

# ASSISTANCE AND EMPOWERMENT OF FARMER COMMUNITY IN PAST EISESLDP PROJECT (A Case Study in seven districts in Southern Sulawesi, Gorontalo, and Northern Sulawesi Province)

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## ABSTRAK

Proyek Pengembangan Usahatani dan ternak di Kawasan Timur Indonesia (PUTKATI) bertujuan untuk meningkatkan pendapatan petani herpenghasilan rendah, mengembangkan pembangunan usahatani sebagai usaha terpadu, memanfaatkan sumber daya lahan secara berdayaguna dan berhasilguna, meningkatkan populasi ternak, serta pemerataan pendapatan petani. Pelaksanaan proyek ini didesain sebagai proyek terpadu yang melibatkan tiga subsektor, yaitu subsektor peternakan sebagai *executing agency* dan subsektor perkebunan, tanaman pangan dan hortikultura sebagai institusi penunjang (*supporting agency*). Proyek yang telah memasuki tahun ketujuh ini diduga belum sepenuhnya memenuhi target yang dicanangkan, termasuk mempromosikan perencanaan program-program pembangunan yang berawal dari persoalan-persoalan kebutuhan masyarakat. Perencanaan semacam ini dikenal sebagai bagian dari model pembangunan masyarakat (*community development*) yang berorientasi kepada masyarakat setempat dan kawasan setempat, serta lebih mengakomodir berbagai aspirasi dan kepentingan spesifik lokasi, sehingga akan lebih mampu menarik partisipasi aktif masyarakat di dalam proses pembangunan yang berlangsung, memunculkan semangat *self help* (mampu membantu dirinya sendiri) dan kemandirian. Begitupun dalam pembangunan pertanian "Agribisnis Terpadu Berbasis Peternakan" yang tengah berlangsung di tujuh kabupaten di Propinsi Sulawesi Selatan, Gorontalo dan Sulawesi Utara, dituntut untuk mampu mengembangkan pembangunan yang berorientasi "*bottom up approach*" dengan pendekatan pembangunan masyarakat (*community development*) dan penguatan kelembagaan (*capacity building*) petani/peternak. Studi yang dilakukan di tujuh kabupaten ini menggunakan analisis SWOT dengan mewawancarai 87 responden anggota peserta kelompok tani binaan proyek PUTKATI.

*Kata Kunci: Community development, capacity building, peternak, kelompok tani binaan.*

## INTRODUCTION

Eastern Islands Smallholder Farming Systems and Livestock Development Project (EISFSLDP) will be terminated in March 31, 2003 is aiming to increase the lower farmer income, to develop farming system as an integrated farming, to manage land resources effectively and efficiently, to increase livestock population, and to distribute equally farmer income. The project was designed as an integrated that is consisted of some sub sectors: livestock sub sector as an executing agency, and the others (plantation, food crop, horticulture) are a supporting agency.

Component of project are: (a) cattle distributing totally 41,800 heads to 19,000 farmer, and 20,000 heads of goat to 9,000 farmers, besides native chicken and duck. Realization of cattle on October 2002 was 26,557 heads (58%) and goat a rounded 16,101 heads (81%); (b) to construct and to improve infra structure included 4 holding ground, 14 integrated service unit, 9 veterinary stations, 33 veterinary sub station, 100 kms of rural roads, and 5 hanging bridges; (c) to provide agricultural inputs totally 28,000 packages consisted of (*rambutan, durian, mango, orange, corn, soybean, coconut, cocoa*) seeds, and supplying

fertilizer as well as pesticides; (d) to provide supporting facilities, such are vehicle (cars and motor cycles), farm equipments, tillage, supporting seed plants, extension media, printed devices, office equipments, artificial insemination facilities; (e) to improve farmer institutions; (f) to improve field worker knowledge and skill through training and extension; (g) to develop vaccine production against Jembrana disease in Denpasar veterinary research plant through providing laboratory equipments; and (h) to provide consultation services that has been realized during 8 month after project terminated.

Importance of consultation service is caused by facts and condition in field, at the time the project entered its seven year plan, indicating by several facts, as follows:

- Intention for increasing farmer income tends to be unsuccessful
- Developing target group tends to be slowdown, the group status are mostly *beginners*. While the group which has been developed nearly 96.22 % (Data of October 2002), however creating women group as an effort to empowering gender, should be increased.



- c. High mortality rate of cattle and goat, as well as being stolen and lost, are indicating of slowdown the increasing rate of those livestock.
- d. Unavailability of up dating data will influence decision making process. The uncompleted data are: livestock potential, farmer group, human resources potential, and agricultural inputs.
- c. Field worker performance is low and inefficient. Mostly field worker did not understand clearly their job description, such as visiting group once a month, attending a meeting in which unrelated to their main job, and doing administrative matter.
- f. Project management unit (PMU) is always busy with their administrative job.
- g. Orientation of some training are not similar to their need assessment, and cooperating with other offices is tends to be unintegrated.
- h. Extension to group was merely oriented to livestock technical aspect, instead of social economic orientation, and coordination and self help farmer.

Other problem that appears the spirit of autonomy required the plan should be approached by bottom up way; it means social plan should consider the community need as a basic. This kind of approach is known as community development model oriented to local specified condition, as well as local community and local area. This bottom up approach plan is perceived as more capable in establishing a more efficient plan to accommodate a variety of aspiration and local specified need; therefore it is able to attract active participation, to create a self-help spirit as well as self-reliance. On "Integrated Agribusiness Development Model Based on Livestock," presently conducted in seven districts in Southern Sulawesi, Gorontalo, and Northern Sulawesi Province, it is demanded to be able to create a bottom up approach development model, which emphasized on farmer/breeder Community Development and Capacity Building.

The reformation era has encouraged a change in agriculture development paradigm, from on farm focused to agribusiness and agro industry as a system where there is a harmonic integration among different subsystems (upstream agribusiness, on farm business, processing, marketing, and supporting service subsystem).

This issue also demands a change/an adjustment from every supportive component of the agribusiness system. In this matter, human resource as an agribusiness subject, requires a basic adjustment

because in the future, agribusiness and agro industry system development will be activated by skilled human resources, with the support of science and technology, which is able to think and fully use their potential and location's specific condition, but also capable in competing globally.

That general condition is expected to occur in EISF/SLDP project, when at earlier stages, the participating farmer was provided with the ability to manage on farm skill, either to increase their income or to obtain farmland. It is expected to move the agribusiness subsystem equally.

Some issues concerning the continuity of the group as an institution can still be found, how to build a profitable inter-group relationship, and how to encourage *satgas* involvement in accommodating project participants, and to urge the project participants towards the intended target, which is to produce a qualified, entrepreneurship spirited, and self-reliant farm human resources, by using community development and capacity building approach.

## ANTICIPATING BEHAVIOUR

Based on the previous problem, it is decided to provide consultancy service through assistance for managing the project at seven districts located in Southern Sulawesi, Northern Sulawesi, and Gorontalo Province. Each district was provided with two kinds of assistance, consisted of training (capacity building and community development) consultant and agribusiness consultant. In the province level, was appointed one assistance consultant functioning as district coordinator. Because Gorontalo has become a province, therefore for Northern Sulawesi, besides having a district coordinator, he/she will be assisted by a field coordinator, whose duty is to facilitate the coordination and supervision of assistance consultants in Gorontalo District in Gorontalo Province, and Minahasa and Bolmong District in Northern Sulawesi Province.

Also in the case of Luwu in Northern Sulawesi, by regarding the spirit of territorial autonomy, which has been developed, therefore the working territory of the assistance consultant is to guide 2 districts, namely Luwu District and Northern Luwu District. In here, the flexibility of the project management unit of Luwu District is demanded in applying the arrangement system and advance payment usage in both places. Also including the fund for the training activity by involving the existing training consultants.



The recruitment of the consultants is focused more in involving local university graduates and NGO (Non-Governmental Organization) who are experienced in tutoring and counseling farm community through Community Development and Capacity Building methods. The function that has to be conducted by the training consultant in the district where the EISFSLDP project took place is to act as a motivator, initiator, facilitator, solver and organizer. In which, the position of the training consultant of the district is to be the partner of the project management unit. As project management unit's partner, the training consultant of the district shall help composing the material and planning the training directed for farmers, farm women training, group coordinator training, satgas and related department officer training, including the performance of a comparative study (apprentice training) between farm groups and farmers/successful livestock groups. The district consultant was asked to determine the target of this training. It is also agreed that the consultant, together with the satgas, should live with the farmer/farmer in the field, in order to do the need assessment of the training, which is expected to help in designing the training plan needed by the EISFSLDP training target community. Therefore, the district consultant must be able to place himself/herself. Because, on the other side, he/she must be able to organize the work of the tutoring, counseling, consulting, and training conducted by the satgas. In the future, the farm community utilization effort by assisting the EISFSLDP project participant in post-project time (2-3 years ahead), should be in the form of Tutoring, Supervising, Consulting, Counseling, and farmer and farm group Training components. To improve the coordination, quality, and satgas, other extension workers, and related agency officers' performance, it requires a coordination meeting and skill training. There are six steps in utilizing farm community in EISFSLDP project location that can be implemented in post project assistance activity, that is:

1. constantly using consultant personnel and EISFSLDP project's satgas as farmer's assistant.
2. to prepare and strengthen the distribution system of production facility and farm products.
3. to develop alternative financial institution.
4. the pattern of tuition and utilization strategy of farm groups (farm association) and cooperatives as a professional economic movement of the people.
5. farm family's food security (i.e. through the diversification of farm activity).

6. primary commodity and local resource and market oriented agro industry.

Currently, there has been a substantial change in national economic development. If previously, the economic development management tends to be centralistic (top-down) and relying more on import-based large industries, in the future, the management of economic development will become decentralist (bottom-up) and participative, also relying on local resource-based industries. This means that the national economic development is an aggregation of the regional economic development; on top of that, it is this regional participative development model, which will be the future backbone of Indonesian economy.

As of this moment, the economy of the districts where the EISFSLDP project took place is also based on agribusiness system, either seen from the formation of the Regional Gross Domestic Product, labor absorption, technology control, or export structure. Therefore, the most effective economic development strategy in project location district is based on agribusiness system development.

If the EISFSLDP project districts extend their economic development region based on export oriented farm product processing industries which are highly connected with people's agribusiness activity in the project location district, therefore every output increase of the economic development, will attract the project location district people's agribusiness activity "cargo", even from and/or to neighboring areas. Thus, the essence of the future region based people's development model in EISFSLDP project location districts are:

1. how to increase the added value which are created in a local resource based agribusiness, and
2. to enlarge the share of the added value enjoyed by the project location district people.

In order to achieve the first point, an acceleration of development change is required in the EISFSLDP project districts' agribusiness system from a natural resource and unskilled labor based development, into a capital and semi-skill based agribusiness, and then to a knowledge and skilled labor based agribusiness. In other words, to increase the added value of the project location districts, comparative advantage is gradually transformed into a competitive advantage.

And to achieve the second point, which is to enlarge the share of the added value enjoyed by the project location district people, it requires a development of people's economic organization



(cooperatives, small-middle scale business) and an expansion of business network.

In order to make the agribusiness based economic development in EISFSLDP project districts successful; it requires support from the other sectors. The development of infrastructure, technology, human resources, banking, insurance, transportation, and other fields needs to be directed to support the agribusiness system in each project location district area. Therefore, Local Government must be able to "orchestrate" the things mentioned above to match the needs of agribusiness system development in each area. In post EISFSLDP project time, an increase in this condition is expected, and Local Government authority has to be optimized in managing infrastructure and the continuity of farm community utilization effort in the project location.

The development model of EISFSLDP project districts' agribusiness system based region can be seen in Figure 1. Integrally and harmonically, development areas in EISFSLDP project location districts are transforming their comparative advantage into

competitive advantage in the frame of developing each of EISFSLDP project location district's agribusiness system in a local, regional, national, even international context. In local context for example, is to achieve an integrative synergy between 2 or more development region areas based on their local resources.

For example, if in a farm based agribusiness development in Minahasa District, Northern Sulawesi, Southern Minahasa Area is superior in upstream and downstream subsystem, Middle Minahasa Area in supportive subsystem, and Northern Minahasa Area in farm subsystem, also the three areas are the big plan of Minahasa's farm based agribusiness system development, therefore in a short time the Minahasa District will be able to activate the entire people economy. Until there are no more areas that are left behind and other areas advanced (equal development). Or, there are no more marginalized areas as a result of rapid growth orientation.

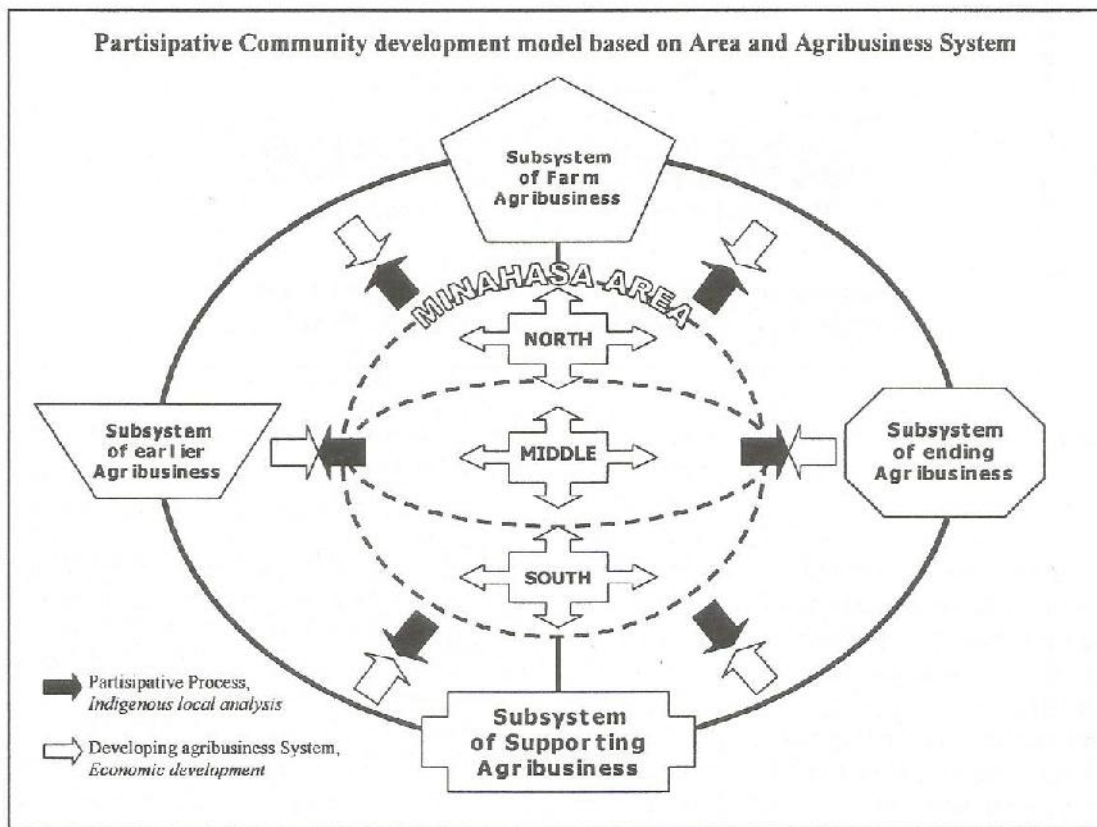


Figure 1. The Development Model of a Regional and Agribusiness System Based Participative Community

Therefore, the development of agribusiness system based area is Minahasa District's development strategy that is focused on 2 things, that is: (a) the acceleration of Minahasa District's economic development, which is sustained on the exploitation of renewable local resources; and (b) even development distribution on entire areas and social stratum. In order to accomplish both targets, the strategic plan that will be carried out should also reflect systematically and operational steps.

Therefore, in composing strategic agribusiness plan for Minahasa District can be conducted in several stages, which are problem analysis, opportunity, and development potential stage. The second stage is to formulate strategic agribusiness development plan and the third stage is to compose a realization plan for the implementation of the agribusiness strategic plan, related with time, space, and resource availability. In summary, the stages of composing Minahasa District agribusiness development strategic plan as one of the districts in EISFSLDP project can be seen in Figure 2.

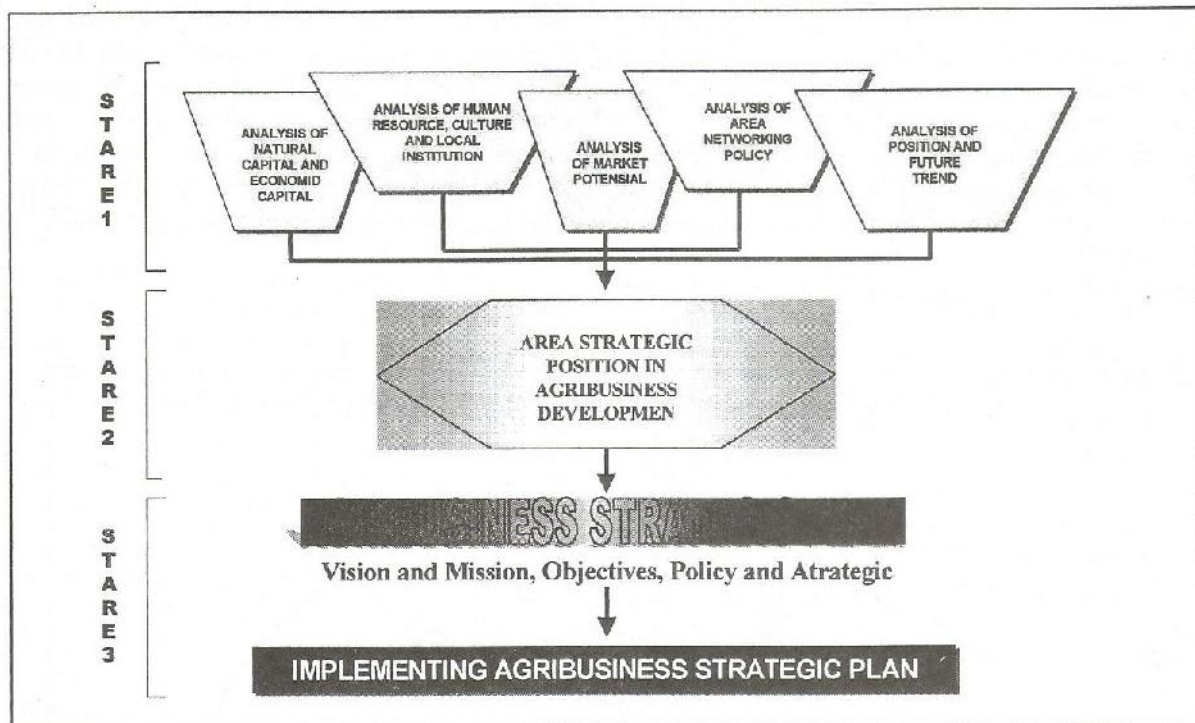


Figure 2. The stages of composing Minahasa District agribusiness development strategic plan as one of the districts in EISFSLDP project.

The composition of regional expansion based community development model by using agribusiness extension method surely requires a potential analysis that covers Human Resources, Natural Resources, and available infrastructure.

The mentioned analysis includes public needs analysis by using participatory method, public income and business analysis, public expending pattern analysis, infrastructure sufficiency and availability, SWOT analysis and to determine primary commodity by using Analytical Hierarchy Process.

In order to achieve management efficiency whether it concerns natural or human resources, a development model that contains human resource and agribusiness expansion strategy and programs related to tutoring, technology, market and institution development is required. The determination of suitable training materials is based on achievable target by referring to the currently owned potential and opportunity. In summary, the illustration about inter-factor relationship can be concluded in Figure 3.



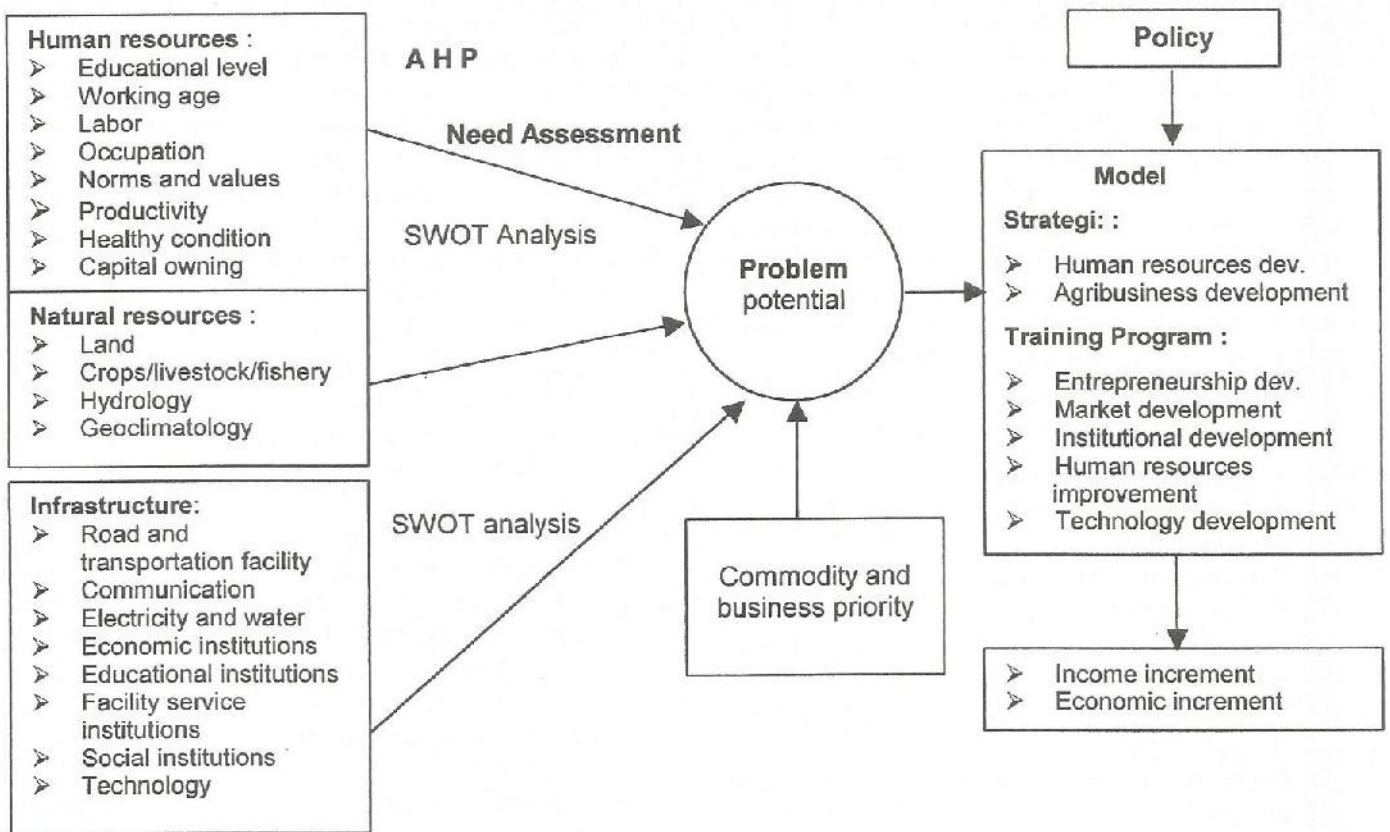


Figure 3. Mind-flow Chart on the Relationship between the Factors the Development Model of a Regional and Agribusiness System Based Community in EISFSLDP Project District.

### STRATEGY PLAN

This strategic plan is a translation from Renstra (Strategic Plan) for EISFSLDP project location districts that was composed based on SWOT analysis result. This paper will present the implementation of the strategy that was processed from the composed strategy formula, which was taken from the analysis result on the entire project location districts. (SWOT analysis table enclosed)

#### Strategy Implementation

From the composed strategy formula, we can determine the implementation stages in the field, that is:

##### 1. Farm Group Assistance

- a. Transparency in every activity conducted in the group.
- b. Transparency in electing group members.
- c. Every conducted activity must be extracted from the group and approved by the group or majority votes (bottom up activities).

- d. Every activity must involve all members of the group (participative).
- e. Every member of the group must be active in all activities.
- f. Members of the group must be self-relying when doing a certain activity.
- g. Group dynamics training as a group strengthening strategy.
- h. To tutor and enliven deceased tutoring groups.
- i. To tutor and train participatory obstacle handling skill.
- j. To train communication skill among group members, that is: conversational, listening, public speaking, and communication environment identification skill.
- k. To tutor the community by educating people to lead meetings, and to do simple bookkeeping management.
- l. To train structure-tutoring skill and to achieve group goals through information source identification skill, and determining group needs.



- m. To tutor the people in activity report writing skill and meeting result reporting.
  - n. To tutor public motivation, which includes consultant, satgas, and extension worker training, in order to increase public motivation.
  - o. To train consultant, satgas, and extension worker in solving conflict issues that arises in public (negotiation and mediation training).
  - p. To train consultant, satgas, and extension worker's skill in public counselling.
  - q. To involve NGOs (Non-Governmental Organization) in group assistance.
2. *Farm Women Group Assistance*
- a. Transparency in every activity conducted in the group.
  - b. Transparency in electing group members.
  - c. Every conducted activity must be extracted from the group and approved by the group or majority votes (bottom up activities).
  - d. Every activity must involve all members of the group (participative).
  - e. Every member of the group must be active in all activities.
  - f. Members of the group must be self-relying when doing a certain activity.
  - g. Group dynamics training as a group strengthening strategy.
  - h. To form and tutor farm women group for equal gender group proportion.
  - i. To tutor and revive farm women groups.
  - j. To tutor and train participatory obstacle handling skill.
  - k. To train communication skill among group members, that is: conversational, listening, public speaking, and communication environment identification skill.
  - l. To tutor the community by educating people to lead meetings, and to do simple bookkeeping management.
  - m. To train structure-tutoring skill and to achieve group goals through information source identification skill, and determining group needs.
  - n. To tutor the people in activity report writing skill and meeting result reporting.
  - o. To tutor farm women group's motivation.
  - p. To involve NGOs (Non-Governmental Organization) in group assistance.
3. *Agribusiness Assistance*
- a. To increase the number of agribusiness training according to local needs (need assessment based) and agro climate compatibility (climate and terrain), such as in Mamuju, Polmas, and Luwu District on cocoa plant insect extermination, cocoa plant disease; Mamuju District needs a candlenut cracker technology; and several appropriate technology on agro industry process. But in general, the urgently required materials are horticulture, livestock, and plantation.
  - b. The training materials must be able to construct intersectoral integrity towards agribusiness stakeholders, by doing so; the existing partition between agribusiness subsystems can be eliminated.
  - c. To increase the performance of comparative studies for farmers/farm groups to successful farm groups.
  - d. To manage facility provision and its application system, to do a supervision on applied norms.
  - e. Agribusiness assistance is directed to utilize small-scale farmers with mixed farming pattern, and by using outside input to the minimum, and to maintain environment condition. By doing so, Low External Input and Sustainable Agriculture can be effectively applied.
4. *Agro input*
- a. To perform need assessment tuition and training according to the farmer's needs and agro climate compatibility.
  - b. To determine the priority in the policymaking level on agro input that will be given (based on the farmer's needs) and according to farmer's capacity achievability to purchase means of farm production after the assistance is over.
  - c. Socialization and extension toward farmers/groups on the availability of agro input assistance.
  - d. Farmer sharing in concerning business capital (based on agreement, i.e. 60% from the assistance, and 40% from the farmer).
  - e. Agro input management training.
  - f. Continued assistance on agro input development in farmer's area.



5. **Livestock Breeding**

- a. The monitoring of livestock breeding. If there is a sterile livestock, bad calving interval, or high service per conception, the solution must be found immediately (for example, selling the livestock and replacing it with a better quality livestock).
- b. To perform a male livestock selection in the group.
- c. The performance of artificial insemination is based on visibility study and group agreement.

6. **Livestock Redistribution**

- a. To emphasize the livestock redistribution contract.
- b. To emphasize the redetermination of livestock redistribution criteria. For example, to change the number of the livestock that has to be redistributed from 2 livestock in exchange of 1, into 1 livestock in exchange of 1.
- c. The monitoring and evaluation on livestock redistribution realization.
- d. To give away rewards for farmers with a punctual or before redistribution time, and punishment for farmers who are late or do not perform redistribution without a strong reason.

7. **Capitalization**

- a. If the project fund is used up, therefore the assistance fund should be continued while at the same time also search for another fund source. For example, from local District DAU.
- b. Through the assistance, farmer-breeder was guided to access capital source/credit whether it is originated from a bank or a non-bank institution (among others are KKP Credit Program, Relending Credit Program, SUP Fund, BUMN Profit Credit, and BUMN Assistance Fund).
- c. At the end of the third year post EISFSLDP project, it is expected to deliver self-relying farmer-breeder especially in accessing capital, and livestock commodity can be a main business or at least a business branch.

8. **Marketing**

- a. During the assistance period for 1 year ahead, the farmers continue to be guided in all kinds of efforts in accessing the market, until the

managed business becomes fully market oriented.

- b. The intended market covers local, regional, and maybe in the future, global market.
- c. Being market oriented, farmer-breeder was directed to think inter-sectorally, which is connected with business environment/companies (realized in training material).

9. **Business Evaluation**

- a. To analyse farm-livestock business income level and family scale business visibility, especially for beef cattle (expected on the 2<sup>nd</sup> year post EISFSLDP project).
- b. To analyse the amount of farmer share (the amount received by farmer-breeder) from agriculture, fisheries, livestock, or plantation commodity.
- c. To evaluate livestock redistribution (percentage) development.

10. **Regional Development**

In the future, agriculture, fisheries, and livestock production centrals were expected to emerge. Especially for beef cattle, it is expected that the EISFSLDP project location can become the "pioneer" in developing beef cattle based agribusiness area (cattle/goat).

**SWOT ANALYSIS**

*Strengthness (S)*

1. The availability of specific natural resource (based on local comparative advantage other than food crop. For example, Bolmong and Minahasa District have a cool climate suitable for horticulture, Momuju and Luwu District was dominated by cocoa, clove, candlenut, and coconut plantation crop).
2. The farmer has undergone training and comparative study on successful farmer.
3. Long and hereditary experience owned by the farmers (agriculture, livestock, plantation, and haul fisheries), resulting in better knowledge in local climate and applied farming pattern.
4. Farmer's motivation in running business (on-farm or off-farm).
5. Farmer family's available spare time which has not been optimally used for productive agribusiness activity.
6. The existence of a specified farmer skill. For example, in Bulukumba there are farmers who



can produce palm sugar, in Luwu, concerning the developed banana processing agro industry are banana chips and also has been recommended to produce banana flour, in Minahasa the processing of coconut jam, nata de coco, and banana jam are being developed.

7. There are farmers who have conducted redistribution.
8. The existence of farm groups (acting as a joint business activity forum and also as the source for all kinds of information).
9. In some group, there has been a productive in-group activity.
10. There is a scheduled routine meeting.
11. In some areas, new (redistribution) group has been formed.
12. In some areas, farmwomen group has been formed.
13. Extension instruments are provided.
14. Publication devices.

#### *Weaknesses (W)*

1. Low farmer human resource quality (not capable in business planning and management).
2. Low quality and uncompetitive farm products.
3. Farmer's attitude problem in doing business that tends to accept things as they are.
4. Low motivation in expanding business (although capital is provided, there is a reluctance to take a risk).
5. Business (commodity) diversification is very little. Although exists in small numbers, each commodity still isn't able to stand alone as a business branch.
6. The outcome of the product is still not market-oriented.
7. Limited business capital
8. The farmers have no entrepreneurship spirit (yet).
9. Low income of the farm family.
10. Farmer's understanding on environment conservation is still low.
11. Farmer hasn't understood or fully realise the meaning of group activity, and still think that the existing groups are only livestock groups.
12. Livestock's birth rate is still low and plenty of them are dead/sold/missing.
13. Farmer's limited knowledge and skill in post harvest farm product processing.
14. Low group human resources.

15. Uncoordinated group administration (bookkeeping is almost nonexistent, only guest book that are provided).
16. Most of the groups still haven't had an AD/ART.
17. There is no programmed group work plan.
18. Group activity is still limited, resulting in no group dynamics and even more deceased groups.
19. Group leadership is still low, in some places routine leadership succession is not working at all.
20. The majority of the group communication ability is still low.
21. Group motivation tends to be weak.
22. Group manager's ability in activity report writing, discussion result reporting seems low, including the socialization of the report to the members.
23. There hasn't been any inter-sectoral cooperation in every agribusiness subsystem, dividing things into compartments. In other words, there is still no synergic teamwork between agribusiness subsystem stakeholders.
24. Some satgas and consultants still lives outside the project location, or if they live inside the location, their visit intensity to the group is still relatively small.

#### *Opportunity (O)*

1. The assistance of satgas and consultant in business tutoring is directed towards breeder's utilization.
2. The agro input assistance from the EISFSLDP project.
3. The infrastructure assistance from the EISFSLDP project (such as building ground facility, Pos Yandu, Pos Keswan, village road and hanging bridge).
4. Output market available.
5. Capital access available (bank and non-bank institution).
6. Expanding technology in farm production technology (especially Adequate Technology) and information technology.
7. Government policy in determining primary commodity and agribusiness area development.
8. Central government policy concerning the appointment of East Indonesia Region Development Minister.
9. The providing of midwife service instruments, Post Mortem Set, vaccine, ND diagnose, and artificial insemination equipment.



10. The assistance of satgas and consultant in group tutoring.
11. The local government program regarding group extension.
12. The classification in determining group status (beginner, advanced, medium, and independent).
13. The chance to win the award for reliable farm groups (District, Province, or National level).
14. The soon-to-be-effective AFTA free trade in year 2003.

#### *Threats (T)*

1. The recently unstable climate.
2. The availability of production means in villages is not guaranteed in any number or continuity.
3. Transportation means in several places are hard to get and less than favourable road infrastructure in some project location.
4. Farmer's mental attitude, which tends to consider government subsidy as a grant/donation without feeling obliged to pay them back.
5. Farmers are still attached to ijon system.
6. Low incentive for satgas.
7. The control of the related department is not active.

### STRATEGY FORMULA

#### 1. *Strengthness and Opportunity (S-O) Strategy*

The composition of this strategy is how to use the entire strength to gain maximum chance and opportunity. From that chance and opportunity, we can formulate a strategy formula as follows:

- a. Optimizing the usage of specific local natural resource and farm human resource through consultant assistance in order to create participative productive culture and to access the market in effort to increase farmer's income. Supportive resources will open an opportunity in developing adequate technology and agribusiness area, by providing market and banking access.
- b. With the establishment of farmer-breeder groups, the productive activity in some groups and the establishment of Redis cattle group has to be tutored continuously by the assistance activity, in order to increase farmer-breeder group dynamics and status into a higher level. As for the deceased group, it can be established and "revived."

#### 2. *Weakness and Opportunity (W-O) Strategy*

This strategy formula is based on the combination of opportunity factors that are possible to gain to overcome the weaknesses. It means that the strategy is directed to gain advantage of existing opportunity by overcoming or minimizing the weaknesses.

From those weaknesses and opportunities, a strategy formula can be composed as follows:

- a. The existence of agro input assistance and supported by the resources, infrastructure, adequate technology, and capital access, is expected to increase farmer's motivation in developing Low External Input Sustainable Agriculture with mixed farming pattern in farm groups through consultant assistance in producing qualified and competitive products. The assistance will be effective if Satgas and Consultant domicile in their area and the intensity of the assistance is increased.
- b. Therefore, the assistance is expected to revive (for deceased groups) and increase group activity by doing restoration on every sector in order to establish inter-sectoral cooperation (either in agribusiness subsystem, or related department) to create a solid and strong teamwork.

#### 3. *Strengthness and Threat (S-T) Strategy*

The next strategy formula is the combination between strengthness and threat directed to benefit from the possessed strength in order to reduce or overcome existing obstacles/threats. From the existing strength and threat, a strategy formula can be composed as follows:

- a. The availability of local specific natural resources and the existed farmer already had an experience in business and had undergone training, are expected to be able to perform a business planning in anticipating unstable climate in each area. This suitable planning will anticipate the early availability of production means and market opportunity for the delivered product. By doing so, farmer's spare time can be used optimally and productively in increasing family income and ijon system can be avoided.
- b. In order to increase group dynamics and productive group activity, therefore the activity and assistance intensity and planned



assistance material should be increased. On the other side, it is also necessary to raise the incentive for Satgas.

4. *Weakness and Threat (W-T) Strategy*

This strategy formula is more an effort to survive where we find solutions to minimize existing weaknesses and trying to avoid threats. For that, the recommended strategy formula is as follows: To optimally the condition with existing weaknesses and obstacles, therefore it requires an explicit and solid set of rules; whether it's in grant distribution, acceptant requirements, or compensation requirements, so each connected individual is well informed about their authority, job, and obligation. By doing so, every individual will be able to place their position.

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