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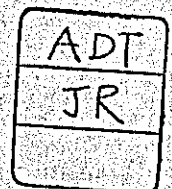
**SOUTH SULAWESI  
REGIONAL AGRICULTURAL DEVELOPMENT  
PLANNING/ATA-140 PROJECT**

**FINAL REPORT ON PHASE II  
VOLUME I**

**RECORD OF ACTIVITIES OF THE PROJECT TEAM  
FOR THE 30 MONTHS (25 DEC. 1976-24 JUNE 1979)**

June 1979

**THE TEAM OF THE PROJECT ON SOUTH SULAWESI RADP /ATA-140  
IN UJUNG PANDANG**



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# **SOUTH SULAWESI REGIONAL AGRICULTURAL DEVELOPMENT PLANNING/ATA-140 PROJECT**

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## P R E F A C E

At present, a period of the 30 months for the cooperation is close to the finale of it, though the period is expected to be prolonged for another 24 months. During the 30 months of cooperation, it was recognized through the activities as a "culture-shock" for each other that the world of different time exists between the Experts and the Counterparts. The word "culture-shock" in the sentence can be exchanged with the word "cooperation-shock". The cooperation-shock for the Team is shown as the results of the transfer of knowledge. And it will be proofed in the reports published by the Team during the 30 months that the Experts could cause the Counterparts to get the shock in a good meaning, or the Counterparts could change the shock with a basis to go ahead, although the good "cooperation-shock" was expressed in the conclusion of the third Seminar.

Meanwhile, the first phase of the Project was completed with the presentation of documents of A Master Plan on South Sulawesi regional agricultural development (the Final Report on Phase I; 6 Volumes). Then at present, near the finale of the Second Phase which was commenced in parallel with the first phase from July 1978, the Team worked out this Final Report on the Second Phase as the results of activities of the Team during the 12 months and as the preparations of the Pilot Tests in the specific

Kabupatens which will be implemented in the period of the prolongation of this Project.

This Final Report on the Second Phase consists of the following four (4) volumes :

- Volume I: Record of Activities of the Project Team for 30 Months (25 December 1976 - 24 June 1979),
- Volume II: A Prefeasibility Study Report on the Improvement of Afforestation, Grassland, Citrus and Brakich Water Fish Ponds in the specific Kabupaten-s,
- Volume III: Agricultural Development Plan of Kabupaten Jeneponto (An Example), and
- Volume IV: Agricultural Development Plan of Kabupaten Enrekang (An Example)

The first volume presents the record of the Team's activities during the 30 months (until 10 June 1979) and the important documents such as Terms of References (T.O.R.), Record of Discussions (R/D), Note of Understanding by the Joint Evaluation Team and so forth, so this volume will be available to look back and to evaluate upon the progress of the Project. This volume was compiled by Mr. K. Tanabe as report on the administrative aspect, besides the other volumes on technical aspects.

The second one shows the results of prefeasibility studies, i.e. the preparation of the pilot tests expected to be implemented in the prolongation period, and this was compiled by Mr. S. Kikawa with the assist of Counterparts, based on the results of the activities of the short-term Experts during last year.

Besides the first and second ones written in English, the original texts of the third and fourth volumes were written in Bahasa Indonesia (Indonesian). Because, those volume were compiled by Counterparts themselves, Mr. Yusuf Harzuka, Mr. Sofyan Djanal for the third volume and Mr. Andi Makassar, Mr. Anwar Umar for the fourth one, as the result of the transfer of knowledge on the planning through the class-room training by Mr. K. Ozaki (translated by Mrs. L. Yasin Rachman).

The Team expects that those volumes will be used to evaluate, prolong and implement the Project in the near future. And also, it

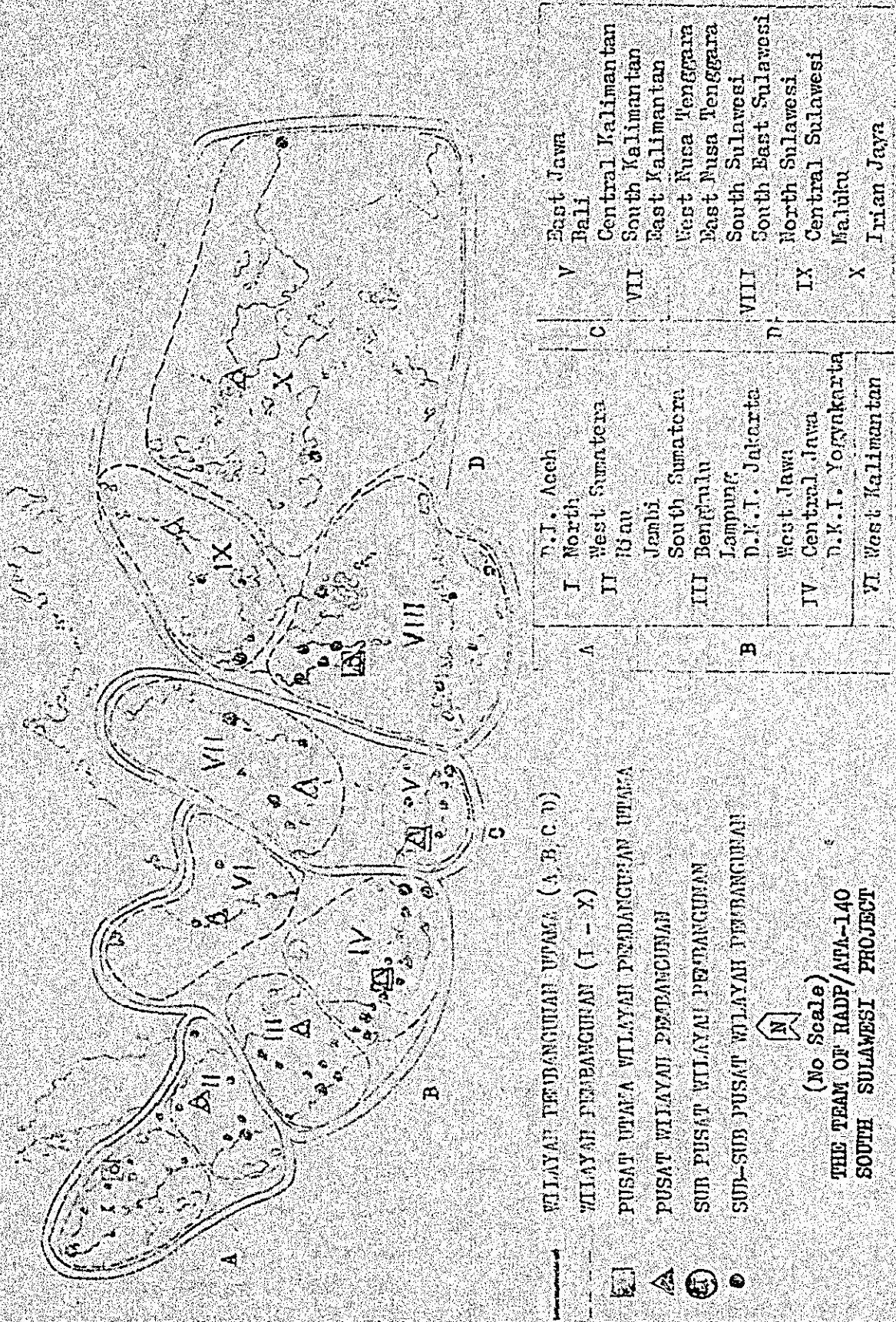
is the Team's sincere hope that this Final Report will prove helpful not only to the development of agriculture in South Sulawesi Province, particularly to the development in Kabupaten-s Jeneponto and Enrekang, but also to the development of the technical cooperation by JICA/Japan in this Province in the future more.

Finally, the Team would express a heart felt gratitude to all the personnel concerned, both on the Indonesian and the Japanese sides, especially the Governor of South Sulawesi Province, Chief of the BAPPEDA of South Sulawesi/Chairman of the Steering Committee, Bupati-s of Kabupaten Jeneponto and Kabupaten Enrekang and other officials concerned in the Province, and the Director of Planning Bureau of M.A./Chairman of the Joint Committee, the members of the Joint Committee, the Project Officer and other officials in Jakarta, furthermore the Chief of the Regional Office, M.A./Supervisor/Coordinator of the Project, in Ujung Pandang. More and more, all short-term Experts already returned into Japan and their Counterparts in South Sulawesi, the Japanese officials concerned in Japan and Jakarta.

TERIMA KASIH BANYAK !

Ujung Pandang; 10 June 1979.-

Map 1: Four (4) ZONES & 10 Sub-Zones for Development in Indonesia



- WILAYAH PERDANGUNAN UTAMA (A, B, C, D)
- WILAYAH PERBANGUNAN (I - X)
- PUSAT UTAMA WILAYAH PERDANGUNAN UTAMA
- PUSAT WILAYAH PERDANGUNAN
- SUB PUSAT WILAYAH PERBANGUNAN
- SUB-SUB PUSAT WILAYAH PERBANGUNAN

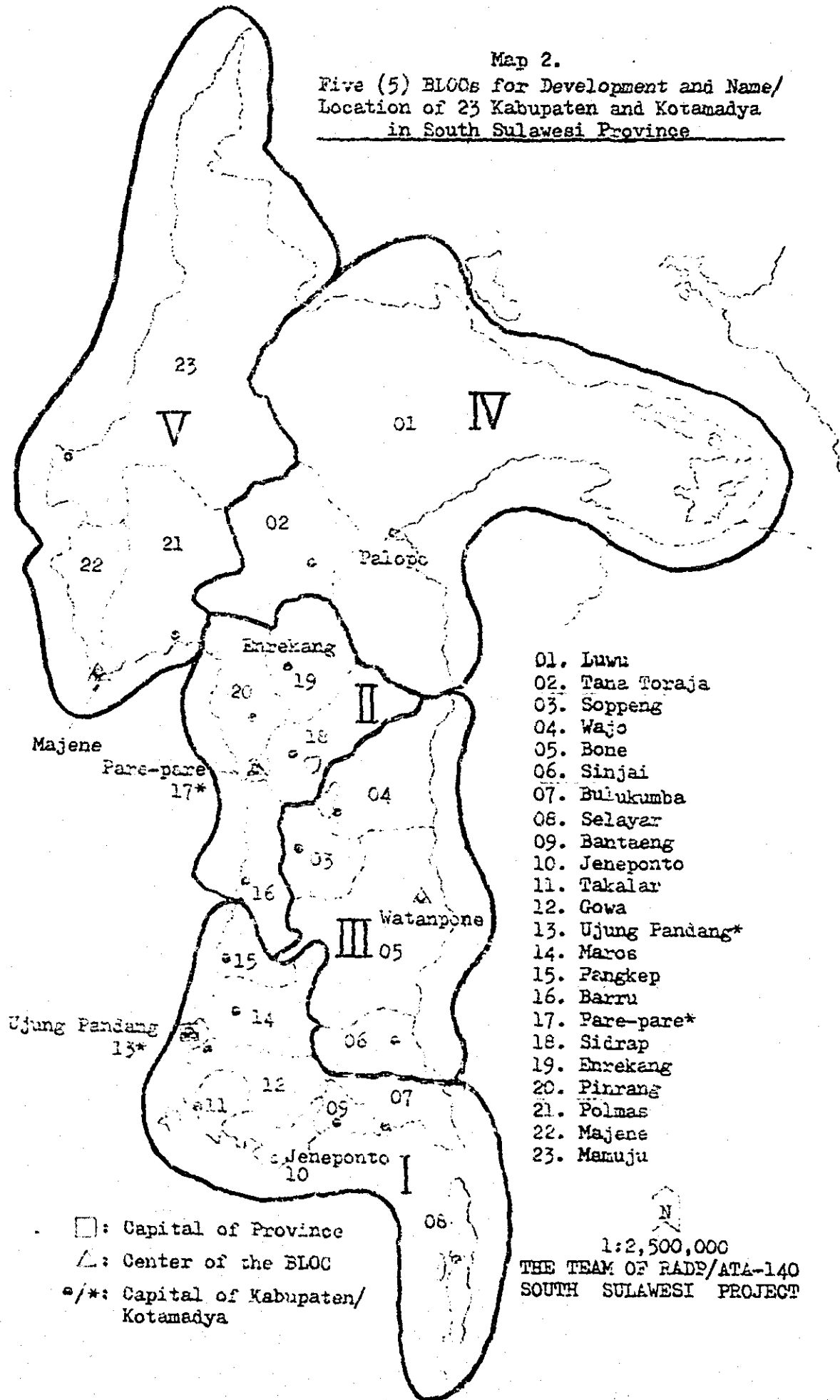


(No Scale)  
THE TEAM OF RADP/ATA-140  
SOUTH SULAWESI PROJECT



Map 2.

Five (5) BLOCs for Development and Name/  
Location of 23 Kabupaten and Kotamadya  
in South Sulawesi Province

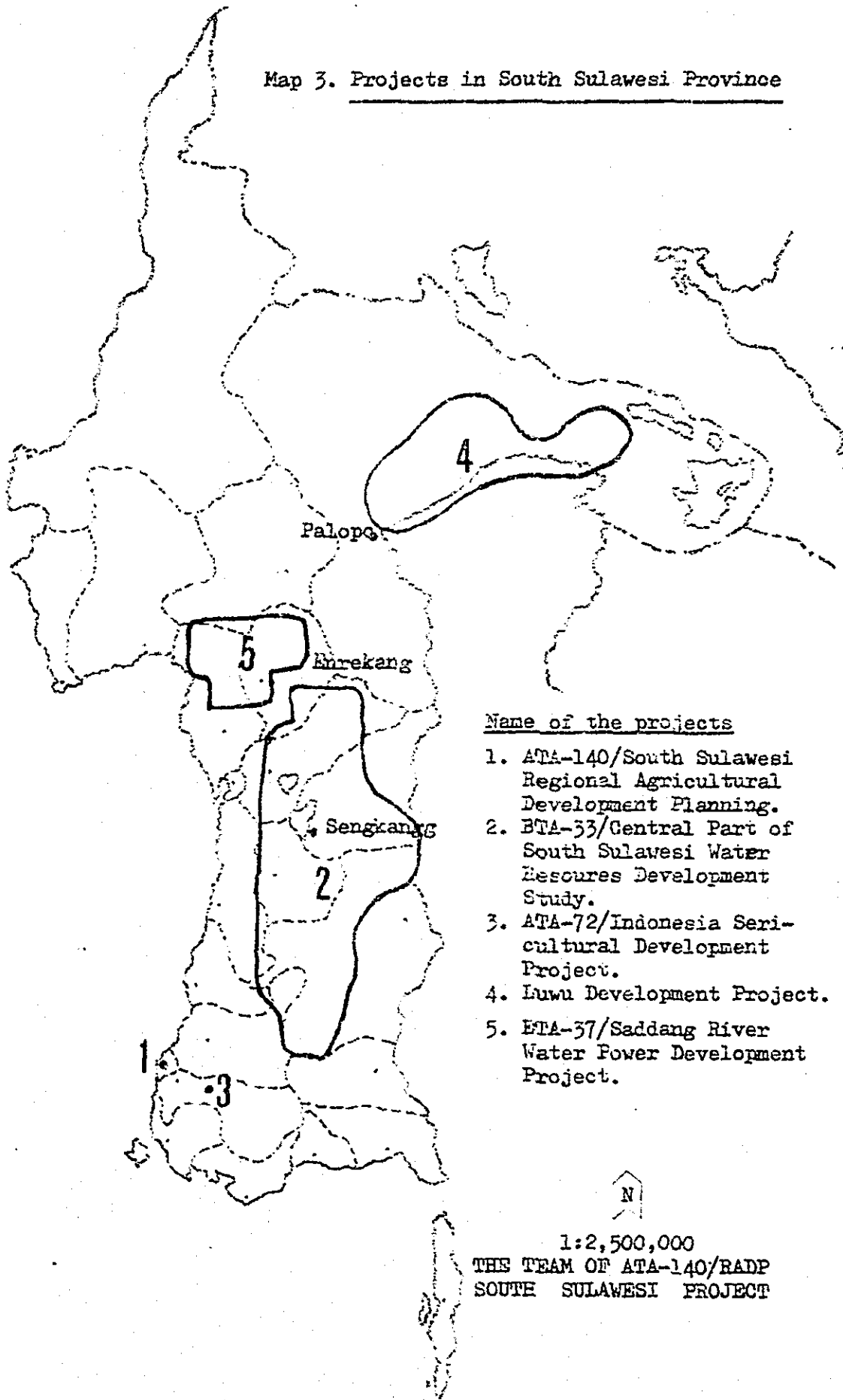


- 01. Luwu
- 02. Tana Toraja
- 03. Soppeng
- 04. Wajo
- 05. Bone
- 06. Sinjai
- 07. Bulukumba
- 08. Selayar
- 09. Bantaeng
- 10. Jenepono
- 11. Takalar
- 12. Gowa
- 13. Ujung Pandang\*
- 14. Maros
- 15. Pangkep
- 16. Barru
- 17. Pare-pare\*
- 18. Sidrap
- 19. Enrekang
- 20. Pinrang
- 21. Polmas
- 22. Majene
- 23. Mamuju

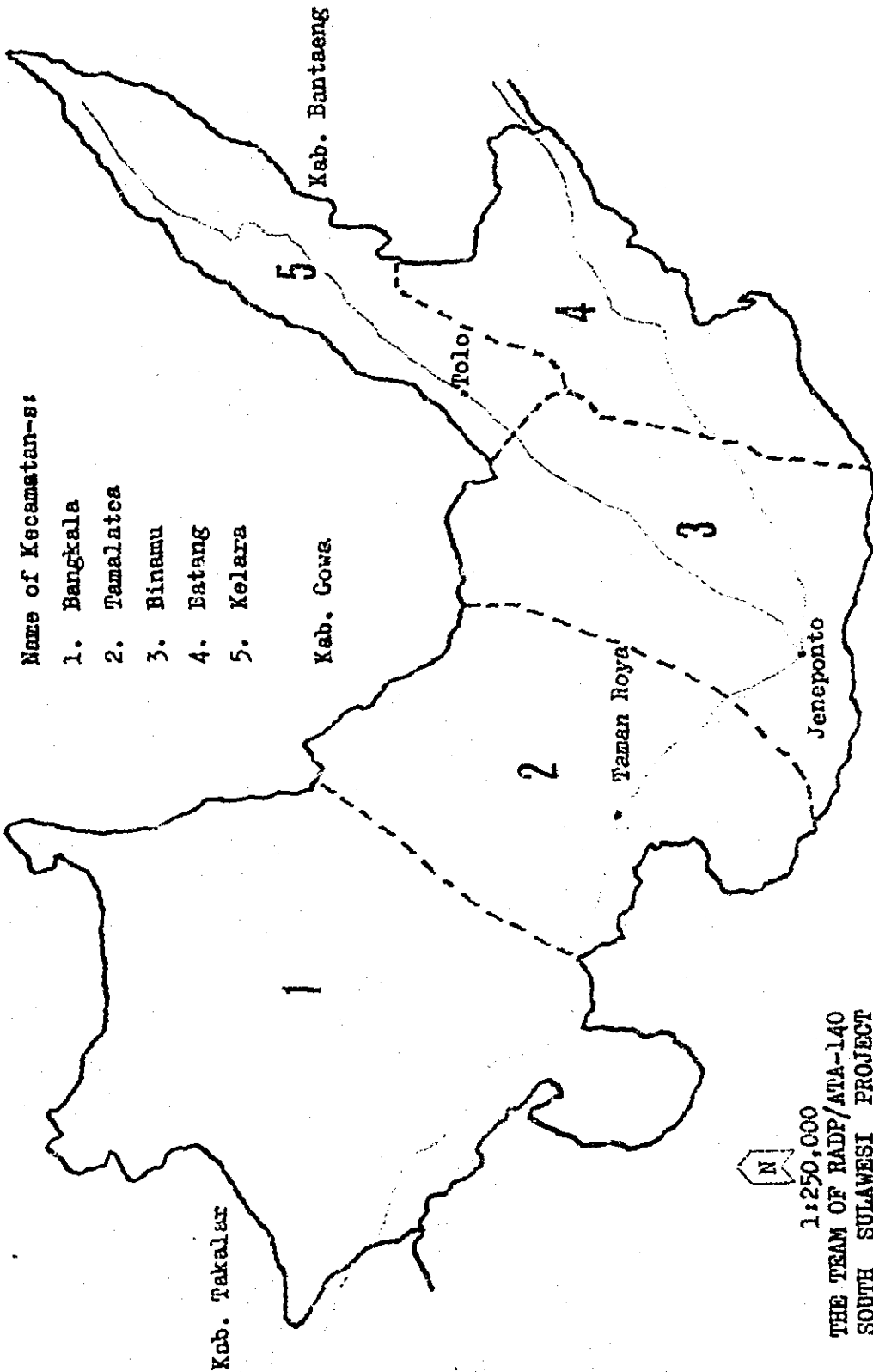
□: Capital of Province  
 △: Center of the BLOC  
 ●/\*: Capital of Kabupaten/  
 Kotamadya

1:2,500,000  
 THE TEAM OF RADE/ATA-140  
 SOUTH SULAWESI PROJECT

Map 3. Projects in South Sulawesi Province



Map 4: Map of Kabupaten **JENE PONTO**



Name of Kecamatan-s:

- 1. Bangkala
- 2. Tamalntea
- 3. Binamu
- 4. Batang
- 5. Kelara

Kab. Cova

Kab. Bantaeng

Kab. Takalar

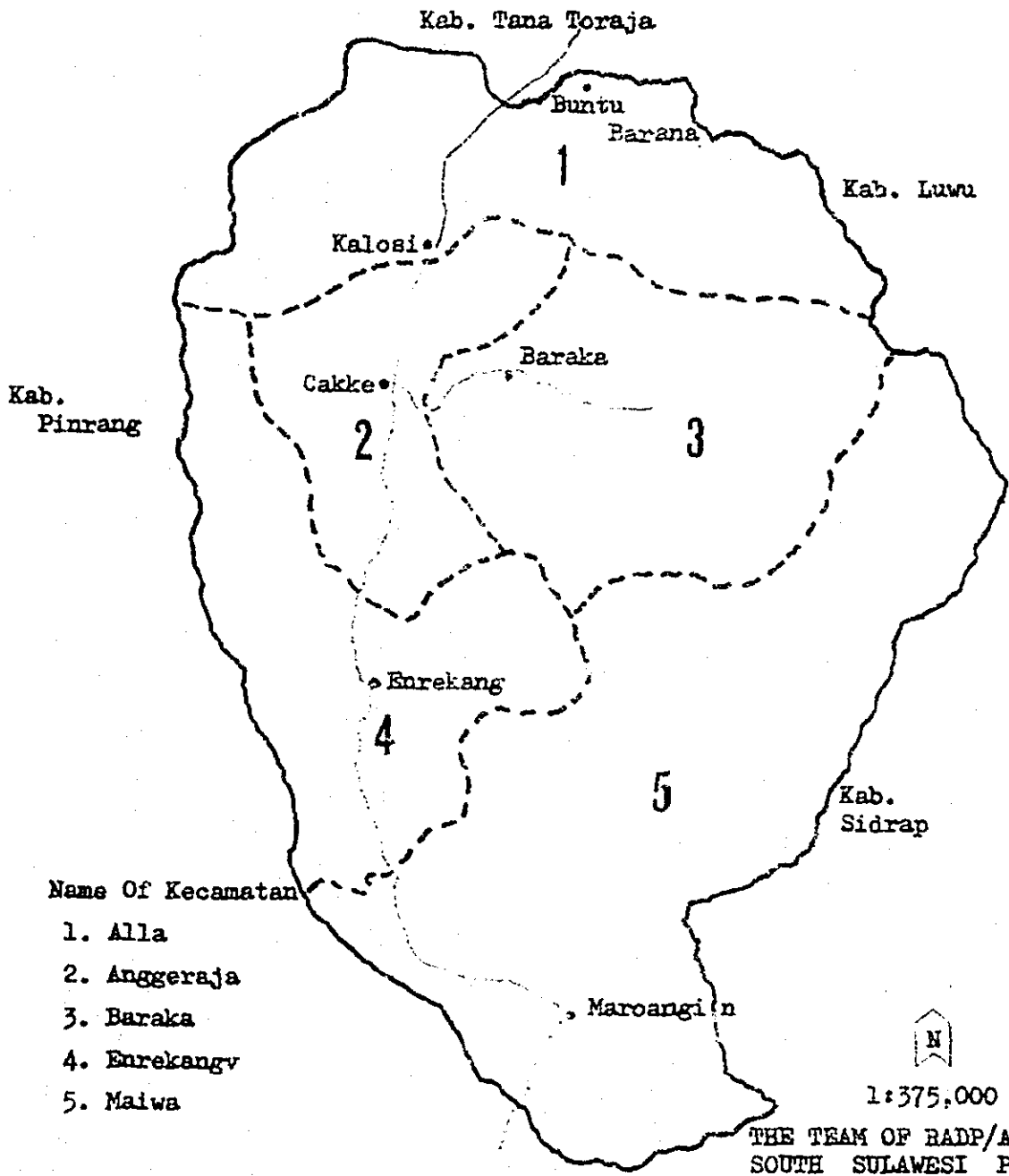
Taman Roya

Tolo

1:250,000  
 THE TEAM OF RADP/ATA-140  
 SOUTH SULAWESI PROJECT



Map 5: Map of Kabupaten **ENREKANG**



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# INTRODUCTION

1

## 1.1. Background of the Project

The request by the Government of the Republic of Indonesia for a technical cooperation on the Regional Agricultural Development Planning Project in the South Sulawesi Province was officially proposed to the Government of Japan in April 1975.

In advance of this request, there had been several opportunities of discussion and negotiation between both Governments since 1973, when the technical guidance mission was dispatched by JICA for the Tani Makmur Project in West Java, which had been implemented by that time.

In response to the aforementioned request, a preliminary survey team led by Mr. Heijiro YOSHIHARA, Director General of JICA, was dispatched in November 1975 to clarify the terms of reference (T.O.R.) of the Project with a short period of field survey in the South Sulawesi Province (Refer to Annex 5.1. - 5.5. for the T.O.R. and other informations).

Again, a team led by Mr. Heijiro YOSHIHARA was dispatched in late April 1976, and finally the "Record of Discussions" (R/D)

was signed between Dr.A.T.Birowo, Director of the Bureau of Planning, Ministry Agriculture, and Mr. Heijiro YOSHIHARA, on May 4, 1976 (Refer to Annex 5.6).

Based on the Master Plan attached to the R/D mentioned above, the preparation for project implementation was proceeded in both the Governments. After the agreement was reached concerning the personnel aspect by the Government of the Republic of Indonesia, the Experts' Team was dispatched to Jakarta on 25 December 1976, and cooperation activities were commenced after the arrival of the Experts' Team in Ujung Pandang on 3 January 1977.

1.2. Purpose of the Project

The objectives of the Project is determined by the R/D as follows : This Project, with a view of contributing to the Promotion of regional agriculture, is intended to make an overall view of the plans for the development of agriculture in the South Sulawesi Province, to give advisory guidance thereon, to possibly improve the methods and techniques of planning for the development of regional agriculture and thereby to improve the planning ability of the Indonesian officials in charge.

It is quite clear that the four points of operation as described in the R/D have to be succeeded within the period of 30 months of the Project's operation, mainly on the objectives of :

- 1) Survey and analysis concerning agriculture in the South Sulawesi Province;
2. Review of the Repelita II formulated by the BAPPEDA and other existing projects and recommendations thereon;
3. Drawing up of sector plans in conformity with the plan mentioned in (2);
- 4) Drawing up of the implementation plans including project preparations and feasibility study for agricultural development projects in certain agencies in conformity with the mentioned plans.

Another main objective of the Project is the transfer of techniques on planning to the Indonesian officials concerned by means of trainings, consisting of :

- 1) On-the-job training (in the office/field);
- 2) Classroom training (by long-and short-term Experts);
- 3) Study/observation trips to Japan.

1.3. Organizing the Project Team, the Joint Committee and the Steering Committee

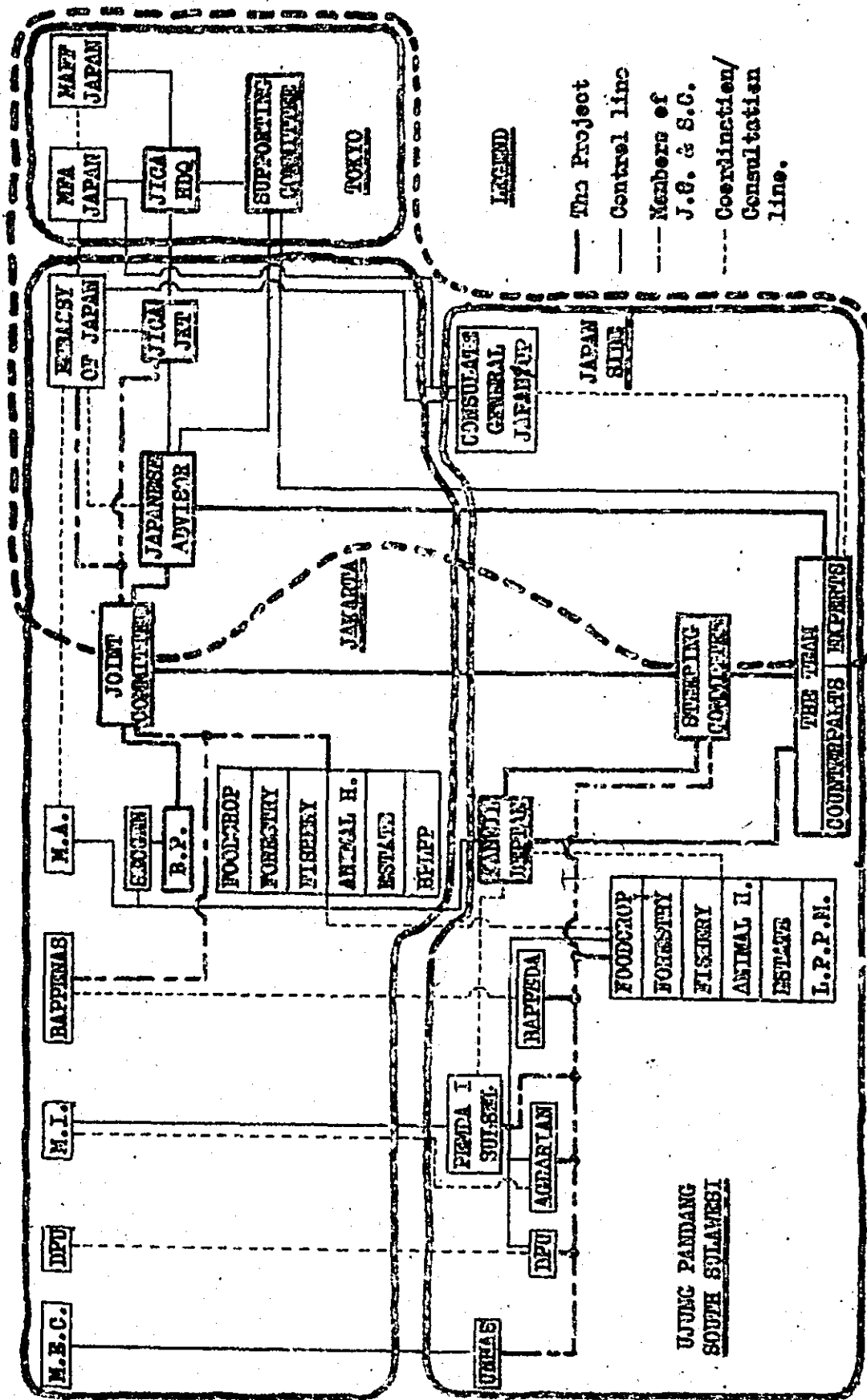
The Project Team, consisting of the Teams of Experts and Counterparts, was organized as soon as the activities of the Project were commenced, with the arrival of the Experts' Team.

Besides the Project Team (hereafter called the Team in an ordinary way), the Joint Committee and the Steering Committee were also organized at the levels of the Central and Provincial Governments, as the organizations competent for the decision on the operation plan of the Project, for control, supervision and evaluation of the Team's activities.

Thus, the activities of the Project for the 30 months' duration have been commenced by the Team, under the supervision by the Joint Committee and the Steering Committee.

The organization of the Project, the Project Teams' structure of organization and the members of the Project Team are shown in the following articles 1.3.1 to 1.3.3., while the compositions of the Joint Committee and Steering Committee are shown respectively in Annex 5.6 and 5.9.

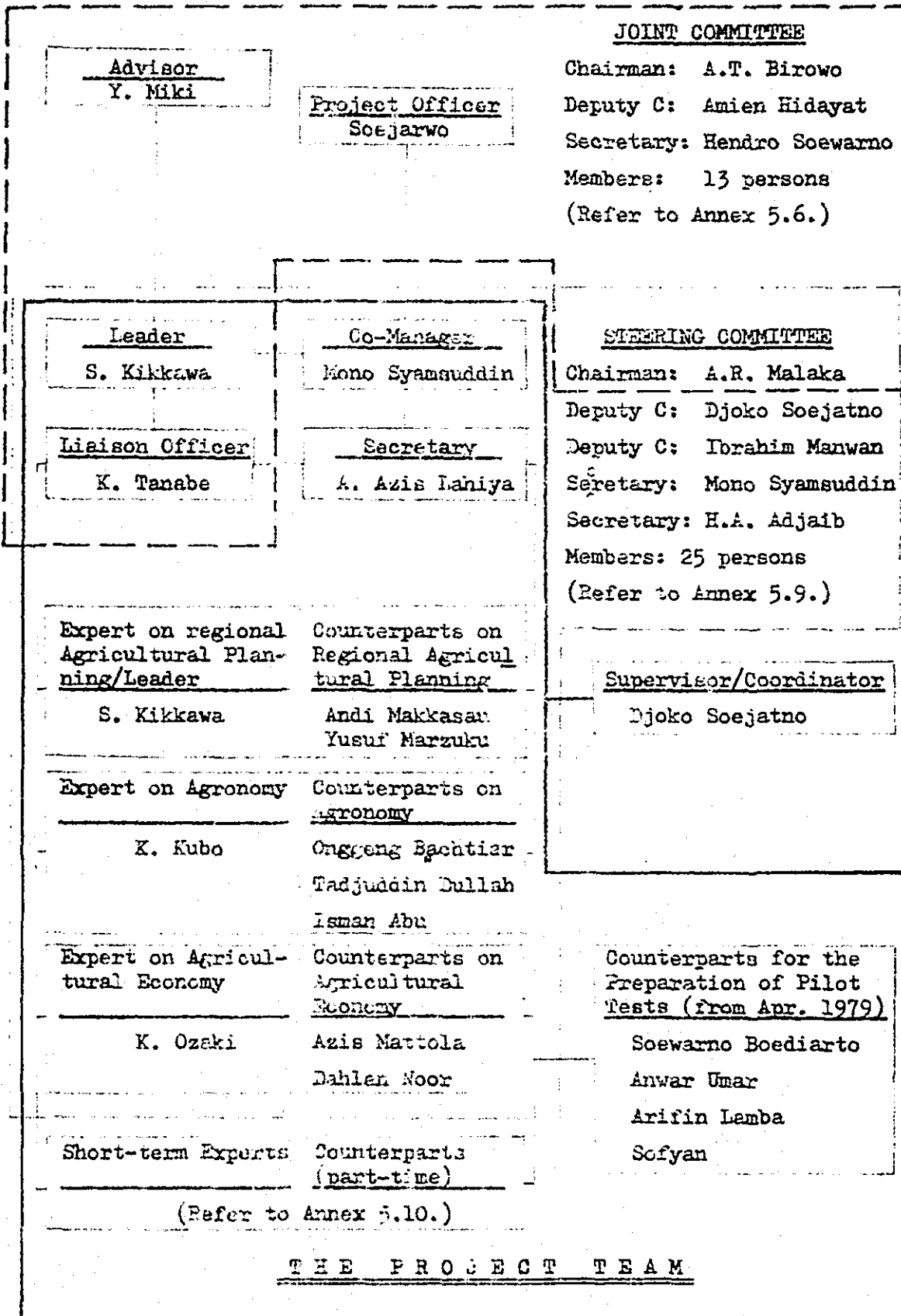
1.3.1. Organization of the Project



N o t e : Abbreviations concerning the Organization of the Project

M.A.	Ministry of Agriculture
SECGEN	Secretariate General
B.P.	Bureau of Planning
BPLPT	Badan Pendidikan, Latihan dan Penyuluhan Pertanian/ Agricultural Extension, Training and Education Board.
BAFFENAS	Badan Perencanaan Pembangunan Nasional/State Ministry, National Development Planning.
M.I.	Ministry of Interior
D.P.U.	Departemen Pekerjaan Umum/Ministry of Public Works.
M.E.C.	Ministry of Education and Culture.
<hr/>	
PEMDA I SULSEL	Pemerintah Daerah Tingkat I Propinsi Sulawesi Sela- tan/The South Sulawesi Province Administration.
DAFFEDA	Badan Perencanaan Pembangunan Daerah/Regional De- velopment and Planning Board.
KANWIL DEPTAN	Kantor Wilayah Departemen Pertanian Propinsi Su- lawesi Selatan/The South Sulawesi Regional Office of the Ministry of Agriculture
L.F.P.M.	Lembaga Penelitian Pertanian Maros/Maros Agricul- tural Experiment Station.
D.P.U.	Dinas Pekerjaan Umum Propinsi Sulawesi Selatan/ South Sulawesi Province Public Works Service.
Agrarian	Agrarian Office of South Sulawesi, Ministry of Interior.
UINIAS	University of Hasanuddin
<hr/>	
MAFF JAPAN	Ministry of Agriculture, Forestry and Fishery of Japan.
MFA JAPAN	Ministry of Foreign Affairs of JAPAN.
JICA HDQ	Headquarter of Japan International Cooperation Agency
JICA JKT	Jakarta Office of Japan International Cooper- ation Agency in Jakarta.

1.3.2. The Project Team's Structure of Organization



(at the end of the second phase)

1.3.3. Members of the Project Team

Stsuzo KIKAWA	Regional Agricultural Planner (Leader of the Experts' Team)
Mono Syamsuddin	Co-manager of the Project
Koji TANABE	Liaison Officer of the Experts' Team
A. Azis Lahiya	Secretary of the Project
Kiyooki KUBO	Agronomist
Kunihiro OZAKI	Agricultural Economist
A. Azis Iattola	Economist
Dachlan Noor	Economist
Onggeng Bachtiar	Agronomist
Andi Makkasau	Regional planner
Tadjuddin Dullah	Aquaculturist
Isman Abu	Agronomist
Yusuf Marzuku	Agronomist
M. Arifin Lamba	Agronomist
Anwar Umar	Specialist on soil and water conservation
Soewarno Boedianto	Forestry Specialist
Sofyan Djamal	Agricultural Economist
Luky Yasin Rakhman	Translator
Muhammad Said HS	Assistant
Syachrullah Naim	Assistant
Fien Latuihamallo	Typist
Seniwaty	Typist
Sitti Aisyah	Typist
Amiruddin	Driver for the Project
Achmad	d i t t o
D a u d e	d i t t o
Johnny Iawalata	d i t t o
Y u k k a s	d i t t o
Daeng Rala	d i t t o
Sangkala	d i t t o
R a h i m	Office boy
H a f i d	d i t t o.

N o t e : Members at the end of Phase II, June 1979.



## OUTLINE **2**

OF THE PROJECT TEAM'S ACTIVITIES DURING 30 MONTHS

### 2.1. Implemented Working Schedule of the Team

The 30 months' period of the Project has been divided into two phases, based on the Plan of Operation, which was authorized by the Joint Committee (For detail refer to Annex 5.8.).

Phase I: Period of 18 months, from January 1977 to June 1978. This phase is for the transfer of techniques on the planning of regional agricultural development of the South Sulawesi Province; and

Phase II: Period of 12 months, from July 1978 to June 1979. This phase is for the transfer of techniques on the preparation of the implementable projects by pre-feasibility studies (Pre-F/S) and feasibility studies (F/S) in the specific Kabupaten-s as the planning of regional agricultural development in those Kabupaten-s.

The Team's activities were started on the arrival of the Experts' Team at Jakarta on 25 December 1976 and at Ujung Pandang on 3 January 1977; the Team carried out data collection, several kinds of surveys in the field, data processing, researches and analyses on the aspects covering all agricultural activities in the South Sulawesi Province, with transfer of knowledge and techniques for the planning,

according to the plan of operation.

At the end of June 1978, i.e. the end of the first phase in the original plan, taking into consideration the results of the activities during the 18 months for the first phase, the working schedule has been rearranged to emphasize and to ascertain the transfer of techniques on planning. As result of the rearrangement of the schedule, the period of the first phase was prolonged by 8 months to a period of 26 months, and the first phase was expected to be completed by the end of February 1979.

After the above-mentioned activities, the Team worked out the Final Report on the first Phase, consisting of 6 volumes, as result of the transfer of techniques on the planning, at the end of February 1979. And the result of activities in the form of the final report was discussed and evaluated by the Joint Evaluation Team in the beginning of March 1979 and by the Third Seminar on 12 and 13 March 1979. Obtaining a good appraisal from those evaluations, the Team completed the first phase by medio March 1979.

Parallel with the activities for the first phase, the second phase was commenced as scheduled in the original plan by the Team from the 19th month of the period in order to complete the whole schedule in time (30 months, from July 1978 to June 1979).

In the second phase, the Team carried out data collection, surveys in the field as the prefeasibility or feasibility studies based on the results of data collection, several kinds of surveys etc. conducted by the Team or the short-term Experts for the first phase. Thereafter, data processing and analysis on the specific field such as afforestation, shrimp and citrus cultivation, grassland improvement and so forth were conducted. Those activities were completed by the Team, mainly the short-term Experts and their counterparts.

Most of the short-term Experts dispatched by JICA in September 1978 returned to Japan by the end of December 1978, leaving good results of the study in the form of very useful reports. Those short-term Experts having returned to Japan, the Team compiled the Report of Feasibility Study on Model Shrimp Fish Ponds.

(Ser. No. S.E. II-12-1/2) and the Report of the Prefeasibility Study on Afforestation, Grassland Improvement etc. (Vol. II of the Final Report on Phase II), based on the short-term Experts' reports.

Besides the preparation for the pilot tests, the study on agricultural development plan for Kabupaten level was commenced, with the consideration of confirming the results of the transfer of knowledge on planning during the first phase. This study was mainly conducted by the Counterparts' Team.

With those above-mentioned activities, the Team worked out this Final Report on the Second Phase, consisting of four volumes, in early June 1979. With the publication of this Final Report on the Second Phase, the Team has completed the second phase of the project, and the Third Phase for the implementation of the pilot tests and the planning for Bloc III is expected to commence within the prolongation period of the Project.

The implemented working schedule of the Team for the first and second phase are shown in detail through the Figures 2.1. and 2.2. And the working schedules which were planned by the Team in the past are shown in Annex 5.12.

Fig. 2.1. Implemented Working Schedule of the Team for Phase I:

Notes: 1) ..... : Original Schedule, 2) ——— : Implemented Schedule.

Classification	'76			1977									
	12	1	2	3	4	5	6	7	8	9	10	11	12
<u>1. Data collection &amp; surveys/data processing</u>													
1.1. Collection of existing data													
1.2. Field reconnaissance & observation													
1.3. Basic survey													
1.4. Sampling survey & supplementary survey													
1.5. Data processing													
<u>2. Research &amp; analysis</u>													
2.1. Review of the existing projects													
2.2. Classification of problems & recommendations													
<u>3. Formulation of a regional agricultural development plan</u>													
3.1. Establishment of economic indices consistent with provincial plan													
3.2. Establishment of economic indices consistent with national plan													
3.3. Formulation of a regional agricultural development plan of South Sulawesi													
3.4. Making a manual													
4. <u>Joint Committee</u> (at JKT)	x							x					
5. <u>Steering Committee</u> (at UP)		xx	x					x		x			x
6. <u>Seminar</u> (at UP)										x(I)			
<u>7. Dispatch of short-term Experts</u>													

(to be continued)

(Continue: Fig. 2.1. Implemented Working Schedule)

Note: 1) ..... : Original Schedule, 2) ----- : Implemented Schedule.  
x

Classification	1978												1979			
	1	2	3	4	5	6	7	8	9	10	11	12	1	2	3	4
<u>1. Data collection &amp; surveys/ data processing</u>																
1.1. Collection of existing data																
1.2. Field reconnaissance & Observation			—	—				—						—		
1.3. Basic survey																
1.4. Sampling survey & supplementary survey	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—
1.5. Data processing	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—
<u>2. Research &amp; analysis</u>																
2.1. Review of the existing projects																
2.2. Classification of problems & recommendations	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—
<u>3. Formulation of a regional agricultural development plan</u>																
3.1. Establishment of economic indices consistent with provincial plan																
3.2. Establishment of economic indices consistent with national plan	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—
3.3. Formulation of a regional agricultural development plan of South Sulawesi																
3.4. Making a manual																
4. <u>Joint Committee (at JKT)</u>								x	x							x
5. <u>Steering Committee (at UP)</u>	—	x	—	—	—	—	—	x	xxx	—	—	—	—	—	—	x
6. <u>Seminar (at UP)</u>				x(II)												(III)x
7. <u>Dispatch of short-term Experts</u>																

Final Report

(Draft I)

(Draft II)



## 2.2. General Activities

At the beginning of the Project, the Experts' Team explained a draft of the Plan of Operation made by JICA and the Experts' Team, to the First Joint Committee held in Jakarta on 31 December 1976, and after the achievement of understanding on the main stream of the draft by the members of the Joint Committee, the Expert' Team began to explain it, item by item, to the Counterparts in Ujung Pandang (Refer to Annex 5.8.).

According to the original plan of operation, i.e. the basic frame of operation, procedures of training and planning, reconnaissance studies, surveys, data collection, researches and analysis were commenced; in the course of time, however, the original plan of operation was revised for several reasons, especially emphasizing and ensuring the transfer of techniques on planning. The revised one is aimed at the design of effective programmes for on-the-job training based on the finding of problems in planning through the review of Repelita II of the South Sulawesi Province.

At the end of the first phase, it can be said that the activities of the Team based on the original basic frame and procedure were the stage to learn and grasp the present situation of agriculture in South Sulawesi Province for both sides, Experts and Counterparts, and the activities based on the revised one were the stage to transfer of techniques on the planning through on-the-job training. Therefore the revised one, finalizing as "implemented basic frame of operation and procedure of training for the first phase" and "flow chart of implemented planning of integrated regional agricultural development" are shown in Figure 2.3. and 2.4.

During eight months, from the 19th month to the 26 month (July 1978 to February 1979), the second phase was conducted by the Team parallel with the first phase. And at the finalization of the first phase by the third Seminar around medio March 1979, the energy of the Team was concentrated on the activities for the second phase. Therefore, the second phase can also be divided into two stages at the end of the second stage.

The first stage (July to December 1978) was the stage for surveys and researches with data collection/analyses. And the second one (January to June 1979) was the stage for the finalization of the prefeasibility and feasibility studies, consolidation of the results of the transfer of knowledge on planning during the first phase, and the preparation of the third phase.

Throughout the two stages of the second phase, the studies on the items shown in Annex 5.12-4. were conducted by the Team, thus this four (4) voluned Final Report on the Second Phase has finally been compiled.

The implemented basic frame of operation and procedure for the second phase of the Project is shown in Figure 2.5.

During the 30 months period of the Project, Joint Committee and Steering Committee meetings were held five times in Jakarta and Twelve times in Ujung Pandang respectively for the discussions/consultation on the Project's operation. The Seminars were held three times in Ujung Pandang, for the purpose of informing widely and evaluating the activities of the Team, inviting lecturers from Japan.



Fig. 2.3. Implemented Basic Frame of Operation & Procedure of Training for Phase I

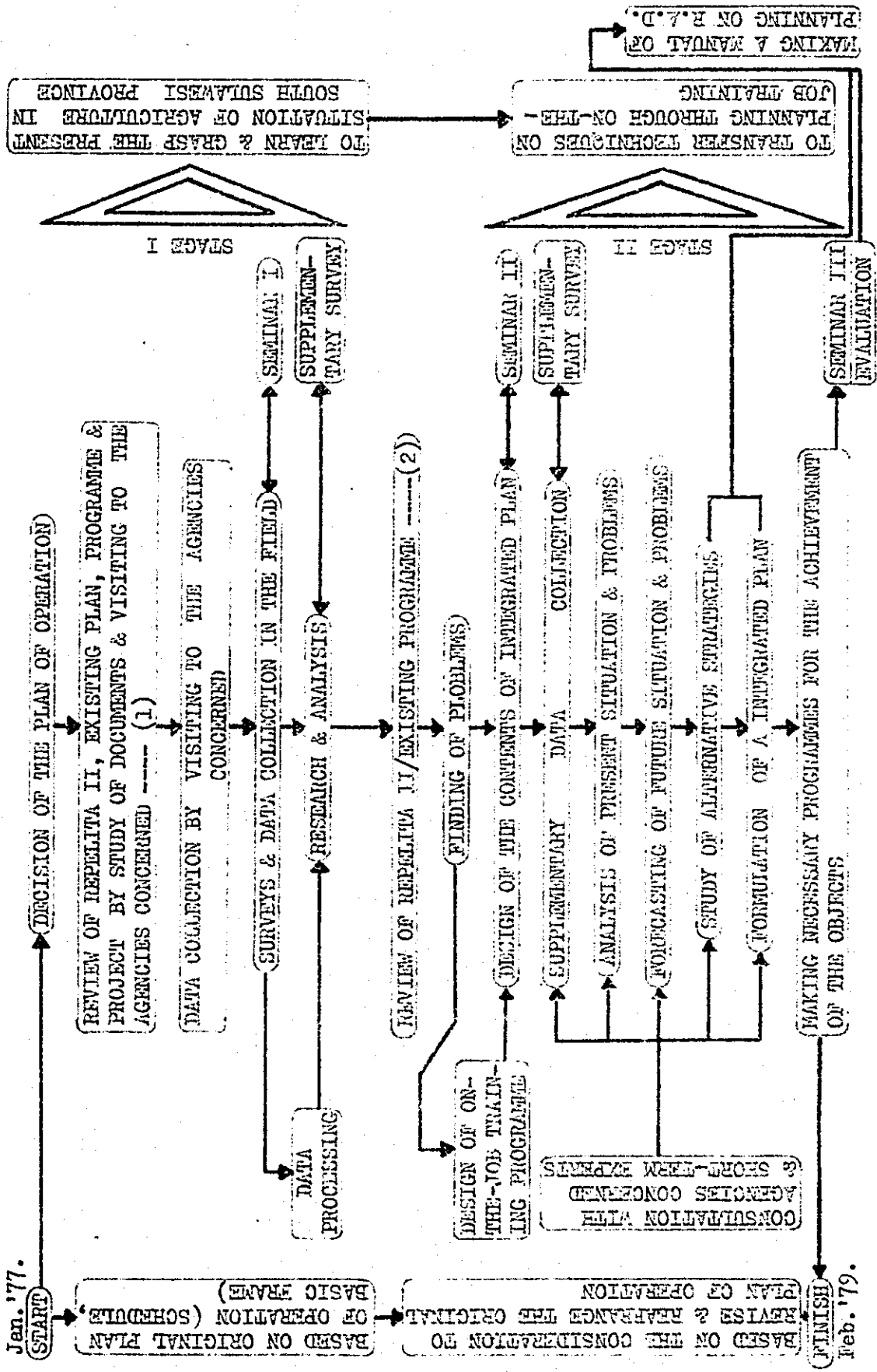
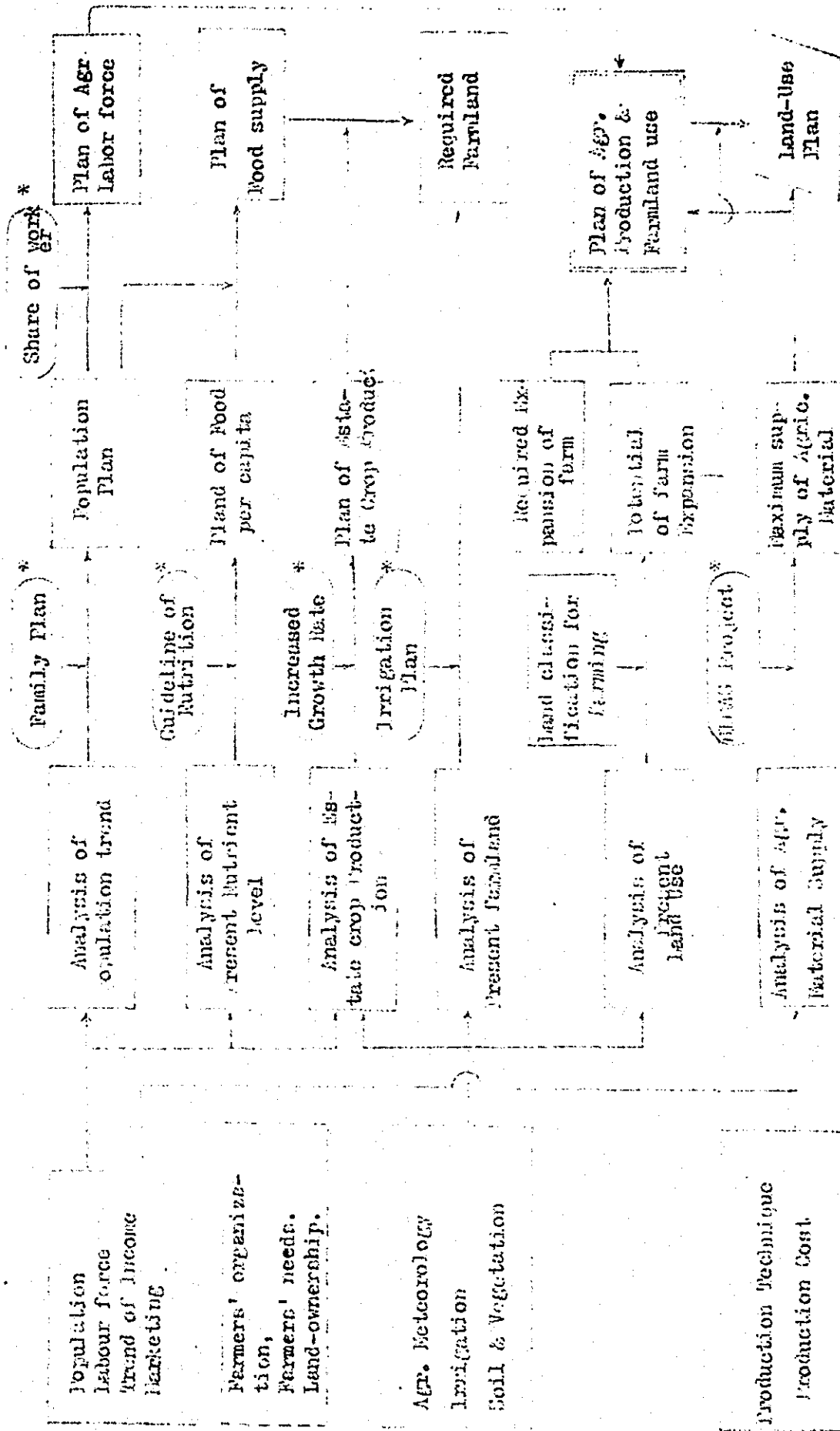
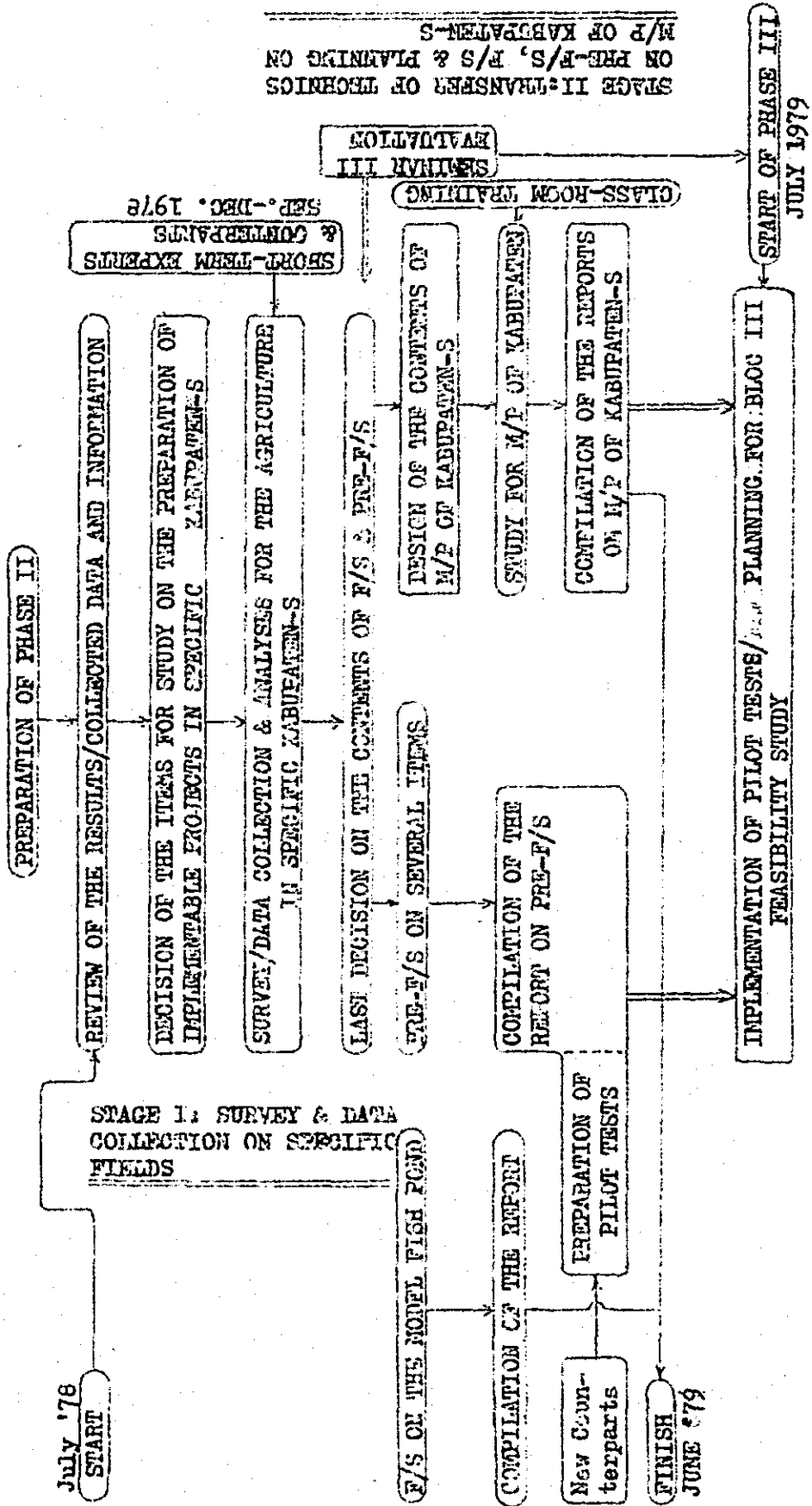


Fig. 2.4. Implemented flow chart for the formulation of Regional Agricultural Integrated Planning



Note : \* : request from national plan

Fig. 2.5. Implemented Basic Frame of Operation & Procedure for Phase II



### 2.3. Surveys

During the first phase, a target amount of time and participants were expended for the surveys. The surveys mentioned here which were conducted for the preparation of the research on agricultural condition and analysis of data, besides the collection of data, consisted of :

1) The basic survey, which was conducted mainly by the Team, has the objective of grasping the existing general conditions of agriculture and farming by ways of survey in the field, collecting data and information, discussion/interview with officials concerned or farmers and consultation with officials. The main items of surveys were flow of goods, unit price by commodity, systems of farm labour employment and marketing.

2) The sampling survey in depth, which has been conducted mainly by the Counterparts' Team and by short-term Experts with Counterparts, has the objective of deepening the understanding of the condition of agriculture in selected Kabupaten-s in general, and to survey in depth on certain matters or the specific sub-sectors in particular, by way of field survey, collection of specific data, discussion/interview etc., and to recognize and supplement the results of the basic survey. The main items are : production cost and farming practice.

3) The supplementary survey which was done by short-term Experts with Counterparts has a purpose of supplementing the results of basic surveys.

4) The field reconnaissance and observation, mainly conducted by short-term consultants, i.e. members of missions from Japan, lecturers for the Seminars and visitors concerning the Project, have the objectives of observing the facts and conditions of agriculture and other sectors in the Province, including formal consultation with officials concerned such as Bupati-s, and collecting data and informations.

In twenty two (22) kotamadya-s and Kabupaten-s of South Sulawesi Province, the surveys have been done. But the Team had no opportunity to make surveys in the remaining one, Kabupaten Mamuju, although the Team could get the data/information for the Kabupaten Mamuju by the good cooperation with the Team of Sulawesi Regional Development Study/SRDS.

Besides the surveys mentioned above, during the second phase, too especially the first stage of the second phase, (July to December 1978), the surveys were conducted many times in the specific Kabupaten-s, Jeneponto and Enrekang and other areas, aiming at the preparation of the pilot tests (pre-F/S and F/S) and the master plans of Kabupaten-s.

Concerning the activities mentioned above, the short-term Experts took a leading part in the surveys, and the results of the surveys were finalized as their summary reports.

#### 2.4. Data Collection

There are two ways which were adopted and practised in the activities on collecting data/information, one is indicated by the term of secondary data collection by way of visits to the agencies, surveys and straight discussions with responsible officials and rural leaders of regions, among the Provincial, Kabupaten-s, Kecamatan-s and Desa-s, and the other is indicated by the collection of primary data, also secondary data, with surveys in South Sulawesi Province and in the specific Kabupaten-s.

Those activities were begun in the middle of February 1977, and completed around February 1979. And from the visits to agencies concerned and the surveys mentioned in article 2.3., various data and information were collected and obtained as number of books and papers valuable for the materials of planning and preparation pilot tests (refer to Volume III of the Final Report on Phase I and other reports). These activities had been done by all members of the Team, but mainly by the Counterparts for the first phase and by the short-term Experts for the second phase.

These activities of data collection were evaluated as good as to get a conclusion in the second Seminar and theid one. It was suggested that the data collected be published and revised as they constitute important material, not only for this Project, but also for all the agencies requiring them.

Nevertheless, some of those data were not utilized to formulate the master plan, to finalize the feasibility and pre-feasibility studies even though it was scheduled to be used. At the same time, some insufficient data were used as they were, because of the scarcity of data concerned. Especially, some criticism was made in the sace of maps for land-use planning, which were enlarged from a scale of 1:1,000,000.- to that of 1:500,000.-.

This is the problem of minuteness in planning, based on the scarcity of the basic data. The Team inevitably adopted this way of approach for the transfer of techniques because of the restricted capacity of the Team. Consequently, the minuteness shall be improved by the Counterparts

themselves in the course of time, based on the accumulation of basic data and maps in Indonesia.

Finalizing this article, the Team hope with all our heart that the agencies which supervise all aspects on agriculture of South Sulawesi such as the Kanwil Deptan, shall collect data/information on the all aspects of agriculture continuatively and periodically, and arrange those data/information to be able to deliver or lend out for agencies/officials requiring them.

## 2.5. Training Activities

The main objective of the Project is determined by the R/D as follows : This Project, with a view of contributing to the promotion of regional agriculture, is intended to make an overall view of the plans for the development of agriculture in the South Sulawesi Province, to give advisory guidance thereon, to possibly improve methods and techniques of planning for the development of regional agriculture and thereby to improve the planning ability of the Indonesian officials in charge.

### 1) On-the-job Training

Based on the main objective of the Project, it took the well-known method called "learning by doing" which means "on-the-job training" for the Counterparts. As regards the Experts, this means "transferring by doing" and "learning by transferring". In most activities throughout the first and second phases, this method had been practiced and not any opportunity had been neglected.

After the termination of the first stage of the first phase, the Team practised again a review of the Repelita II, other existing plans and programmes. Through the review of Repelita II, the Experts' Team found the following main problems to be solved :

Experts' Team found a difficulty in finding the techniques and procedures of planning through which the plan was formed. What Experts' Team could find was a list of programmes and projects which should be considered as a result of planning activities.

Therefore the Experts' Team felt it might be useful to transfer some practical technique necessary to formulate a comprehensive plan, and a systematical way of thinking. It is because these abilities are indispensable for the formulation of a comprehensive plan such a Repelita II. On the other hand, the Experts' Team also found that maps were not utilized effectively in the formulation of Repelita II.

According to the result of the review mentioned above, three main points to be transferred as the techniques on planning have been concluded :

- i) Systematical technique of planning;
- ii) Detailed technique of planning in each specialized field;
- iii) Technique of map making and map utilization.



Concerning the conclusion, the programme of training for the first phase was considered as shown in Figure 2.2. At the same time, contents of an integrated plan as a model were decided, not aiming at the transfer of a huge, completed system of planning methodology to the Counterparts, but at the transfer of the way of the utilization of the experienced methods in the Project or adaptable methods for the present conditions in the South Sulawesi Province, and furthermore to upgrade the operational ability for methodology in the future.

Based on the afore-mentioned aims, the Experts' Team intended to reduce the component factors of the integrated plan and has formulated the simple model by which the Counterparts will have a deeper understanding and be easily accustomed to the operation of the model.

The implemented procedure of training is as follows :

- i) Analysis of the present situation of agriculture.
  - a) Analysis of the present situation and finding of problems,
  - b) Forecasting of the future situation and finding of problems.
- ii) Study on the alternative strategies for regional agricultural development.
- iii) Formulation of an integrated plan of "food demand and supply" as the model of a master plan.

This item is the most important part of the activities in the first phase. Activities of technical transfer were conducted, including the preparation of several alternative plans. The three points to be transferred as techniques mentioned above were practiced for on-the-job training in the compilation of an integrated plan. A Master Plan such as shown in this report should not be considered as the plan to be adopted by the officials of the Provincial Government. Three alternative development plans shown in this report are presented as graduation thesis on the transfer of techniques.

- iv) Making the programme necessary to achieve the objective in integrated plans.

Although the model is simple, it is composed to give an output of interesting planning strategies, which depend upon the different inputs

and operations. Thus the Experts' Team hopes that the Counterparts will be able to reach a higher level in which they will be accustomed to use and compose freely at their will such models as practised in the Project. More advanced methodology should be introduced to solve the remaining problems which were not clarified yet by the simple model used on the activities.

As mentioned above, the model for food demand and supply does not include the important factors such as income discrepancy among industries and regions, and the components of the employment by industries. Therefore, the Experts' Team has requested to JICA Headquarter in Tokyo that a manual on planning of regional agricultural development be prepared by JICA, based on the same data available here in Ujung Pandang, aiming at a more advanced level than the simple model.

Besides the activities of training for the first phase mentioned above, those during the second phase were conducted the same way as the first phase, although there was a remarkable item, i.e. classroom training.

In the latter half of the second stage of the second phase (after the third Seminar in March 1979), the classroom training has been attempted by the Experts' Team according to the schedule presented at the third Seminar (Refer to Annex 5.12 - 7), aiming at the compilation of the final report on the second phase through the classroom training.

The classroom training, concerning the subjects "The way of Project finding" toward the formulation of a Master Plan of the Kabupaten-s (as example) and "Some methods of technical improvement for crop cultivation", was begun by Mr. K. Ozaki and Mr. K. Kubo respectively, gathering the counterparts and officials of the agencies concerned, in early April 1979.

Nevertheless, these activities have only been conducted six times for the former subject and only once for the latter, and then stopped because of the restricted time and the urgent matter of compiling reports, and for other reasons as well.

However, it is a pleasure that the report on agricultural development plans of the two Kabupaten-s has been completed on the

basis of the results of the first phase activities and the classroom training, as the third and fourth Volume of the Final Report on the Second Phase, by the Counterparts' Team.

2) Training and Observation in Japan.

Pursuant to the E/D, the training in Japan has also been conducted. The participants of the training or observation study/trip in Japan are as shown in table 2.1. These trainings/observations in Japan have given the Indonesian Team a clear illustration that, on one hand, the Japanese Government has succeeded very well in the field of human investment, which steps up the Japanese Community's awareness and understanding on the significance of :

- a) the effective and efficient use of time,
- b) the utilization of the existing opportunity, and
- c) the economic and productive utilization of natural resources and the maintenance of their durability.

Table : 2.1. Participants to the Training/Observation in Japan

<u>Name</u>	<u>Duration</u>	<u>Field of Training</u>
A.R. Malaka	2 weeks/October 1977	Observation
Hendro Soewarno	-ditto-	
Onggeng Mohtiar	1 month/May-June 1978	Observation Study
Y.M. Lubis	-ditto-	
Nazaruddin I.	-ditto-	
Tadjuddin Dullah	-ditto-	
Aniruddin Hadjid	-ditto-	
Dahlan Moor	3 months/Aug.-Nov. 1978	Agricultural Statistical Course.
Azis Mattola	6 months/Sep.'78-Mar.'79	Economic development Course.
Anien Hidayat	3 weeks/Nov. 1978	Observation
Djoko Soejatno	-ditto-	
Nono Syamsuddin	-ditto-	
Yusni Zakaria	-ditto-	
M. Ishak Iskandar	10 days/March 1979	Observation
Abdullah Dollar	-ditto-	
	19 men/month.	

3) Comparative Studies

The comparative studies, aiming at the comparison with the sub-projects of MMA-140 Project in other regions by discussions and consultations with Experts or Counterparts in charge, were conducted twice, once to the Integrated Agricultural Development Project in East Java by cooperation with the Taiwan's Team in November 1977, and the second time to the Agricultural Development Project in West Sumatra by cooperation with the Team of West Germany in November 1978.

## 2.6. Reporting

In the first stage of the first phase, before publishing the Annual Report I/1977, three Quarterly Reports have been published at the end of each quarter in 1977. The first and Second Quarterly Reports were published respectively at the end of March and in the middle of July 1977. Most activities in publishing the two Quarterly Reports relied upon the Experts' Team. This fact was based on the comprehension/appreciation of the Experts' Team as follows :

- 1) The planning is practised on the base of certain objectives/target and time limit, so that a planner has to recognize the "punctuality" according to the original schedule;
- 2) There are many ways for training. Doing by oneself is also a way of training, such as making a model which will be able to influence others, because the purpose of the training is to arouse the interest of object persons into doing something themselves;
- 3) There was a communication gap among the Team, although the gap has almost been bridged at present. Thus, at the first stage, the Experts' Team was obliged to do those activities (This communication gap was pointed out as a conclusion of the First Seminar in August 1977).

On the contrary, most activities in the compilation of The Third Quarterly Report were performed by the Counterparts' Team. It was owing to the consideration of the Experts' Team that the Counterparts did it themselves, to show the fruits of their activities on surveys and data processing, and yet the consideration brought about a confusion among the Steering Committee members against the Team's activities.

Later on, in the activities for the compilation of the Annual Report I/1977, the Team, including short-term Experts and Counterparts (part-time), performed the reporting through such a good cooperation that the Joint Committee esteemed in the Second Seminar in April 1978 that there had already been a good communication between the Experts and the Counterparts; the well-done composition of the Annual Report I/1977 was prove of it.

Having attained the good evaluation, the Team performed the planning activities for the first phase, prefeasibility studies, feasibility studies and the planning activity for the second phase, and in the course of those activities the Team published several kinds of documents as the fruits/records of the activities of the Team and short-term Experts with Counterparts, text books for training and materials for the project. Those published documents are shown in Annex 5.19.