature failure of the Callendar Hamilton bridges, which were to be the focus of the bridge replacement program. Therefore, the size of the bridge replacement program was smaller than originally planned.
Clause 4.1(iv)	Prepare and undertake such data collection surveys as may be required for preparation of AWP2 and AWP3.	Activity Complete.

Appendix D

List of Contractual Obligations and Their Status

Contract Ref.	Contractual Obligation	Status at End of Activity
Clause 4.1(v)	Prepare an Environmental and Social Impact Assessment and Monitoring Plan for the project.	Activity Complete.
Clause 4.1(vi)	Use IRMS to identify a set of candidate projects to be considered for inclusion in the AWP1, and prepare and undertake a program of detailed field reviews to validate road condition and treatment priorities, including field review of the proposed steel truss bridge replacement program.	Activity Complete.
Clause 4.1(vii)	Conduct feasibility studies (FS) of candidate projects for AWP1, including environmental assessment, initial costing and economic evaluation.	Activity Complete.
Clause 4.1(viii)	Prepare the steel truss bridge replacement program, including the identification of ancillary works required.	Activity Complete.
Clause 4.1(ix)	Identify candidate projects suitable for inclusion in AWP2 and AWP3, and the overall project content to be included in the EINRIP program.	Activity Complete.
Clause 4.1(x)	Undertake field reviews and feasibility studies for projects to be included in AWP2 and AWP3, and identify the content of these programs.	Activity Complete.
Clause 4.1(xi)	Revise FS results in light of completed designs as these become available, to confirm economic and environmental feasibilities.	During the finalisation of the planning component of the project, the PPC identified that the economic evaluations would require an additional input of the transport economist and AusAID instructed the PPC in an email on 11 March 2008 that this task would not be required.
Clause 4.1(xii)	Prepare a PIP for the project, and support the process of Project Appraisal and Loan Negotiations.	Draft PIPs were delivered on 30 November, 11, 18 and 20 December 2006 and 8 January 2007. Final PPC version (v8) was delivered on 15 January 2007. The PPC assisted in PIP versions 9 issued 3 February, 10 dated 30 March, 10A dated 20 April, 11 dated 15 May and 12 dated 25 May, two revisions 14 and 18 June 2007. Activity complete.
Clause 4.1(xiii)	Support the preparation of arrangements for project implementation, management and administration by DGH and AusAID.	Activity will be completed at contract termination.
Clause 4.1(xiv)	Support the implementation of the Monitoring and Evaluation Design for the project, by conducting the required "baseline" data collection surveys.	Activity complete.

Contractual obligations as specified in Contract 36687, Amendment No. 2, **Schedule 1**, Scope of Services:

Contract Ref.	Contractual Obligation	Status at End of Activity
Clause 5.1	Design Specification	Drafts delivered 2006. Final submitted April 2009. Activity Complete
Clause 5.16 & 5.22	Sub-contractor performance report	Delivered April 2009. Activity complete.
Clause 7.2(a)	Provide an Inception Report 45 calendar days after the start of the services.	Draft Inception Report delivered 1 May 2006. Final Inception Report was submitted 14 June 2006.

List of Contractual Obligations and Their Status

Appendix D

Contract Ref.	Contractual Obligation	Status at End of Activity
Clause 7.2(b)	Submit Monthly Progress Reports on the Consultant's work by the last day of the month.	Monthly Progress Reports 1–33 delivered at JMMs. Activity complete.
Clause 7.2(c)	Provide a Draft Final Report on the services one (1) month before the end of services.	Being delivered in February 2009.
Clause 7.2(d)	Prepare Final Report by the end of the services based on comments received from AusAID and DGH on the Draft Final Report.	Final Report delivered April 2009.
Clause 7.5	Project Close-out Report is the Activity Completion Report .	Delivered herein. Activity complete.
Clause 7.9	Ongoing requirement for Technical Reports to be prepared, to allow the results of major work undertaken to be properly documented.	See 3.3 List of Activity Documents above. The last reports required were the Design Reports for each works package. Activity complete.

Contractual obligations as specified in Contract 36687, Amendment No. 2, Schedule 2, Basis of Payment, **Milestone Payments** are:

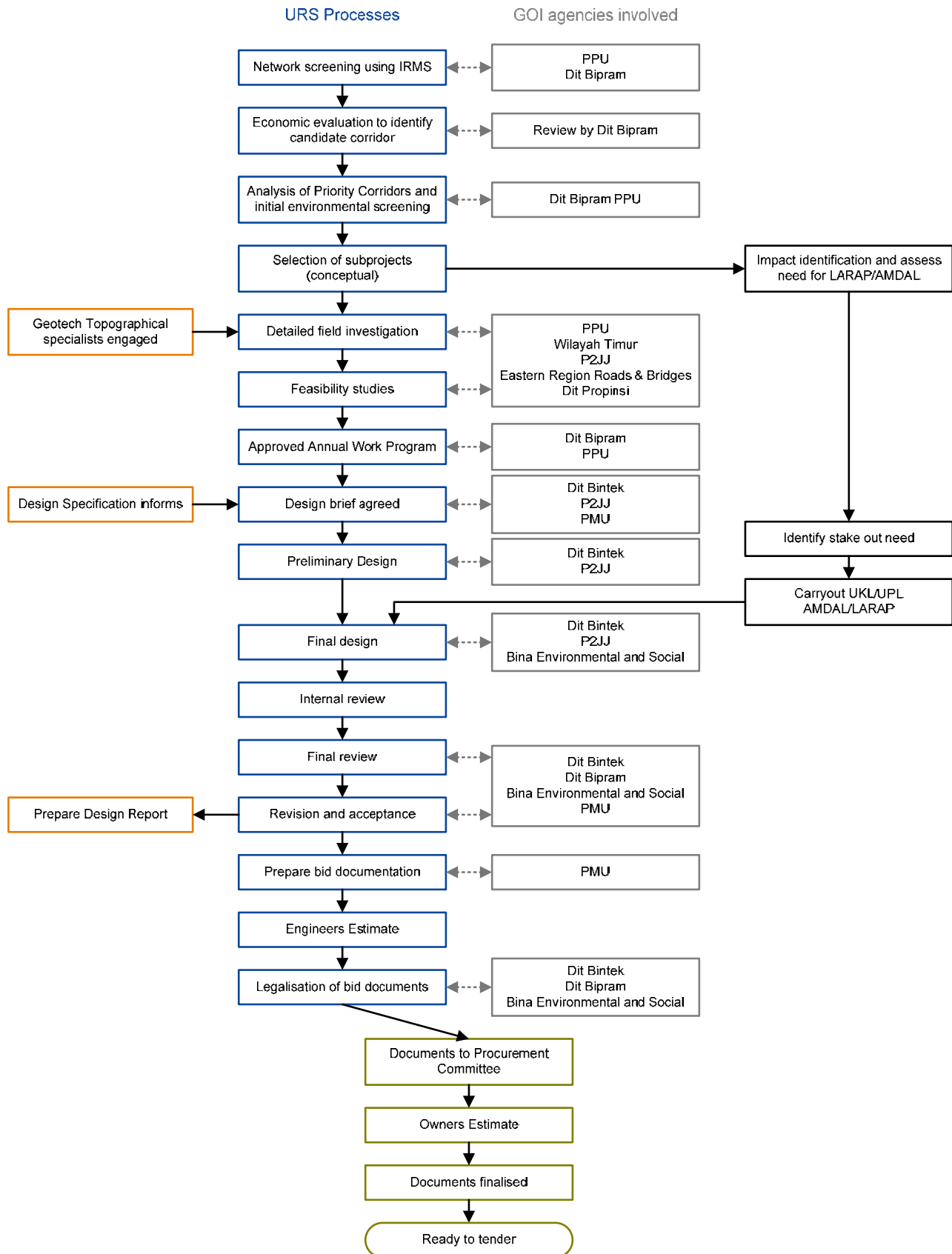
No.	Milestone Due Date	Contractual Obligation	Status at End of Activity
1	1 May 2006	Submission of the Inception Report.	Activity complete.
2	1 November 2006	Submission of the Project Implementation Plan.	Activity complete.
3	31 March 2007	Issue of FED and Bidding Documents for projects at least \$AU10 million ³ estimated value of works.	Activity complete.
4	30 June 2007	Issue of FED and Bidding Documents for projects at least \$AU25 million ³ estimated value of works.	Activity complete.
5	31 December 2007	Issue of FED and Bidding Documents for projects at least \$AU40 million ³ estimated value of works.	Activity complete.
6	31 March 2008	Issue of FED and Bidding Documents for projects at least \$AU80 million ³ estimated value of works.	Activity complete.
7	30 June 2008	Issue of FED and Bidding Documents for projects at least \$AU120 million ³ estimated value of works.	Activity complete.
8	30 September 2008	Issue of FED and Bidding Documents for projects at least \$AU160 million ³ estimated value of works.	Activity complete.
9	31 December 2008	Issue of FED and Bidding Documents for projects at least \$AU200 million ³ estimated value of works.	Activity complete.
10	15 February 2009	Completion of the Final Report, FED and Bidding Documents for the complete works program.	Being finalised.

³ Based on cumulative estimated contract value provided in Design Reports.

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Interactions with Government Agencies During Design Process

Appendix E



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Questionnaire and Bina Marga Responses and Notes from Workshop

Appendix F

F.1 Questionnaire Status

Ref No. EINRIP/DGH/DF/2435 dated 3 February 2009

0152/Bp.08/MD/2009 (from Bipram) dated 10 February 2009)

No.	Name / Position	Phone	Contact Person	Status
1.	Ir. Subagiono, MEngSc Kasubdit Program & Anggaran Lt. 5	739 8615	Ibu Nunik	Not Yet
2.	DR. Drs. Max Antameng, MA Kasubdit Perencanaan Umum Lt. 5	722 1039	Ibu Ida	Not Yet
3.	Ir. Bambang Hartadi Kasubdit Perencanaan Teknis Jalan & Jembatan Kota Lt. 4	722 0260		Done
4.	Ir. Thomas S. Aden, M.Sc Kasubdit Pelaksanaan Jalan & Jembatan Metropolitan Lt. 4	726 0897	Bpk. Mangi	Not yet
5.	Ir. Herry Vaza, M.Eng.Sc Kasubdit Teknik Jembatan Lt. 6	739 6421	Ibu Mini	Done
6.	DR. Ir. Hedy Rahadian, MSc Kasubdit Teknik Jalan Lt. 6	720 5387	Ibu Mimin	Done.
7.	Ir. Herman Darmansjah, MT Kasubdit Penyusunan Standar dan Pedoman Lt. 6	725 4766	Jessica	Done
8.	Ir. Jany Agustin, MSc Kasubdit Teknik Lingkungan Lt. 6	724 6654	Bpk. Rachmat	Done
9.	Ir. Soebagio Kasubdit Wilayah Timur I Lt. 8	739 4433	Ibu Ninis	Done
10.	DR. Ir. Jawali Marbun, MSc. Kasubdit Wilayah Timur II Lt. 8	725 1830	Ibu Emy	Not yet
11.	Ir. Suharyanto Kasubdit Wilayah Timur III Lt. 8	723 0607	Ibu Iza	Not yet
12.	Ir. T. Anshar, SE, CES Kasubdit Wilayah Timur IV Lt. 8	726 8994	Bpk. Prayid or Bpk. Harun	Done
13.	Rien Marlia ST. MT PMU EINRIP Lt. 8	739 4631	Bpk. Efrizal	Done

Appendix F**Questionnaire and Bina Marga Responses and Notes from Workshop****F.2 Questions for Bina Marga****Planning**

- 1) *EINRIP has used a Corridor Concept during the planning stage of the project in an attempt to provide improvements on significant sections of the same corridor to provide consistent road standards. These Corridors were identified jointly between the PPC and Planning Sub-directorate in Bina Marga. This is different from the majority of projects which have been carried out in the past by Bina Marga where isolated and generally much shorter sections of road have been improved.*

Do you consider that the approach in EINRIP is a better approach?

Will this approach be adopted for future road betterment planning?

Surveys and Investigations**Soils Investigations**

- 2) *EIRNIP has carried out detailed reconnaissance surveys which have identified and logged the types and locations of soils investigations which have typically involved Benkelman Beam Tests, DCP's and Test Pits. This has been more comprehensive than many previous projects where very limited testing has been carried out.*

Do you consider that the approach in EINRIP is a better approach which is more likely to provide a longer actual life for the road improvement or do you think that the extent of testing is excessive and not an effective use of resources?

Topographic Survey

- 3) *EINRIP has carried out detailed topographic surveys and developed detailed digital ground models which has allowed detailed design to be prepared as compared to the simplified surveys previously carried out for the simplified design method.*

Do you consider that the approach in EINRIP is a better approach which is more likely to provide a better design for the road improvement or do you think that the extent of topographic survey is excessive and not an effective use of resources?

Design**Bridges**

- 4) *EINRIP has developed designs for Integral Abutment Bridges for Short and Medium Spans which in the opinion of the consultant will reduce bridge service life problems associated with inadequate maintenance of joints and bearings, since joints and bearing are not required.*

Do you consider that this design is an improvement on previous designs?

Will Bina Marga continue to utilize this design for appropriate span bridges?

Questionnaire and Bina Marga Responses and Notes from Workshop

Appendix F

Roads

- 5) *Detailed Road Design – For approximately the past 25 years Bina Marga has adopted a “Simplified Design” approach to road design which comprised preparation of typical cross sections and approximation of quantities with design review carried out by the Contractor at the beginning of the construction contract. Little or no attention has been paid to drainage design, and inadequate drainage is probably the primary cause of road failure in Eastern Indonesia.*

Do you consider that the detailed design process is a step forward in road betterment design?

Do you consider that the time to produce the drawings and level of resources required is excessive and there are no benefits?

- 6) *Pavement Design – EINRIP has identified that the AustRoads design methods are the most appropriate for design of asphalt pavements in Indonesia and has used them comprehensively in the design process.*

Bina Marga has adopted AustRoads design method and criteria for asphalt overlay design. Should Bina Marga consider the use of AustRoads for new construction?

- 7) *Preparation of Standard Drawings – EINRIP identified some deficiencies in the Standard Drawings for Road and Bridge works and has prepared a comprehensive digital set of Standard Drawings.*

Will Bina Marga consider using these standard drawings for future projects?

Specifications and Bidding Documents

- 8) *The PPC has carried out a comprehensive review of the road and bridge specifications and concluded that there were many deficiencies and omissions in the specifications. Working closely with the Standards Section in Bina Marga, specifications were developed for use on EINRIP. Previously for bi-lateral or multi-donor loan projects, the specifications and bidding documents have only been available in English. EINRIP has prepared a Bahasa Indonesia(not the legal version) version of specifications and the bidding documents to provided guidance to consultant and contractor staff in the field who may have limited English capability.*

Will Bina Marga use the developed specifications as a base in the updating of the Standard Specifications which is due to take place in 2009?

Do you consider there is benefit to the project and potential for improved quality of construction because of the translation of the documents, bearing in mind that most site supervision / contractor personnel do not fully understand English?

- 9) *Bidding Documents – EINRIP has worked closely with the World Bank to agree the use of the FIDIC 2006 Harmonized Version. In addition the role of the Engineer has been designated to the RSC Team Leader whereas in the past this has been performed by the Project Manager for Bina Marga.*

Do you consider that the Contractual changes will contribute to improved construction quality?

Appendix F**Questionnaire and Bina Marga Responses and Notes from Workshop****Project Management**

- 10) *Project Management Manual – On most previous loan projects in the road transport sector there has been little attention paid by the Project Preparation Consultant in the development of the Project Management Manual. EINRIP PPC working together with Bina Marga has carried out a comprehensive review of all processes required in the development and implementation of the project and prepared a comprehensive manual to cover all aspects of the project.*

Do you consider that the PMM provides a valuable guide for the processes to be carried out under EINRIP?

Will this provide a useful base for PMM's for future projects?

Environment and Social

- 11) *Environmental and Social Safeguards – The Environmental and Social Safeguards (ESS) document which is one of the key documents forming part of the loan agreement, was prepared based on earlier Environmental Management Plans (EMP) which had been developed on World Bank projects EIRTP 1 and EIRTP 2 with some significant changes and enhancements. The ESS defines the environmental and social safeguard requirements and differs from the EMP in that it provides detailed information on the procedures and processes required for the preparation of the environmental and social studies.*

Do you consider that these changes to be a valuable contribution to the document?

- 12) *Design Integration – Design Integration has proved to be a very successful element of the design process and ensures that a range of environmental matters are included in the final approved design. One of the main reasons it has been successful in EINRIP is that the PPC has combined responsibility for Design and Environmental Safeguards in the same team working together. The Design Integration is a required sign off by the Environmental Section in Bina Marga for the design to proceed to implementation.*

Do you consider that the work carried out in the Design Integration will assist in improving environmental conditions during implementation?

Questionnaire and Bina Marga Responses and Notes from Workshop

Appendix F

F.3 Questionnaire from: Ir. Bambang Hartadi – Chief of Subdit Technical Planning Road and Bridge

Questions for Planning/Programming Sub-Directorates		
1.	•	-
	•	-
2.	•	-
	•	-
3.	•	-
4.	•	-
	•	-
Questions for Bintel, Metropolitan and East Region		
Soil and Investigations		
Soil Investigation		
1.	•	In accordance with present TOR where for Soil Investigation for road betterment typical BB Test, DCP and Test Pit are being done and even for widening works with piles of material and excavations, sondir and hand boring been added.
Topography Survey		
2.	•	Before/except EINRIP detailed topographic surveys using digital ground models have been done, for example on APBN, SURIP and SRIP projects. Our experience on checking DED package Tohpati-Kusamba, Denpasar, Bali (by EINRIP) was that some of previous survey results of some locations had to be corrected.
Design		
Bridges		
3.	•	-
	•	-
Roads		
5	•	There are 2 (two) types of road betterments, simplified design and full design depending on the condition of the road to be improved. Simplified design is referring to the existing design process including drainage. Damage on the road needs to be comprehensively observed on the cause.
	•	
6	•	Statement that "AustRoads Design Methods are the most appropriate for design asphalt pavements in Indonesia" needs to be proven through a comprehensive forum of discussion.

Appendix F

Questionnaire and Bina Marga Responses and Notes from Workshop

7	•	Preparation of Standard Drawings need to be sorted into items requiring standard drawings and items which do not. Standard drawings also need to be examined on: <ul style="list-style-type: none"> • Road user (pedestrian and driver) habits in Indonesia • Vehicle conditions in Indonesia • especially for road supporting structures related to the technical property parameter from soil, dimensions need to be properly decided, because each location has its different characteristics; • It needs to be anticipated that possible perception from standard drawings users are that drawings can directly be implemented, without observance or adjustments to the conditions and characteristics of the works location.
8	•	Road safety auditing needs more attention on road users habits (pedestrian and driver) and vehicle characteristics. Every country has different customs in traffic.
Specifications and Bidding Documents		
8	•	
	•	
9	•	
	•	
10	•	
	•	
General Comments		

Questionnaire and Bina Marga Responses and Notes from Workshop

Appendix F

F.4 Comments from Chief Bridge Engineering Sub Directorate on EINRIP Questionnaire

Survey

Answers No. 1

The approaching of Survey in EINRIP generally is good, however, there are some following notes:

- For the reconnaissance survey as well as the detailed survey at all bridge locations have been carried out properly, means all staffs who were mobilized to the site was well controlled, only the time of application slightly delayed than the schedule, this may be caused by the limited staffs and carried out together with the road survey, the quality of personnel mobilized is good. These surveys has been carried out for all spans of bridge including the culvert with span of 2 m (span of less than 6 m) which generally belongs to the road project.
- Suggestion for bridge in the different road section which has a far distance between one and other but they are still in one package, in order to obtain the completion time not so deviate from the schedule, the number of equipment and personnel should be sufficient, the distribution of site staffs should coordinated and distributed uniformly thorough the project location at the same time, so the completion time of survey could be more effective without waiting each other.

Survey related with design

- Final decision as a result of field survey either visually or detailed at the beginning often change, this can be concluded:
 - The field survey for the detailed design was often carried out repeatedly at the same and route section, this may be caused by some reasons i.e.: the several time replacement of personnel on team leader / senior expert of EINRIP so the treatment policy established will give the different decision, some causes / examples:
 - One of bridge in initial treatment program was decided to be rehabilitated, then after it was re-surveyed by the different experts, it was changed become replacement program with some considerations, the width was considered not meet the requirement as well as the consideration of uniformity type of superstructure and also the affectivity and efficiency of construction especially the practice of mobilization.
 - The other consideration, the bridge widening or replacement is required because of conformity to the existing pavement width or the new pavement width, sometime the decision was required because of the relocation. Of course, the sudden change of decision will extent the design schedule or completion time so the pre-design/ drawing which has been prepared will be no more effective, therefore, the material and energy will be exhausted, while BinteK suggests the best one (efficient and economic) in accordance with the limitation of financial sources, as well as the replacement program especially the superstructure with the steel truss material, this will take a lot of time for manufacturing the steel truss bridge.

Appendix F**Questionnaire and Bina Marga Responses and Notes from Workshop**

- Some bridges have been surveyed (detailed) and their drawings have been prepared, suddenly, there was an additional information that the bridge status has changed because it has been treated by another party. So it will change the financial allocation and the completion will be delayed due to the rescheduling of the drawing production.

Such cases should be noted for the consideration which may be able to be included in the PMM:

Other Notes:

- There are so much of national road with width of 6 m (narrow), however, based on the regulation of national road the minimum width should be 7 m (100% loading) / Class A whatever the traffic conditions, this criteria or exception should become a consideration to be included into the PMM In this case, Bintek generally suggests that if the structure still in good condition, it is not necessary to be widened except there are some urgent issues (country interest), also for the steel truss bridge which not meet the requirement of width, this superstructure probably replaced totally due to the difficulty of widening of steel truss bridge, all of them should be adjusted by the condition.

Suggestion

- To anticipate the above mentioned, EINRIP shall pay more attention based on previous experiences and as a suggestion EINRIP expected to provide the more accurate schedule with considering the time required for coordination with Wilayah in order to know the status of bridge weather it has been funded by other party or not, this will avoid the overlapping and exhausting the time and energy.
- Basically, the personnel replacement (leader level) will highly influence the time and cost, so this condition should be paid attention to be anticipated.
- Bintek is directly involved with technical aspects, while Bipram who has an authority to initiate all project activities is expected to synchronize the treatment together, so the bridge status is definitely expected to be obtained from the BMS survey data in Bipram (for this matter, can coordinate with Wilayah). It will avoid the repeat surveys, therefore, the planning should be definitely clear.

Design

Design related with the technical design

Answer No. 3

- Yes, the design submitted by EINRIP is an improvement to the previous design
- Yes, Bina Marga will follow up by using this design for the suitable span while the elapsed time is required for evaluating the advantage and disadvantage

Note:

- The developing superstructure by EINRIP i.e. integrated bridge (Plank structure) is a something new for Indonesia and need to be socialized first, although it can be accepted as an interim one and of course, it may be under construction now, while Bintek will review the application:
 - Suitable for short span, more efficient in maintenance so the extension of life period and strength could be expected to be obtained, other than positive and negative view it generally related with the cost of relative high.

Questionnaire and Bina Marga Responses and Notes from Workshop

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- Standard drawings of superstructure with plank structure after approved by the related authority shall send to Bintel including the soft-copy for structure calculation. In order to use this plank structure and it's development for the future project with the same interest, it needs the time for reviewing the evidence of success (advantage and disadvantage), as well as additional material for the pay item in Specification.
- It is expected that standard of plank structure / integrated bridge could become a standard drawing with variation span which can fulfil the requirement and the could be socialized and used in thorough Indonesia for the proper location and condition.

Answer No. 7

- Yes, Bina Marga highly needs the recent standard drawings (more sophisticated) especially has a standard drawing in comprehensive digital set and this is strongly expected to able to be used for the future project.
- It is expected, before this standard drawing circulates so far, it needs more time to confirm with Bintel.
- Manual of Superstructure of Steel Truss Bridge especially for the EINRIP program has been completed and approved, it is suggested to be submitted to Bintel and as a Guide

Specification and Bidding Documents

Answer No .8

- Of course Bina Marga will develop the EINRIP's Specification as baseline to update the Standard Specification which will govern in 2009, even it will be as a guide for other loan or non-loan in order to obtain the uniformity
- However, it is necessary to be reminded that this standard specification is a general specification and now the special specification which not available in general specification is being developed such as plank structure for bridge.

Using the translation in bahasa Indonesia.

- The benefit to project and the potential to improve the implementation quality due to the availability of the translation documents (English – Indonesia) are right because by knowing the daily speaking sentences which more capable and easily understood will highly assist, make easy and speed up the action to be done, the original translation of standard specification of bidding documents will automatically be useful to speed up the execution of the task, however, the using of English is also necessary to encourage the needs more progressive and more familiar with the foreign language.

PMM

Answer No .10

General

- The PMM, of course, could be used as a precious source or guide to proceed the handling until the completion of EINRIP's work, however, for the excellent one will need some suggestions as a consideration for improvement.

Appendix F**Questionnaire and Bina Marga Responses and Notes from Workshop**

- Related to this case, some recommendations need to be added and included to the requirements in PMM where the PMM has not yet included the design requirement which has an important role and should be inserted as a separate chapter as generally made for other loan's program. The existing PMM emphasize only about procedure, administration mechanism and management, planning and programming, contract, financial and specification, not yet cover the requirement of the design systematically, this will become the useful base to support all matter related with the design and survey process. Suggestion:
 - It is suggested to include the requirement, technical provision which cover the aspects such as principal layout / major factor in design stage related with the structure up to the preparation of Bidding Documents in order to easily control the completeness of all documents of implementation of related packages which should be provided, including the requirements and obligations to provide the report for each kind of survey (monthly report, reconnaissance survey report, topography, geotechnical report, etc) until the final design report.

PMM related with Survey.

- This technical requirement is important to be made in a separate chapter in order to make clear the description for each aspect of activity group, at least give the criteria what should be done, as an example about the requirement criteria of type of bridge treatment related with survey activity should be done, as example for rehabilitation / maintenance is not required the reconnaissance survey but this survey should be done for replacement or new construction, the example of relationship between the implementation and survey is as follows:
 - The detailed survey will be carried out only for replacement program and bridge widening (depended on the conditions).
 - By using the digital equipment on detailed topography survey, this could be considered one step more advance than using the conventional theodolite. It is expected to will give more accurate data for the future, so it will speed up the design preparation. If this equipment really can be considered more effective, this then will be applied as a baseline for the requirements and provisions of survey equipments for procurement program of the future project.
 - Geotechnical investigation survey to be carried out for bridge replacement program or bridge widening, determination of the point for investigation is required.
 - The report of survey result either reconnaissance or detailed survey, either topography or investigation survey should be submitted to Directorate of Technical Affair as monthly report, as well as together with submission of drawings. This is not yet done properly, therefore, this should be included in the PMM and Bintek here as a controller.

Survey Equipments

- The using equipment which assumed more up to date is suggested to be included into one requirement of Specifications (adjusted with the existing one), as well as included the professional staffs for the related work (Engineer Estimate). The using of test equipment (defect or not) should definitely conform to the specification.

Questionnaire and Bina Marga Responses and Notes from Workshop

Appendix F

- Another suggestion related with the Survey:
 - The implementation of detailed survey sometimes meets the unforeseen location and this can be surveyed visually only, therefore the data is not accurate. It is the time to use the special equipment which selected and should be suitable with local condition and also needs to be considered the number of bridge to be treated in order to obtain the more efficient results.
 - Whenever the implementation of detailed survey has being gone and almost finished, there are a constraint, some of bridge name which included in the list of EINRIP often change, several bridge name which positively included suddenly come an information mentioned that some bridge name will be substituted with the another one, some reasons of this problem could be accepted if the proposal of new bridge still in the criteria, as example:
The definitive bridge has been treated by other party.
The huge increase of exchange rate will cause the reduction or cancelation part of bridge name, so it does not conform with the initial target. In this case, EINRIP is expected to notify the report/information any change in updating the list of bridge name to Bintek (status of bridge name which included / final edition with location data, length/width, condition and the planning of superstructure). At that time, some province was made busy to provide the list of bridge proposed, however, suddenly these bridges were not included in the EINRIP program. So attention needs to be paid in this case.
- Discussion of PMM is desirably carried out more early, before implementation of site survey, at least not the same time with initial survey (detailed technical, soil, topography, etc.) in order to has a time for correction since the PMM is a guide for implementation all activities properly.

Appendix F**Questionnaire and Bina Marga Responses and Notes from Workshop****F.5 Questionnaire from: DR. Ir. Hedy Rahadian, MSc (by Muktar Napitupulu) – Chief of Sub Directorate of Road Engineering**

Questions for Planning/Programming Sub-Directorates		
1.	•	Yes, better
	•	Yes, it can be adopted for future road betterment planning but eligibility consideration based on road width according to UU 38/2004 and PP 34/2006
2.	•	-
	•	-
3	•	Yes, IRMS and BMS should be used as tools on road and bridge screen-up implementation
4	•	Yes, many information accommodated
	•	Yes of course
Questions for Bintel, Metropolitan and East Region		
Soil and Investigations		
Soil Investigation		
1	•	Standard actual life basically not depends on DCP, Test Pit, and BB. EINRIP approach more useful if time can be controlled.
Topography Survey		
2	•	Approach using ground digital is better, but not related to actual life.
Design		
Bridges		
3	•	-
	•	-
Roads		
5	•	DED are needed for betterment and development, but for maintenance just need Design Simplified
	•	Enough
6	•	More need study for AustRoads on Road Development
7	•	Yes, but BM should be consistent with standard which should be workable with consultant
8	•	Yes of course
Specifications and Bidding Documents		
8	•	-
	•	-
9	•	-
	•	-

Questionnaire and Bina Marga Responses and Notes from Workshop

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10	•	-
	•	-
Questions for Environmental Section		
Environmental and Social		
1	•	-
2	•	-
		-
3	•	-
Project Management		
4	•	-
	•	-
General Comments		
	Good product, but it takes too long to produce procurement documents.	

Appendix F**Questionnaire and Bina Marga Responses and Notes from Workshop****F.6 Response from Chief, Preparation of Standards and Guidelines Sub Directorate****The question for Bintek – Subdit Preparation of Standard and Guideline****6. Pavement Design**

- For the pavement design of new construction, today Bina Marga still uses the method which adopted from AASHTO 1993. Due to the method developed by Austroads, Bina Marga will study to probably use for the new construction, especially the compliant with the tropical climate in Indonesia.

7. Preparation of Standard Drawings

- Yes, Bina Marga will consider to use this standard drawing for the next project in order to update the existing standard drawing.

Specification and Bidding Documents**8. Specifications**

- Yes, Bina Marga will use the EINRIP specification as a base line for develop the Specifications 2009. The issues in EINRIP Specifications which are synchronous will be adopted because the basically they are synchronize with the draft Specification 2009
- The translation of Specifications into Indonesian language will be useful and strongly assist the understanding of specification material. As we know that the individual translation (word by word) to the English Specifications will give the different meaning and will deviate to the proper subject. Therefore the translation is required as a basis of understanding the material of specification.

9. Bidding Documents

- Yes, by this contractual change, especially the change of authority and responsibility will improve the quality of construction where the responsibility of supervision will switch from the Engineer (PPK = Project Officer) to the Engineer Representative (previous term of FIDIC) / Supervision Engineer. Therefore the parties who are directly responsible respectively will be more responsible to their tasks in the supervision work.

10. Project Management

- Yes, the PMM has given a good guide for the processes which carried out in EINRIP
- The PMM to be prepared will be useful and will be used as a base line for developing the future PMM of other projects.

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F.7 Comments from Chief Environmental Section Sub Directorate on EINRIP Questionnaire

- 1) Subdit Teknik Lingkungan agreed that the ESS provided a valuable contribution particularly in the important amendments and improvements of the detailed process and procedures required for preparation of environmental and social studies. Also hopefully special attention will be paid to the detailed obligations of the Contractor in the preparation of their EMMP.
- 2) Design integration should be helpful for the implementation stage since most environmental aspects will be incorporated into the design drawings.
- 3) Road safety and safety audit are very important for the planning and implementation of the project. Strengthening of that matter in the future is required.
- 4) The PMM was a valuable contribution to the overall activities carried out by EINRIP and will be very helpful for the future procedures. Unfortunately, the activities defined in the PMM are often not given enough time.

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Questionnaire and Bina Marga Responses and Notes from Workshop

F.8 Questionnaire from: Ir. Soebagio – Chief of Subdit of East Region I

Questions for Planning/Programming Sub-Directorates		
1.	•	Not our domain
	•	Not our domain
2.	•	Yes
	•	Yes
3	•	Yes
4	•	Yes and need improvements
	•	Yes
Questions for BinteK, Metropolitan and East Region		
Soil and Investigations		
Soil Investigation		
1	•	Yes, if it provided a longer actual life for the road improvement
Topography Survey		
2	•	Yes, if it provided a longer actual life for the road improvement
Design		
Bridges		
3	•	Not our domain
	•	Not our domain
Roads		
5	•	Not our domain
	•	Not our domain
6	•	Not our domain
7	•	Not our domain
8	•	Yes
Specifications and Bidding Documents		
8	•	Not our domain
	•	Yes, but this is not a new matters and we have implemented before.
9	•	Yes, but still need some thoughts about who will be the most responsible party if construction fails.
	•	Yes
10	•	Yes, but PMM need to be revised.
	•	Yes

Questionnaire and Bina Marga Responses and Notes from Workshop

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General Comments

	EINRIP need to be consider for how to accelerate all packages implementation because it have been indicated that EINRIP are slow and the implementation contract can not exceed or over the closing date.
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Questionnaire and Bina Marga Responses and Notes from Workshop

F.9 Questionnaire from: Ir. T Anshar, SE.CES – Chief of Subdit of East Region IV

Questions for Planning/Programming Sub-Directorates		
1.	•	
	•	
2.	•	Yes
	•	Yes
3	•	Yes, it should be.
4	•	Actually yes, but it still not in time of process
	•	yes
Questions for Bintel, Metropolitan and East Region		
Soil and Investigations		
Soil Investigation		
1	•	yes
Topography Survey		
2	•	Yes, but there were always handicap with budget need.
Design		
Bridges		
3	•	Sometimes, because it depend on the need (benefit) of the project.
	•	Yes for the appropriate ones
Roads		
5	•	We are not sure, it depend on the situation
	•	The important one is the drawings ready on time for all packages
6	•	Yes, the roads already adjustable for Indonesian soil characteristics
7	•	Bintel will construct
8	•	The problem is, road safety is good, but their need more budget, so its should be responding to the life insurance.
Specifications and Bidding Documents		
8	•	Its possible
	•	Yes, it will be better
9	•	Yes, it already being programmed to be adoptable

**Questionnaire and Bina Marga Responses and
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10	•	-
	•	-
General Comments		
	-	

Appendix F**Questionnaire and Bina Marga Responses and Notes from Workshop****F.10 Responses from EINRIP PMU to Questionnaire**

Planning and Programming questions

1. Corridor Concept

Yes, the integrated corridor concept during the planning stage is a better solution. SRRP projects had used this concept.

Yes, it is proposed to be adopted for the future planning stage of projects.

2. Bridge Management System

Yes, all information in database should be updated every single year in order to get the reliable data and information for the design purpose.

Program for outsourcing the bridge inspection is required,

3. IRMS

IRMS is the only software used in planning and programming, This IRMS has been used for IRTP-2 and SRRP projects to determine the economic feasibility of the National and Provincial roads IRR.

Therefore, IRMS should be used as a tool for planning, by updating the coefficients every single year.

Questionnaire and Bina Marga Responses and Notes from Workshop

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F.11 Summary and Feedback of EINRIP Project Preparation Completion Workshop held 7 April 2009, at Ambhara Hotel, Jakarta.

The Workshop commenced at 9.50 am.

Opening

David Foster, PPC Team Leader opened the workshop with comments on the status of the EINRIP preparation and the purpose behind the workshop which was to review the initiatives and new features of the EINRIP project preparation and to receive feedback from Bina Marga on how these initiatives have performed and how they may be made in the future.

Patrick Dennis provided the response from AusAID with some background on the project and the commitment for an ongoing relationship with Bina Marga.

Drs. Max Antameng, MA, Subdirector of Planning provided the opening remarks for Bina Marga and provided very positive feedback on some of the key features of EINRIP:

- The ACAP is an important document for Bina Marga and will be included in SOPs for the next program for implementation – WINRIP.
- Corridor Approach to planning is good for sustainability of road improvements but an island wide approach would be even better.
- Project Management Procedures and documents prepared under EINRIP are extremely useful as are the SOP's for EINRIP and will be used for future projects.
- EINRIP has provided an opportunity for much closer cooperation between the directorates and sub-directorates in Bina Marga.
- Bina Marga carry out annual training programs and the initiatives and documents prepared in EINRIP will provide a significant input as best practice within the training programs.
- Detailed design will be included for future projects.

Presentation and Feedback

A presentation followed which was broken down into various aspects of the work covered in EINRIP which included questions aimed at stimulating discussion. However, there was only limited feedback and discussion on some of the topics.

Planning Approaches

- This focused on the Corridor Approach and whether it would be used on future projects – The response had already been positive from Pak Max at the opening of the workshop.
- AusAID enquired whether it would be used for APBN projects but there was no answer from Bina Marga (Max Antameng had already left after the opening remarks).
- In addition the presentation posed the question of whether IRMS should be used in the Planning Subdirectorate – which was supported by the questionnaire previously forwarded to Bina Marga some weeks prior to the workshop.

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- The presentation described the problems associated with the Bridge Management System encountered during the project preparation and posed the question about future updating of the bridge surveys and databases, both of which had been supported in the questionnaire. There was no representation from the bridge section and no responses were received from the floor.

Environmental and Social Approach

- This focused on work carried out on the ESS, Design Integration and Road Safety initiatives which have been used on the project preparation. No responses were received on the ESS and Design Integration on the questionnaires from Bina Marga and generally positive responses were received on the issue of road safety audits being a requirement on future projects. No responses were received from the floor.
- Ibu Nurmala from the Environmental Section indicated after the meeting that the initiatives had been developed closely with and agreed by them and consequently no further comment was required during the workshop.

Project Management

- This focused on the work carried out on the preparation of the PMM which was based on work carried out on the development of the PIP.
- The questions posed were about the quality of the PMM and whether it will be used for future projects.
- There was feedback from Ibu Ririen Marlia that the PMM has proved to be a very useful document which is also a living document and will be updated on a regular basis when agreed adjustments are needed.
- Pak Riel Mantik expressed some concerns about the role of the Engineer being transferred to the RSC when current Government regulations require that the project manager be responsible for financial and quality.

Field Investigations and Road Design

Ted James then provided a presentation on a comparison of Simplified Design and Final Engineering Design for Road Improvement projects which included comparisons of design life in various countries and also included cost comparisons and whole of life costs. The presentation recommended a series of workshops should be held on technical issues Discussion followed:

- Pak Hedy Rahardian indicated that there are currently problems with the technical standards for detailed design and would like them to be standardized under INDII. Currently regulations and standards are agreed by a committed set up by the Minister. The question is how to make them implementable.
- Budget for design is a problem and there is insufficient budget for sustaining the current road network without further expansion.
- Asset management strategy is a must to make best use of the available budget.
- Need to look at other low cost options for road maintenance such as chip sealing.
- There is also concern about the management capacity of the implementation unit and the clarity of their role.
- There are core problems with the Road Management Cycle not running smoothly.

Questionnaire and Bina Marga Responses and Notes from Workshop

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- There is low certainty when road will be improved. EINRIP approach to detailed design needs good planning.
- Simplified design can be appropriate for some types of road betterment.
- There is currently no agreement on design life for pavements whether it should be 10 years or 40 years or something else.
- David Foster indicated that the problems of planning of road improvements had not been helped by each individual loan project carrying out a planning process for the individual project only. A systematic approach where there was a continuous five year program with annual updates which was funded by all of the different donors would promote a better planning approach and would be in line with the Paris Accord.
- It was agreed that requirements / requirements for each of the donors should be standardized.
- Any approach to discuss these with the donors will need to come from the GOI.
- Tony McNamara of the PMSC commented that the quality of the designs will only be meaningful if the supervision and contractors provided quality during construction and he indicated that it was likely that there would be some problems which would need to be addressed. This will place a lot of responsibility on the RSC and the PMSC.

Bridge Design

There were materials for Bridge Design Initiatives carried out under EINRIP but this section was skipped because there was no attendance by the Bridge group. Feedback will be solicited directly.

Bidding Documents

There was a summary of the improvements to the Bidding Documents which included the changes to the SBD, the specifications and the translation of the documents to Bahasa Indonesia.

- Leslie Robertson of EMU indicated that he is convinced that the translation of the documents (for information only) would benefit the projects.

Summary of Potential Activities to be Supported by AusAID

The presentation included a number of activities which could be supported by AusAID or other agencies which focused on many of the activities or outcomes of EINRIP. Some of these: road safety auditing and strengthening of procurement in Bina Marga have entered the process with INDII.

- Patrick Dennis indicated he was not aware of the current status of the submissions.
- There was a general discussion on the availability of quality designers and the training that will be likely necessary for the detailed design approach. Some suggestions included:
 - Internship as a possibility.
 - On the job training in support of formal training
 - The gradual improvement of the overall network can likely be achieved at 500 km a year which would require design teams with twice the capacity of the EINRIP team – so not so difficult to achieve.

Appendix F**Questionnaire and Bina Marga Responses and Notes from Workshop**

- It was agreed that there would be some benefit in holding a series of workshops on technical issues as proposed by Ted James but that this should also include environmental issues.
- AusAID will informally review the proposal for sector loans which would allow greater consistency in planning and regulations.

The Workshop concluded at 12 noon and was followed by lunch.