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SUMMARY OF REPORT
POLA PEMBINAAN DAN PENGEMBANGAN
PERKEBUNAN DI DAERAH TRANSMIGRASI

Prepared by:

DG. ESTATES
MINISTRY OF AGRICULTURE

Results of technical dis-
cussion on Estate Crop
Development in Transmigra-
tion Areas June 1979

AGRICULTURAL SERVICES REPORT NO. 6

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English Summary By:

R. Soedarsono/N. Owa
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English Summary By:

R. Soedarsono/N. Owens

Agricultural Inputs and
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Project UNDP/OPE INS/79/001
Transmigration Management
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I. Introduction

Transmigration

Transmigration is an integrated rural development program for developing previously undeveloped or unused land through the rehabilitation of or establishment of new smallholder farmer settlements with new hope for life.

Targets

The general target of the program is to organize the implementation of orderly spontaneous transmigration in great numbers.

Program targets include:

- Increasing standards of living
- Promoting rural development
- Balancing population distribution
- Spreading development throughout Indonesia
- Developing & utilization natural and human resources
- Ensuring national security & defence
- Securing national unity and national union

Estate Crops Development

The development of estate crops (tree crops) within transmigration areas is intended to help increase a settler family's income and diversify his farm income sources rather than rely on food (annual) crops alone. For the first phase this will be done through development of the family gardenplot of 0.25 ha/family.

The development of the family garden plot is intended to serve the following purposes:

- Economic : - Source of food supplies through production of corn, cassava, etc.
- Supplement family nutrition through the production of vegetables and fruits.

- As a living drugstore/dispensary produce medicinal herbs, such as, ginger, curcuma, etc.
 - As a living savings bank, supplement cash incomes through the production of tree crops (cash crops)
- Social
- Serve as a training area for farmers to learn about fertilizer use, pest control, disease control, etc.
 - Help with research on social issues through the mutual uses of garden plot production and improve ways of social living of materials, tools, and work force between families.
- Psychological
- Producing crops in the garden area similar to those grown in a family's area of origin will help ease a family's transition pains.

Implementation Constraints (as of June, 1971 before full implementation of KEPPRES No. 26/1978).

Planning

1. Project plans of different agencies involved in a project are not well synchronized and need better coordination.
2. Location of project sites does not include appropriate analysis of marketing systems and also of soil suitability for the proposed farm model.
3. Budget designs are not clear as to whether transmigration budgets should be grant funds or credit funds.

Technical

4. An appropriate estate crop farm model for use in transmigration has not yet been developed.

5. It is not yet known what type of farm systems should be used for rainfed upland/wetland areas that will prevent crop failures and/or high production costs.

There are two proposed ways for the development of estate crops: intensification of the family garden plot or monoculture estate crops development. It is also important that the settlers themselves actively participate in the implementation and development of transmigration projects.

2. Guidance

For Developing Transmigration Areas

1. The principle of self-help (gotong royong) needs to be established among the settlers. This will help them to work together and to further their development without government assistance.
2. Improve the society through the principle of helping each other and developing the spirit of cooperative living.
3. Development of transmigration areas should be integrated with overall regional development.

Land Areas Allocated for Estates Crops Development (Bakoptrans 30 December 1978)

Upland areas, Slope 8 - 15%.

For Developing Estates

Purposes:

1. Creation and expansion of labor opportunities
2. Raise per capita incomes
3. Maintain Indonesia's position in World Markets
4. Increase Indonesia's self-sufficiency
5. Meet demand for raw material for domestic industry
6. Protect and maintain the environmental and natural resources
7. Spread activities within development regions
8. Exploit new market possibilities

Types of Estate Activities:

1. Rehabilitation/Replanting
2. Intensification
3. New Plantings/Expansion of Area

New Plantings/Expansion of Area activities are intended for use in developing transmigration projects with new settlers on newly opened land. Crops developed for these activities should be selected using the following guidelines:

1. The crops should be socially appreciated
2. The crops should have good market prospects
3. The crops should have high economic value
4. The crops should be suitable for production based on an area's climate conditions, available work force, available production inputs, etc.

For Western Districts in Indonesia priorities will be given on establishing monoculture crops such as rubber, coconuts, or oil palm. For Eastern Districts priority will be given to establishing coconuts, coffee, cloves, and cocoa. The areas and types of crops to be planted within the Eastern Districts depend on:

1. The ability of each district;
2. Economic prospects of each district;
3. The resource balance within each district.

3. Designs for Tree Crop Development

To increase income of transmigrants in selecting tree crops for use in transmigration areas, the following factors require examination prior to crop selection:

Estate Crops on the Houselots :

Purpose of houselots is substantially to meet the settlers need for daily consumption. For the establishment of the estate crops 50 % of the houselots will be used.

Technical Aspects

- a. Crops selected should be appropriate for the local climate, soils, slope, etc., conditions of a project area.

- b. Crops should be planted so that trees with tall growth and thick crowns do not shade out shorter tree crops.
- c. The garden area should not be planted with too many tall trees with dense crowns which would shade out and inhibit the growth of shorter trees.
- d. Shorter tree crops selected for planting should be of the type which needs shading to grow well, so that the taller tree crops function as shade trees.

Social/Economic Aspects

- e. Crops should have a high economic value, and should be able to fulfill a family's day to day consumption requirements.
- f. Crops selected should not require a large labor input for crop management, harvesting, and so on.
- g. Crops selected should have a guaranteed yield. Within a settlement area, there should also be crop diversification.
- h. Crops selected should have a year round yield so that daily consumption requirements can be met, in case the food crop area fails to harvest.

The following tree crops are recommended for planting on houseplots in transmigration areas (other than rubber and oil palm): coconuts, cashews, coffee/cocoa, cloves, kapok, pepper. Several different designs that can be used for tree crop development in transmigration areas include:

Family Garden Plot/Farm Development

Within the 0.25 ha garden plot, 0.125 ha can be planted with tree crops. The crops selected should include a mix of the crops mentioned above. At present, settler families receive 10 coconut seedlings, 30 coffee seedlings, and 10 clove seedlings.

Tree crops can also be planted in a settler family's fields outside of the garden plot area. If this design is adopted, the following crops and the minimum per ha planting rates for upland areas are recommended (intended for 1.0 ha of intercropped tree crops):

Coconuts	10 seedlings	Cashews	10 seedlings
Cloves	10 "	Pepper	50 "
Coffee/cocoa	30-50 "	Kapok	10 "

Monoculture Tree Crop Development

Two designs have been developed for monoculture tree crop development of rubber, oil palm, or coconuts.

Model 1 : Sistim Perkebunan Inti Rakyat (Nucleus Estates Smallholders)

Under this model, a PNP/PTP acts as an "agent of development". The PNP/PTP is responsible for managing and implementing all aspects of tree crop development. The ratio of land area planted is 1 ha for the estate matched by 4 or 5 ha for smallholder settlers. Smallholder participants in the program can be local people and/or already settled transmigrants, or, if these two groups do not provide a sufficient labor force, new settlers. This design can be used for both rehabilitation/replanting and new plantings.

Model 2 : Sistim Unit Pelaksanaan Proyek (Proyek Management Unit)

This system is for use in areas with a more narrow design for tree crops development. e.g., transmigration areas where tree crops development is targeted for family garden plots. The UPP, as with Model 1, is responsible for managing and implementing all aspects of tree crop development. It's implementation phase is scheduled to begin 2 to 3 years after settlement.

Attachments 1 and 2, respectively, contain detailed descriptions of each of these models.

4. Organization and Management

The function, authority, and responsibilities of the DG Estates within transmigration are determined by KEPPRES No. 26 1978 and SK Menteri Pertanian No.468/Kpts/OP/10/1978. DG Estates program activities are included as part of an integrated development plan for transmigration areas as defined by the Program for Development of Estate Crops in Transmigration Areas (Program P3DT).

A. Central (National) Level

At the central level activities are handled by a Team Operational for the Program of Developing Estate Crops in Transmigration Areas (TOP3DT). The Team's duties include:

Functions

1. Assisting DGE with developing operational policies for developing estate crops that will support the Transmigration Program and combine this at the same time with the Program for Increasing Production of Estate Crops into the one program (Program P3 DT) referred to above.
2. Coordinating the activities of the Program P2 DT within the overall MOA Transmigration Program Plans as formulated by the Agricultural Technical Team.
3. Establishing relationships with other Technical Agencies within MOA and elsewhere related to transmigration.

Principle Tasks

1. Formulate program plans for DGE that support and are included within the national program for increasing agricultural production.
2. Help synchronize all DGE programs for developing estate crops in transmigration areas into a single comprehensive DGE program, as a part of MOA Program.

3. Take necessary steps to analyze implementation problems that arise.
4. Organize operational and technical lines of action required for implementing estate crops development in transmigration areas into the line of action for one implementing unit.
5. To take care of all transmigration program activities within DGE, including implementation and evaluation.
6. Follow and monitor all transmigration program activities in the field.

Organizational Structure

Members of TOP3DT

Director of Program Section of DGE, also member of Planning Team of Agricultural Technical Team (ATT)

Head of Subdit for Project Identification and Member of Project Managers Team of ATT.

Representatives from Directorates of Production, Inputs, Program, and other relevant directorates.

TOP3DT Secretariate

TOP3DT Chairman

Position Team

Chairman and Member of Team.

Secretary and Member of Team.

General Team Members

Staffed by members of the Planning Team & Assistants

Appointed by the Minister of Agriculture, and reports to the DGE.

B. Provincial Level

At provincial level there is a special project team responsible for implementing the DGE transmigration program. This project team is known as Project Team for Developing Estates Crops in Transmigration Areas (TP3DT); the project is Project for Developing Estate Crops in Transmifation Areas (P3 DT).

Organizational StructureTeam Leader

Project Leader

Ass. Project Leader

Treasurer

GovernorAppointed by Minister
of AgricultureAppointed by Project Leader
and including staff from
Planning, Operational, and
Administrative Sections of
Provincial DGE.Appointed by Minister of
AgricultureC. Kabupaten Level

The Head of the DGE Kabupaten office is appointed as the Project Manager. He is appointed by the Provincial Level Project Leader, and is also a member of SATBIN II.

A PUMC (Kabupaten level Treasurer's Group) can also be appointed if required.

Together, the above comprise the kabupaten P3DT team and are referred to as TP3D II. The team is chaired by the Bupati of the respective kabupaten.

D. Project Implementation Unit

Project : Field Technical Implementor/Extension Agent
Leader Coordinator (PTL)

Project : Field Extension Agents (PPLs)
Staff

One PPL works with 10 - 15 farmers groups of 20 - 25 farmers each to a maximum of 500 families (one SP).

One PTL works with 3 to 5 PPLs up to 2000 families (one SKP).

Duties and Functions

The duties of the Provincial and Kabupaten level P3DT staff are described in SK Director General Estates No. 882/Kpts/E/11/1977. In brief, the Project Leader is assigned to represent in the coordinating body of the Kanwil MOA, while the Kabupaten Project Manager is responsible for Coordinating the work of P3DT at the SATBIN II level.

The primary function of the PTL and his activities is to ensure the successful implementation of P3DT in transmigration areas. Specific duties of PTL staff include the following:

1. Preparation and submission of propose of Implementation Plans (RKP) for each district within the province.
2. Guiding ensuring implementation follows the RKP.
3. Manage nussuries and distribution of seedlings
4. Acting as leaders for participating farmers covering technical issues such as crop management, marketing, etc.
5. Check everything happening in his area.
6. Preparation of Reports for the Provincial Level Project Leader on implementation progress, budgeting requirements, and other issues as required.
7. Managing P3DT finances.
8. Supervising the work of PPLs.

The PTL is directly responsible to the Provincial Project Leader. The PTL also works with the District Coordinator for Transmigration (Korwil).

PPLs are responsible for assisting the PTLs with field level project implementation. They work directly with farmers on all technical aspects of estate (tree) crop development. PPLs also work with the KORLAP, and are directly responsible to the PTLs.

Coordination Responsibilities

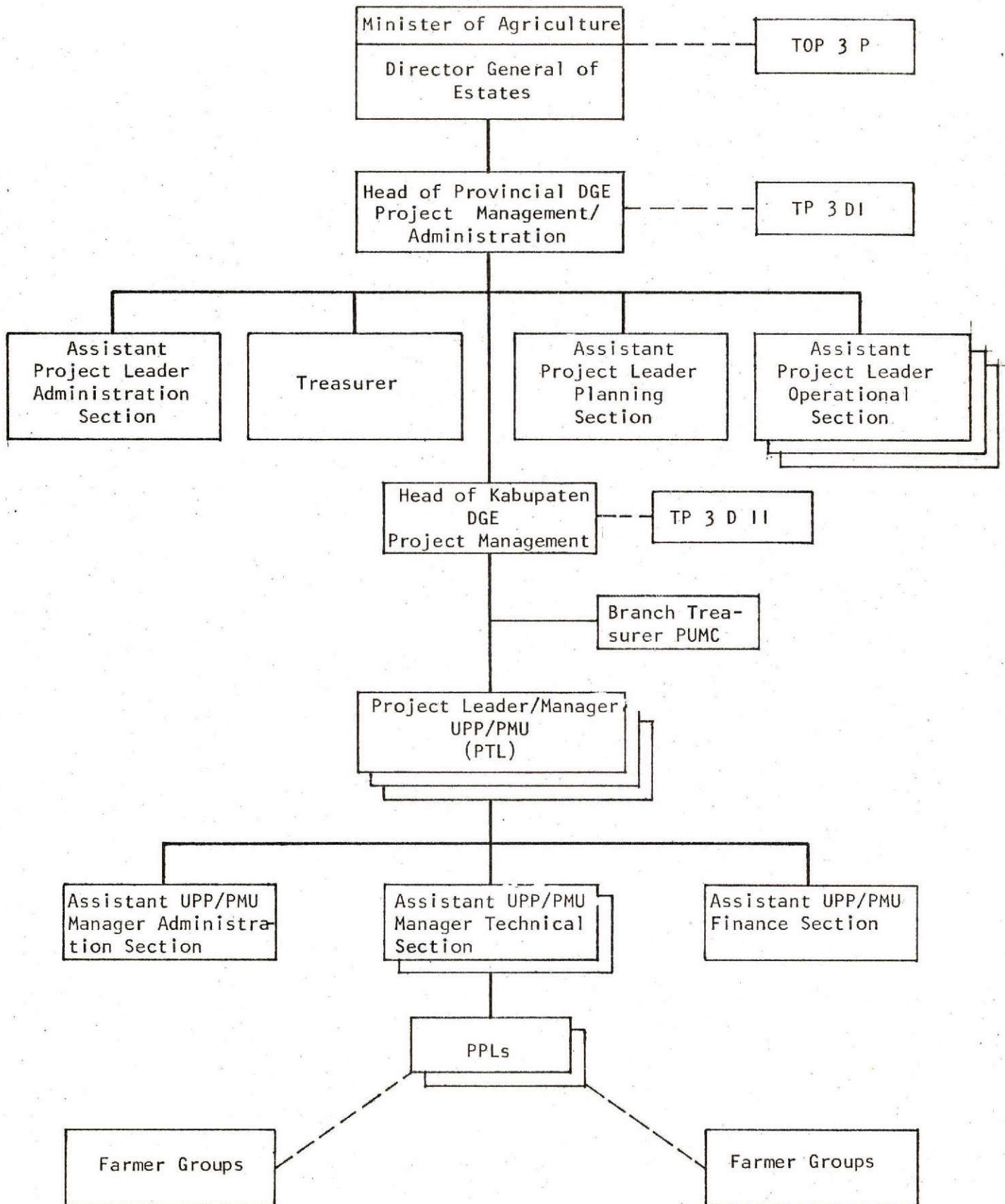
<u>Official</u>	<u>Responsibility</u>
Director General of Estates National Level.	Member of SATDAL TRANS Direct implementation of Estate Development Program in Transmigration area.
Director of Programs for DGE National Level.	Member of ATT, Head of TOP3DT.
Head of TOP3DT Secretariate National Level.	Member of ATT Secretariate
Provincial Project Leader (Head of P3DT)	Reports to TOP3DT. Works with Kanwil of Provincial Agriculture Offices to assist work of SATBIN I.
Kabupaten Project Manager (Head of P3D II) Deputy Project Leader	Works with Bupati at Kabupaten level to assist work of SATBIN II.
P.T.L.	Works with Korwil
P.P.L.	Works with Korlap

The above staff have been assigned full authority for all aspects project planning, implementation, monitoring, and evaluation.

These duties are described in Instruction of the Director General of Estates No. 008 a/E/1/1979 and are in concurrence with KEPRES No. 14, 1979 and SK Mengeri Pertanian No. 468/Kpts/OP/10/1979.

Organization diagrams summarizing line and coordination responsibilities of DG Estates P3 DT are presented in Diagrams 1 and 2 on the following pages. Diagram 1 summarizes the workings of P3 DT within DGE. Diagram 2 shows the relationships between DGE (P3 DT) and other Government agencies involved with transmigration.

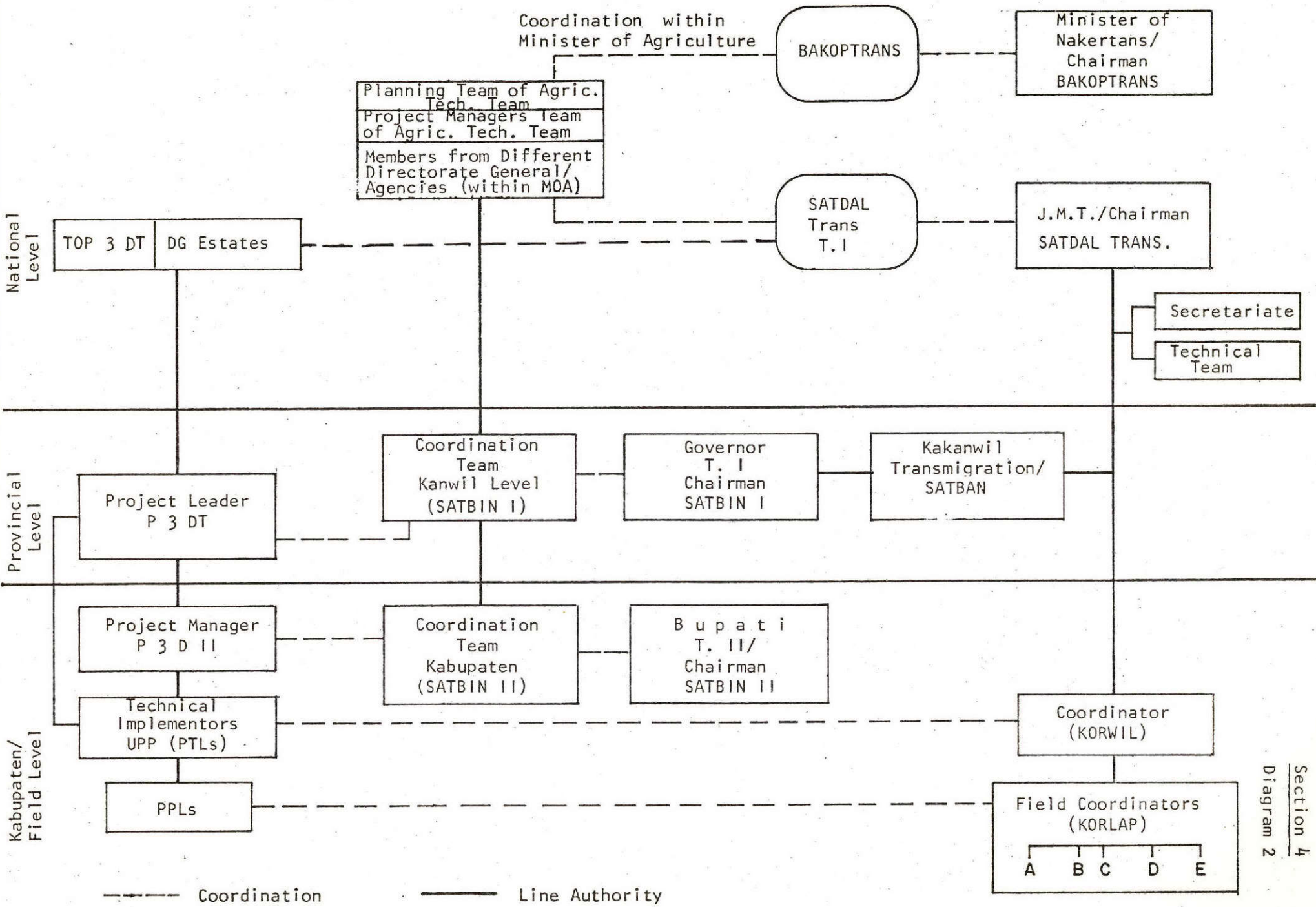
ORGANIZATION DIAGRAM
PROJECTS FOR INCREASING
ESTATES PRODUCTION



----- Coordination

————— Line Authority

**ORGANIZATION AND COORDINATION DIAGRAM
EXECUTION OF TRANSMIGRATION PROJECTS
FOR DIRECTORATE GENERAL OF ESTATES**



ATTACHMENT 1:
SISTEM PERKEBUNAN INTI RAKYAT
(NES)

Introduction

1. A NES project consists of a PNP/PTP providing crop development assistance to surrounding smallholder tree crop farmers. For a NES project, a PNP/PTP should be adjacent to an existing smallholder tree crop area which is in need of rehabilitation or replanting or next to an area which is not yet planted with tree crops.
2. The function of the PNP/PTP is to serve as a technical information center for farmers to assist them with crop management and processing of final product, using estate facilities. The PNP/PTP also assists farmers with crop marketing.
3. Assistance is provided to farmers by the PNP/PTP through either Farmer Groups or Cooperative Organizations (BUUD/KUD).
4. The Perkebunan Inti Program, when developing an area not yet replanted with tree crops, has two sources of potential smallholders. The participating PNP/PTP can either employ local people or existing transmigrants (these people can be resettled if necessary) or can move in new transmigrant settlers.

Phasing of Project Development Activities

5. Phase I (Year 0 to Year T + 3).
 - Prepare technical and socio-economic feasibility studies.
 - Prepare plans for resettlement/new settlement of settlers, including plans for physical and social infrastructure. This should be done in conjunction with the Local Government of the Project Area.

- Select farmer candidates for the project working with the Local Government.
- Secure land alienation rights for the project area working with the Local Government and DG Agraria.
- Divide up the project area into individual farm plots with "Hak Milik" Status working with the Local Government and DG Agraria.
- The Local Government should build social infrastructure using APBD (Provincial development budget) or INPRES funds.
- The PNP/PTP should finish land clearing, land preparation, planting, and maintenance. This should be done by the end of Year 3 so that the planted areas are ready to be turned over to participating farmers.

6. Phase II Year 3 until Crop Yield

The responsibility of the PNP/PTP is to provide crop management services to participating farmers, including fertilizer applications, weed control, plant protection, etc.

7. Phase III After Crop Yield

In this phase, the Estate provides the same basic management services as in Phase II, but for crop harvesting, processing, and marketing. The Estate works with farmers through Farmer Groups. The Estate can either buy unprocessed production from the farmers; process farmers' production; and/or market production as one function.

Settlement Design

The settlement design should be such that farmer houses and fields are relatively close together, and should also be set out so that farm Management can be done efficiently. Two settlement designs presently being developed are shown on the following page in Figure 1. (NES III Rimbo Bujang & NES IV South Sumatra.)

Organization of NES Projects

A. Central Level (DG Estates - Jakarta)

At the Central Level, DGE is responsible for:

- Project and settlement planning, annual budget preparation, and planning project implementation schedules.
- Providing direction for the Project Manager about selecting project participants, the relationship between the project and participants, and about extension, processing, and marketing services.
- Providing directions for the Project Manager about Project budget plan and budget coordination.
- Directing the provision of needed project materials.
- Formulating and implementing a work agreement with involved PNP/PTPs about establishing a NES project, including extension, processing and marketing.
- Monitoring and Evaluation.
- Establishing a single, coordinated Project Implementation Unit.

B. Provincial Level

At the provincial level, the overall management of NES projects is handled by a Provincial Coordinating Committee (PCC). This Committee is not responsible for technical aspects of tree crop development, but is responsible for such things as providing land, providing and mobilizing the project work force, preparing project material inputs, and handling all other project related socio-economic factors.

A Project Manager appointed by DGE is responsible for the implementation management of technical components of project works and for coordinating overall project works with the PCC. Particular duties include:

- Preparing the annual estate development budget & program implementation
- Supervising and coordinating the implementation of the settlement development.
- Supervising and organizing the work force arrangements for the project with participating farmers, and transferring land use rights to the farmer.
- Registering selected participating farmers and providing training.
- Monitoring and reporting implementation progress to DGE, the concerned Local Government, and other associated agencies such as the assisting bank.

The NES (PNP/PTP) itself is responsible for the following activities:

- Land clearing
- Crop planting and maintenance
- Building village roads and field roads for moving production
- Training all farmers
- Preparing inputs for food crop production and clearing food crop land.
- Building facilities for food crop seed multiplication and production trial plots.

- Organizing and instructing farmer groups on credit withdrawal procedures for production, processing, and marketing services.
- Maintenance of village roads, production roads, selecting farmers for harvesting and

Project Work Force

For a 5000 ha NES, (nucleus farm) the following staff are required:

Project Manager	1
Project Assistants	3
Field Staff & field Assistants	17

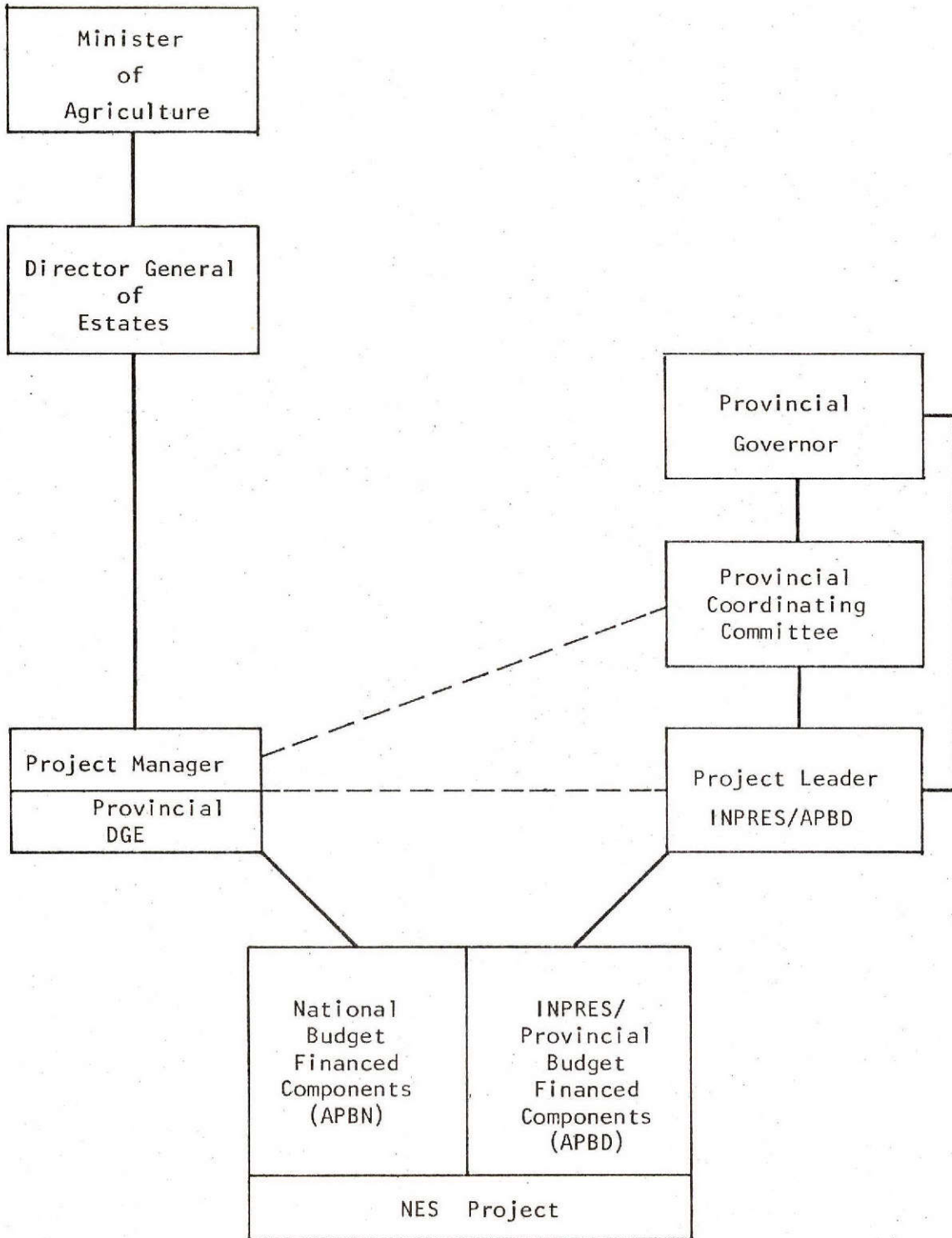
Extention field workers same as UPP/PMU - (see Attachment 2)

A 5000 ha NES will support 15000 - 20000 ha of smallholder tree crops (at the NES 1 Ha: Smallholder 4 ha ratio). This area is divided into sub-units of 800 ha each. Each sub-unit should be served by 2 men (one field staff and one PPL).

An Organization Diagram of a NES Project is shown in Diagram 1 on the following page.

ORGANIZATION DIAGRAM

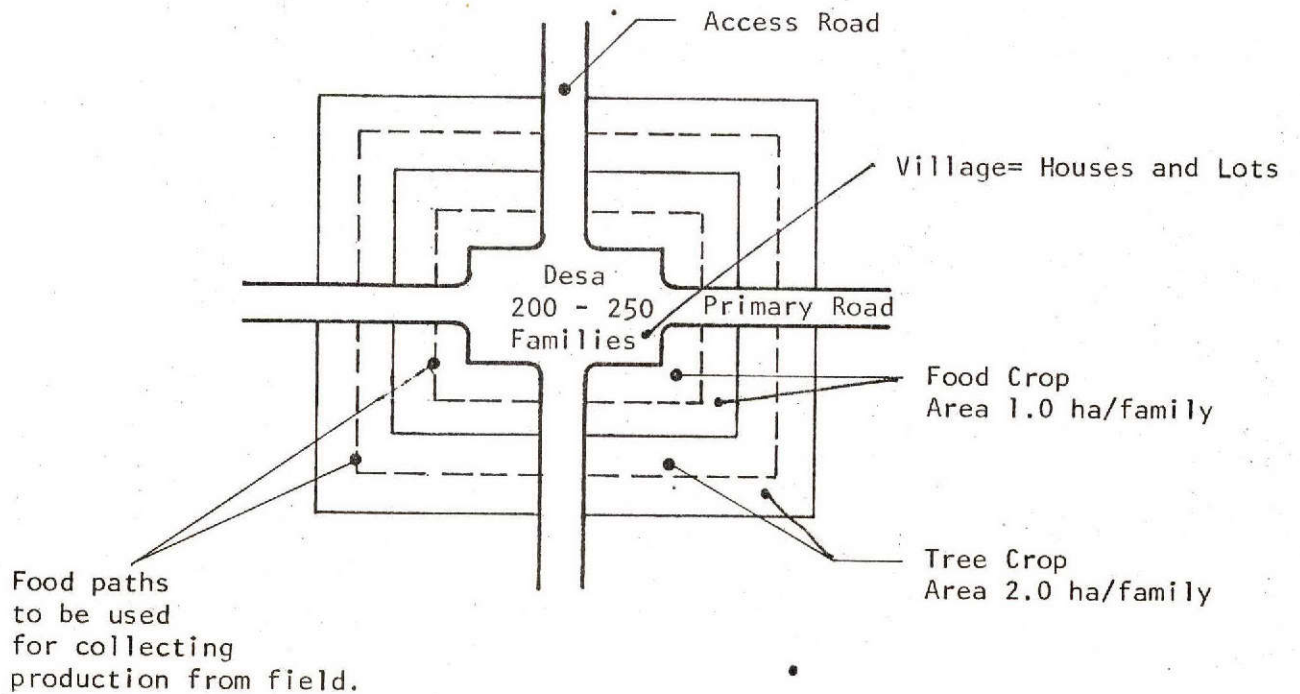
NES PROJECT



----- Coordination
----- Line Authority

<u>Area</u>	<u>Land Use Plan</u>	<u>Land Use</u>
0.25 ha		Garden Plot/House Lot
1.50 ha		Secondary Crops
1.50 ha		Paddy
2.00 ha		Tree Crops/Estate Crops
0.25 ha		Kaveling Boundary
1.50 ha		100 m
1.50 ha		150 m
2.00 ha		50 m

Settlement Plan
Project Nes IV in Sumatra Selatan



ATTACHMENT 2:
SISTEM UNIT PELAKSANA PROYEK
(UPP/PMU)

Introduction

An integrated project which develops a number of crops should cover the following:

- input preparation
- planting and crop management assistance
- production of raw materials
- processing of raw materials
- packaging, shipping, and marketing of processed production.

Such a project should be designed so that the work of all involved technical agencies can be easily coordinated at provincial, kabupaten, and field levels. This coordination should also help ensure continuing long term project success.

Implementation

For the development of estate (tree) crops, a program that fits the above guidelines is the Sistem Unit Pelaksana Proyek (UPP - English, Project Management Unit (PMU)). This UPP can be used in smallholder tree crop areas to help guide and assist farmers in all aspects of tree crop development. Farmers, under this system, can receive training and guidance from the UPP to help build their own individual skills.

Phases of Development

1. The first phase of activities should be to conduct feasibility studies to make sure the model for developing tree crops is clear and fixed. The basic requirement is to first look for land areas with a slope between 8 - 15 %, then conduct the above feasibility studies. This should be done 2 - 3 years after transmigrants arrive on a site. 70 % of the transmigration areas is estimated to be suitable for this type of farming (tree crop farming).

2. The second step is to select candidate farmers, and to consult with DG Agraria and the involved Local Government for land alienation to obtain "Hak Milik" rights for all candidate farmers plots.
3. Next, farmers should be organized into groups.
4. Land should be cleared and prepared ready for planting, then planted. Crop maintenance assistance should be provided for three years after planting.
5. Transfer of seedlings already planted to the farmers should be done after the three years of maintenance. Crop maintenance after this time should be done by the farmers, and an agreement should be reached with the farmers before transfer.
6. Inputs should be supplied, such as fertilizer, insecticides, etc.
7. Post harvest activities such as harvesting, processing, and marketing should be prepared through farmers cooperatives (KUD).

Organization UPP/PMU

The organization of the UPP program is included in the organization system as shown in Diagrams 1 and 2 in Section 4. UPP is the responsibility of the following groups:

National Level	-	TP3P, (Team Pembina Proyek Perkebunan Pusat)
Provincial Level	-	TP3DT Guiding team at provincial level
Kabupaten Level	-	TP3D II " " kabupaten level

These guiding Teams are responsible for project coordination at their respective levels, and function also for consulting and coordinating the agencies involved the development of estates areas.

Project implementation is the responsibility of a specific Project Manager and his staff, located in Provincial Capitals. Field implementation is carried out by UPP staff members in the field site locations.

The diagram on the following page elaborates in detail the organizational structure of the UPP.

Work Force for Implementation

The following staff are needed for actual implementation of an UPP:

Project Manager

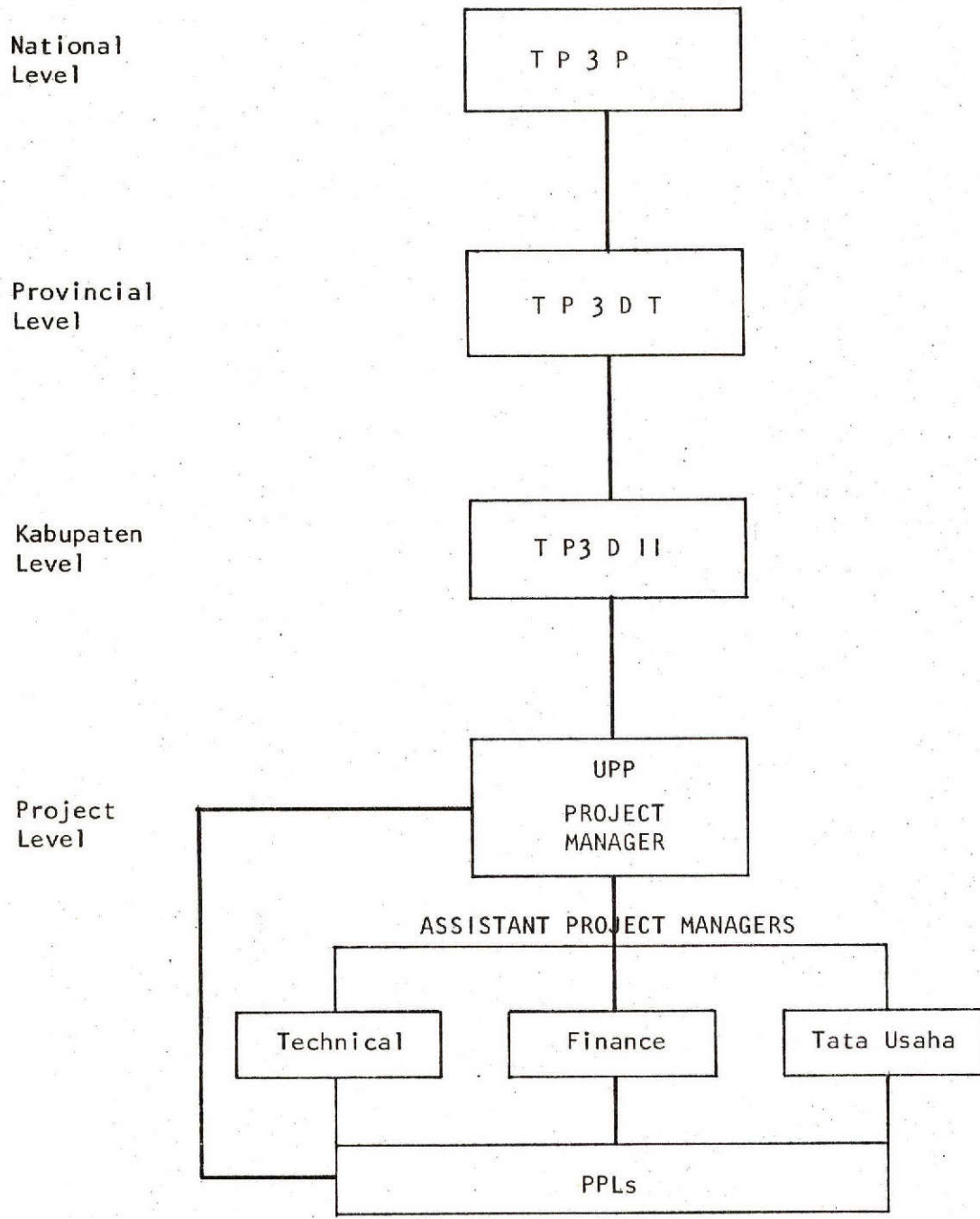
3 Assistant Managers

5 Field Works (PPLs)

PPLs are responsible for working with farmers based not on number of farmers/PPL but on the following land areas / PPL:

Coffee/Cocoa 250 - 300 ha, Rubber 400 - 500 ha,
Oil palm/Coconuts 800 - 1000 ha.

ORGANIZATION DIAGRAM
SISTEM UPP



<u>Level</u>	<u>Responsible Unit</u>	<u>Team Members within DGE</u>	<u>Advisors Member from Other Agencies</u>	<u>Duties</u>	<u>Functions</u>
National/ Central	TP3P	Director General of Estates (Head) Secretary to DG of Estates (Team Secretary) Representatives of various Directorates within DGE UPP Project Leader (Members serve 1 year terms on the TOP3 P)	Representatives from the following agencies: Planning Section of MOA Bank Indonesia CESS Tax Section Bank Rakyat Indonesia BAPPENAS DG Agraria Min. of Naker Trans Min. of Industry P.T. Askrindo	1. Guide and safeguard development of the program in accordance with overall agricultural development guidelines as specified by the Minister of Agriculture	1. Coordinate project works between involved government agencies
Provincial Level	T P3 DI	Senior Staff Person from DGE T.1 (Team Secretary) Representatives from DGE T.1 (General Members) (Members serve 1 yr. terms on T P3 DT)	Governor (Chairman) Chairman, (Director) Bappeda T.1 Assistant Director of MOA T. 1 Head of Directorate of Economic Affairs <u>Representatives from:</u> Supporting Bank (BI, BRI) Kanwil Min. of Industry Other associated agencies.	1. Assist Governor to guide and safeguard UPP development in accordance with guidelines established by Director General of Estates. 2. Have coordination meetings at a minimum of two times a year.	1. Build coordination between agencies at T.1 (provincial) level involved with project implementation 2. Give guidance to project manager on non-technical concerns of the project. 3. Make necessary recommendations to Governor that will assist project implementation.

<u>Level</u>	<u>Responsible Unit</u>	<u>Team Members within DGE</u>	<u>Advisors Member from Other Agencies</u>	<u>Duties</u>	<u>Functions</u>
Kabupaten	TP 3 D II	Kepala DGE T.II (Team Secretary) Representative staff from DGE T. II (General Members) (Members serve 1 year terms on TP3 D II)	Bupati (Head) Head of Coop. Office at T.II Head of T. II office of assisting Bank (BI, BRI) Camat from Project Kecamatan	<ol style="list-style-type: none"> 1. Assist Bupati with project implementation and guidance at field level. 2. Meet at a minimum of 2 times/year 	Same as TP3 DT, but at kabupaten level
Project Level	UPP	UPP Project Manager Assistant UPP Proj. Manager for Technical Issues Assist. Proj. Manager Tata Usaha (work force) Extension Workers (PPLs)		(see following page)	

UPP Duties and Functions

<u>Staff Person</u>	<u>Duties</u>	<u>Functions</u>
UPP Project Manager	<ol style="list-style-type: none"> 1. Implementation of project at field level. 	<ol style="list-style-type: none"> 1. Preparing and following UPP Implementation Work Plan (RKP) 2. DUP preparation 3. Fixing UPP participants 4. Managing seedling multiplication and distribution. 5. Providing leadership for and guidance to participating farmers on all aspects of tree crop development. 6. Compiling data on project physical, financial, etc., progress and reporting to Provincial UPP Project Leader.
Assistant UPP Proj. Manager Technical Issues	<ol style="list-style-type: none"> 1. Managing all technical aspects of tree crop development. 2. Management of credit program/provision of production inputs. 3. Assisting UPP Project Manager with implementation of UPP RKP. 	<ol style="list-style-type: none"> 1. Assisting with seedling multiplication/distribution. 2. Providing technical information on tree crop development to farmers. 3. Responsible for above to UPP Project Manager.
Assistant Project Manager Finance	<ol style="list-style-type: none"> 1. Assist UPP Project Manager on UPP Financial Control. 	<ol style="list-style-type: none"> 1. Control funds for UPP (Inflows and Outflows). 2. Record above. 3. Report on above to UPP Project Manager.

<u>Staff Person</u>	<u>Duties</u>	<u>Functions</u>
Assistant Project Manager - Tata Usaha	1. Assist UPP Project Manager with development/ management of work organization.	1. Report on project activities 2. Send necessary letters. 3. Keep statistical data records. 4. Maintain Project Files 5. Handle UPP employee affairs.
PPLs	1. Assist with project implementation through working with farmers on tree crop development, including planting, management, harvest- ing, processing, and marketing.	1. Coordinate work of farmers. 2. Help farmers from Farmer Groups. 3. Implement seedling distribution, Credit Package Distribution. 4. Make lists of farmer participants.

Table 1

Estate Development Transmigration Targets
for
P E L I T A I I I

<u>Year</u>	<u>Families</u>	<u>Ha/Family</u>	<u>Total Area</u>
1979/80	26.000	1.5	39.000
1980/81	60.000	1.5	90.000
1981/82	84.000	1.5	126.000
1982/83	108.000	1.5	162.000
1983/84	134.000	1.5	201.000
Totals	412.000		618.000

Facilities Required
for Estate Crop Development
per SKP (2000 families)

1. Buildings - Office, Godowns, Seed Multiplication Facilities, Staff Housing
2. Vehicles - 1 4 WD Vehicle (for Project Manager - Provincial Level), 1 motorcycle.
4 bicycles or horses.
3. Office Equipment - Furniture, Typewriter, Petromax Lamp, Large Safe (for Project Manager Provincial Level), Small Safe, Pens, Paper, Pencils, etc.
4. Field Equipment - Agricultural Tools, Sprayer, Field Clothes for PPLS (five sets)

