

NIGHT WEEKS REPORT

HENRI SUSANTO  
Project Manager  
Palopo/South Sulawesi

SPEC FIAL RPT.

DATE : November 8, 1976.

4970244

170

4970244 (3) 7p  
PP-AAI-850-A1

Subject : Eight weeks report of special technical adviser to the Lawu Project, Professor Hugh Denney  
November 8, 1976 Ujung Pandang.

SCOPE OF WORK

Short - term Adviser for LATDP.

The adviser is to provide, over a period of up to four months, advice and assistance to the LATDP Project Manager for :

- ) overall management and coordination of the LATDP, and
- ) expanding the community development impact of the LATDP.

His duties will include :

- ) Advising the Project Manager on managerial, administrative, financial and institutional procedures to more effectively execute the LATDP :
- ) Identifying and recommending solutions to obstacles deterring the progress of the LATDP :
- ) Planning and coordinating the logistical support for the various sub - projects of LATDP : and
- ) Exploring and developing alternative community development activities which compliment the LATDP.

Reporting requirements include submission to the Project Manager reports of his activities and relevant observations :

- ) Two months after initiation of consultants services, and
- ) at the end of his services.

The first six weeks were devoted to study of the (3 Offices at Jakarta - + Ujung Pandang and Palopo and meetings with the leaders of Sub project plus a brief visit to the Kalaena, Bone-Bone areas.)

The last 2 weeks have permitted an evaluation of the situation, preliminary determination of obstacles and some suggested ways to improve the situation.

In theory the project has all the potential of being an (outstanding demonstration - ✓  
of integrated development of resources and people.) In fact the various  
Sub Project are still operating as sector programs with too little commitment ✓  
by the agencies and lack of team work.

The (most obvious need is to strengthen the Project Managers position by giving ✓  
him authority over all budgets (including Sub Projects) and personnel working on  
the Luwu Project. The power to control and implement sub projects must be with the ✓  
Project Manager and must be supported with budgetary control.)

The Project Manager has responsibility but lacks authority over personnel and  
budgets.

The adviser strongly recommends that for the immediate future the Project  
Manager (divide his time - 2 weeks in Jakarta and Ujung Pandang and 2 weeks in the ✓  
field.) It is also highly desirable that the (steering Committee meet at least quar- ✓  
terly to assess progress, or lack of it, and to hear the recommendations of the ✓  
Project Manager and to take what ever steps are necessary to get the project on  
the road.)

#### Specific Suggestions.

##### Advice to the Project Manager

- a. Spend two weeks of each month in Jakarta and Ujung Pandang and 2 weeks in the field working with sub project agencies to expedite activity and build a team work spirit and commitment.
- b. Find a Deputy Project Manager for the Palopo Office, to be in charge while the Project Manager is in Jakarta. (Either the Bupati at Palopo or Mr. Hendratno of Irrigation could do this job).
- c. Place reminder cards above each persons desk of priority of jobs and deadlines for completion.
- d. Standardize on a base map of either 1 : 5.000 or 1 : 10.000 or 1 : 20.000 and keep all data for all projects on standard maps capable of transparent overlay use.
- e. In - vite suggestions from all workers in sub projects on how to improve efficiency and get the project moving.

## 2. Identifying and Recommending solutions to obstacles. ✓

(a) The failure of Bina Marga to begin physical work on the roads and the delay in mapping for irrigation have frustrated all other sub projects. —

Obviously Bina Marga has not given this road high enough priority and whatever action is necessary should be taken to emphasize the urgency of road - construction. Even if bridges are not all designed, culverts and small bridges can proceed and road-bed preparation, base (rock) and surfacing can begin. Further delay jeopardizes the entire project.

(b) Terminology : tree - clearing and responsibility for land stripping.

Transmigration refers to tree clearing as cutting the trees 1 meter above - the ground and burning the tops. Irrigation refers to tree clearing as stripping all vegetation and stumps from the land.

I suggest that beginning in 1977/78 the responsibility for all tree clearing on future irrigated fields be handled by irrigation and that tree cutting by transmigration be confined to the  $\frac{1}{4}$  Ha home sites and dry farming areas.

(c) Delay in selection of Technical Advisors.

This delay prevented the Project Manager from having strong technical advice during critical starting up period. Hopefully this condition will improve beginning around January 1, 1977 with the implementation of the Checchi Contract.

(d) The Change in Personnel at U.S.A.I.D.

With the passage of time USAID personnel familiar with and instrumental in developing the project have completed their mission or taken educational leave. New people do not have the feeling or depth of understanding of the project that the originators shared. It will take time and much effort by new USAID personnel to capture the spirit and develop the liaison of their predecessors.

One thing is imperative, there must be mutual trust and respect between the (Project Manager of GOI and the Project Advisor of USAID.)

All actions by either individual with respect to contract with other agencies must be open and above board and there should be no doubt that the Project Manager is in charge of the Project.

The USAID advisor is just that, not a Controller. This is a Loan not a grant, and GOI customs and contracting will prevail. GOI sub contract agencies should not contact the USAID advisor without clearing the content with the Project Manager and providing written copies of all points discussed.

The USAID Advisor when requested by the Project Manager should help prepare English translation of correspondence and reports to agencies.. Likewise the Project Manager should when requested help the Adviser in preparing documents in Bahasa Indonesia and in personal contact with GOI agencies relative to the project.

(e) Lack of Commitment by participating Agencies.

The most important element in any project is the dedication and commitment of personnel. The divided authority under the present sub-contract arrangement makes delay and disruption inevitable.

Roads for access and expediting of other project is of the highest priority to the project but has been poorly treated by the operating agency. The starting point is commitment to get the job on schedule.

3. Planning and Coordinating the logistical Support for the various Sub Projects.

Very little attention has been given this factor during the first 8 weeks because of concentration on other subjects. This matter will be treated in my final report in January.

4. Exploring and Developing Alternative Community Development Activities which Complement the LMTDP.

The most obvious need in the view of the special advisor is to develop a regional plan for the area. If this is to be an integrated development, all resources must be taken into account and alternative development considered.

I.. Irrigation and the - location of transmigrant families has high priority. But the future water supply to maintain the area must be assured. The advance of ladang agriculture on the slopes of the hills in the area threatens the future dry season water supply. I advise the immediate engineering feasibility study of several low head, man-made reservoirs to store water during the rainy season for low flow augmentation in the dry season. The Bone-Bone area is already dangerously short of water. (see accompanying map).

The forestry dept should be made responsible for the watershed of the irrigation supply streams and sustained yield, regulated cutting enforced. Further expansion of the cut and burn agriculture must be curbed.

II. The possibility of hydro-electric production from the man-made reservoirs should be appraised as a potential source of rural electricity for the transmigrant and other villages in the area, also for refrigeration to make the fisheries project more feasible.

III. In most developing countries there is an attempt to encourage selfhelp activities by the residents with material furnished by the government for feeder road projects, schools etc. The key ingredient is a trained community development change agent. It would be desirable to establish at UNHAS a Department of Community Development to train the extension workers and a specialized group of students to work with the transmigrant villages in self-help activities and the acceptance of change. I suggest this is a proper activity to ask Ford Foundation to support for the first 5 years at UNHAS. I will investigate the interest at UNHAS next week.

As President of the Community Development Society of North America I promise full cooperation in helping staff such a development.

The program should be a combination of regional planning and community development.

#### IV. Growth Centers.

The accompanying map suggests a tentative approach to the development of the infra-structure of this region. It is incomplete and based on limited resource data for the area but it will convey the idea for the present.

2°30'

NORT LUWU

MASAMBAN

WALILI

BOAE-BONE

STU

SARBANG

GOLF OF BONE

MALILI

45'

BATUSITANDUK

AMANA

SULAWESI

LUWU

3°

PALOPO

Palopo

Ujung Pandang

Padangsappa



SKALA 1:478.000

KETERANGAN :



Farm Service Center



Sawah



Pelabuhan



Sungai



Jalan Raya yang ada  
- " - Waktu yad.



Danau Buatan Penampungan Air  
Irigasi

Key towns properly spaced in the Luwu area need recognition as hubs of service centers for surrounding villages for Government Services, health, education, commerce, markets, food processing and storage and cultural improvements.

A full scale regional plan will take time to develop and test, but should be started soon so that it can phase in to the present first phase project.

The potential of this area to absorb many more families from other islands and take care of its own growing population will depend on how well we plan for the full utilization of water and resources.

A rough estimate of 105.000 Hectares of land for irrigation with at least 55.000 Ha available to transmigrants would provide for 27.500 more families.

In addition the development of fish farming and horticultural specialities plus the service industry should provide for another 12.500 families. Thus a total of 40.000 transmigrant families might reasonably be accommodated if the entire area is developed.)

Finally.

The above is a quick<sup>c</sup> and superficial review of the Luwu Project and its difficulties.

I still believe it can be jelled into an integrated Development Project Worthy of International attention.

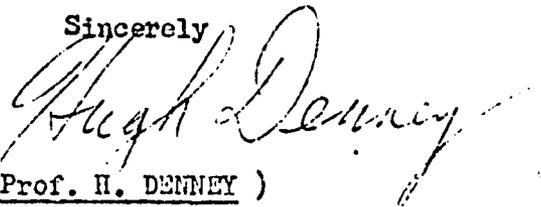
But further planning of water, mineral and forest resource uses is urgently needed. Furthermore the best plans are worthless if not implemented.

The technique of implementation, given a plan, is a special field of Community development, you need trained native sons and daughters to do this.

A Department of Community Development at UIRHAS would provide the base for training these people.

I urge its consideration.

Sincerely

  
( Prof. H. DENNEY )

c.c.

1. Mr. Thomas C. Niblock, Director USAID in Jakarta
2. Director General of Transmigration in Jakarta.