

PRIVATE COMPANY AGRICULTURAL EXTENSION PLANNING

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A. Introduction

Development is an effort or a series of planned growth and change (SP Siagian 2008) . This includes agricultural development. The agent of change is human. Changes can occur if there is a change in the fair behavior human. To change human behavior requires efforts, including through counseling. Under the Act 16 of 2006 on the Extension System of Agriculture, Fisheries and Forestry , Extension is a learning process for the main actors and businesses so that they are willing and able to help and organize themselves in accessing market information, technology, capital and other resources As an effort to increase productivity, business efficiency, income and welfare as well as increase awareness in the preservation of environmental functions NAFES (2005) has mentioned ten definitions of extension from various literatures, starting from the simplest, namely the exchange of information and the transfer of organized purposeful skills to systems or services that assist farmers, through educational procedures, in improving farming methods and techniques, increasing production and income efficiency, improving living standards and raising social and educational standards . In essence, the extension activity is to transfer something that is considered good to those who need it and do not know that it is good. In essence, extension is a form of communication. Fogarty *et al.* 2006 , described outreach is a process that enables change of individuals, communities, and industries involved in the primary industrial sector and with natural resource management.

AW Van Den Ban and Hawkins (1999) stated that in order to ensure the achievement of effective counseling, many decisions must be made. Between decisions, one must be in tune. Thus, planning an extension program involves making decisions about the tasks of the extension organization. A program is needed for the short and long term.

One of the *stakeholders* of agricultural extension in Indonesia is the private extension agent (Law No. 16 of 2006 on Agricultural, Fisheries and Forestry Extension systems) . In Permentan No. 61 of 2008, private extension workers are extension workers from the business world and / or institutions who have competence in the extension sector, while self-help extension agents are successful actors in their business and other community members who with their own awareness are willing and able to become extension agents. There are 67,518 agricultural extension workers in Indonesia, consisting of 25,377 civil servants, 4,256 CPNS, THLTBPP, 12,366 self-help extension workers and 25,415 private extension workers (Kementan RI, 2018). According to (Umali-Deininger, 1997), the private sector consists of private profit and non-profit. The private sector (profit) sector includes all agents aiming to generate profits either directly or indirectly. Most of the private extension agents come from companies producing agricultural production facilities.

B. Private Company Agricultural Extension Planning

In this paper discussed is the agricultural extension planning of private companies. Is part of the research entitled: Marketing Fighting Counseling (Case in West Bandung Regency, West Java Province) (Sulandjari, 2019). The focus of research is the extension of private companies because possessed i characteristics vary with the government's extension. Determining the location by selecting an area that has a high absorption capacity of external inputs in one of the vegetable production centers in West Bandung Regency, namely in Lembang District. Research that uses a qualitative approach , descriptive with empirical and qualitative data meaningful. Data were taken from observations and document studies, as well as interviews with farmers, private company extension agents, government extension workers, farmer group heads, Gapoktan heads, kiosk owners, dealers, seed breeders. observation and document study. Papers are thoroughly reviewed, analyzed thematically. Thematic techniques, namely research data processed based on themes in accordance with the framework. The theme taken is extension planning. According to Poerwandari (2005) , a thematic approach is a process used in processing qualitative information which generally aims to understand social phenomena or symptoms by focusing more on a complete picture of the

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phenomenon being studied rather than breaking down into interrelated variables and implemented systematically.

1. Theory and Norms of Agricultural Extension Planning

The planning function in extension management according to Ray (1998), planning is decision making, and involves selecting and integrating programs in organizational actions that follow for the achievement of goals. Extension Programs According to Dahama and Bhatnagar (1980): Working based on *felt needs*, Working based on the assumption that people want to be freed from suffering and poverty. It must be considered that people want freedom both in determining / choosing their own life line and in deciding the forms of economic, religious, political and educational institutions they want in order to achieve an improvement in the quality of their life. The values in society must be properly considered. Help himself. The community is the greatest resource. The program includes changes in attitudes, habits and mindsets.

Extension program planning is a guide and provides direction for extension program implementers. Program objectives need to be formulated specifically and clearly. However, there are obstacles, which can be revised quickly. Program planners must be able to recognize the prospects, challenges and needs of the community. A planner sometimes tries to formulate problems or hopes for the desired changes to occur. The problem is the gap between the expected conditions. The changes expected from the extension program are behavioral and non-behavioral. In the extension program all changes must be manageable, clear and lead to a transformation of behavior (Amanah 2013).

Rahadian (2010). Extension planning can be carried out according to priority programs (*topdown*), or according to farmers' needs (*bottom-up*). Planning can be done according to a *time frame* sequence according to the principle of continuous and sustainable planning or medium-term planning and planning. Planning can be made in stages (*hierarchical*) according to fields. Planning can be arranged by region. Strategic planning is a planning process that is more results oriented. Furthermore, Rahadian (2010) also describes agricultural extension programs and programs. Program, is a statement issued to generate understanding and attention regarding an activity. More details on the program about what to do and why it needs to be done, usually macro and *top down*. Agricultural extension programs are plans drawn up systematically to provide direction and guidance as a means of controlling the achievement of extension objectives. 2. Extension program, is a plan that combines the aspirations of farmers with the agribusiness community, termed (*bootom up*).

Law Number 16 of 2006 mandates that the agricultural extension program consists of a village / sub-district or field work unit extension program, a district extension program, a district / city extension program, a provincial extension program and a national extension program. In the regulation of the Minister of Agriculture number 47 of 2016 concerning Guidelines for the Compilation of Extension Programs. The Extension Program is aimed at changing the knowledge, skills and attitudes (PKS) of farmers only for village and sub-district level programs, while at the district / city, provincial and central level the extension program focuses more on improving the human resources of extension workers. Agricultural Extension, both PNS, Private and Private Extension, hereinafter referred to as Extension, is an individual Indonesian citizen who carries out extension activities. The process of compiling the Agricultural Extension program is carried out by actively involving Agricultural Actors. It is carried out by actively involving the Main Actors, Business Actors and Agricultural Extension Officers from planning, implementation, monitoring and evaluation; Extension programs are useful, namely the results of Agricultural Extension programs that have been prepared at each level of government administration are able to contribute to increasing the knowledge, skills and attitudes of Main Actors and Business Actors in an effort to increase productivity, income and welfare; Extension programs are arranged in an integrated manner. The process of compiling the Agricultural Extension program is carried out by taking into account the national and regional strategic agricultural development programs, based on the needs of Main Actors and Business Actors. The extension program is structured in a synergy, namely the Agricultural Extension program at each level of government administration has a harmonious and mutually reinforcing relationship.

To achieve the success of a program that will be implemented is closely related to careful extension planning and synergize with the problems at hand. According Lawrence (Mardikanto: 1992) for the success of a plan should be implemented the following: a. Program design process, b. Writing program planning, c. Activity plan, d. Program implementation plan, e. Evaluation plan for the results of the program implementation. In order to facilitate the implementation of extension activities, in the planning, the following matters are required: 1. *Program*, namely a statement issued to generate understanding and attention regarding an activity. The program contains more details about what to do and why it needs to be done. 2. *Work Plan*, which is a program of activities

arranged in such a way as to allow efficient implementation of programs concerning how, when, where, and who. 3. *Work calendar*, which is a work plan arranged according to the sequence of activities. By strategically positioning agricultural programs, it is hoped that the problems that have been perceived as hindering the preparation, planning and implementation of agricultural extension programs can be resolved. Van den Ban and HS Hawkins (1999) in the preparation of an extension plan, it is necessary to stipulate: a. Purpose, b. The target group being educated, c. The content of messages or extension materials, d. Methods or combinations of extension methods, e. Organizing organization.

2. The Planning Process of Private Company Agricultural Extension

Company programs or policies related to extension agents are the policies of the marketing department or national sales managers. The types and quantities of products marketed are based on: production, previous market realization and estimated future market demand. The implementation of company regulations is described by the head of the region, namely the regional sales manager. The regional sales manager is responsible to the national sales manager. The instructor is responsible to the regional sales manager. The target and the type and number of products marketed are based on the distributor's request according to the growing season. Distributors depend on kiosk requests. The demand for the kiosk matches the farmer's request. Apart from requests from distributors, production and sales targets can also be seen from previous sales. At the front level, which deals directly with farmers, planning is made by extension agents, including extension agents for seed, fertilizer and plant nutrition and pesticides, as well as by extension agents from marketing companies.

Based on (Larence in Mardikanto 1999) plans made by company extension agents are included in work plans and work calendars. The work plan is a program of activities arranged in such a way by the extension worker for one season (for seasonal crops) and annually for commodities with annual age. The purpose of the activity is to carry out the program of the company so that the company regulations can be achieved. The provisions of the company are the achievement of the number of sales.

Apart from company and region regulations, extension workers also pay attention to requests for advice from dealers and field conditions and problems faced by farmers. Dealer requests or marketing regions are usually based on the amount of stock in stock. The basis for operational planning is: stock of goods, demand from the company or dealer marketing department, outside the area and farmers' needs. Problems in the field include climatic conditions, the presence of plants with poor growth and pests or plant diseases. The activity plan and calendar of marketing company outreach activities are: Determining the types of commodities to be distributed or exported, 2. Paying attention to domestic or export market demand, 3. Determining domestic or export sales targets, 4. Agreements on buying prices and selling prices of products to be sold or exported.

3. Scope of Private Company Agricultural Extension Planning

The objective of agricultural extension activities for seed, fertilizer and plant nutrition and pesticide companies is to market products to achieve sales targets. Besides also helping farmers if they face problems in crop cultivation, for example the plants are less fertile or there are pests or plant diseases. Marketing companies aim to maintain the continuity of quantity and quality of supply and help farmers market their crops.

The determination of the area is based on the allocation of product marketing according to the target set per regional, local and work area of the marketing force, in this case the extension worker, recruits the agro-ecosystem potential of the commodity planted. This area is the work area of each extension worker. Sales targets are determined per regional, local and individual work areas of marketing personnel (in this case, extension workers). From the work area that has been determined divided according to the area of the area according to the priority scale is targeted in turn.

The targets of individual extension are farmers, owners, dealers, kiosk owners or community leaders who become role models. Target Farmers are determined based on the following considerations: 1. Party farmers or *hight spenders*, namely farmers who buy products in large quantities, usually owning or controlling large areas of land. Ownership or management area of more than 1 hectare; 2. Farmers *Influence* ie the average farmer's fields are not too wide but he can quickly transmit information to other farmers, as a role model; 3. Farmers who cultivate crops seriously 4. Farmers who get along well with other farmers, 5. Head of farmer groups or farmer leaders. These farmers are termed "*key farmers*" or *lead farmer network* (LFN) are farmers who are followed by their peers.

Apart from farmers, the targets of individual extension agents are: dealers and kiosk owners. Bandar is a person who holds agricultural products to be sold again. Bandar requires quality production results. Product quality is influenced by the way of cultivation and use of production inputs. Thus the dealer receives information on the use of farmer production inputs and is then conveyed to other farmers. From individual goals it develops into group targets. Kiosk owners are also targeted individually because they can convey information to farmers about the use of seed, fertilizer, plant nutrition and pesticide production facilities.

Extension material is a message conveyed in counseling. Extension materials are determined based on the type of product marketed following the requirements of the regional marketing manager and dealer requests. In addition, the selection of extension materials is also based on the problems faced by farmers. Extension materials range from product introduction, product specifications, product advantages and methods of product application. In addition, plant and environmental cultivation techniques.

Planning for the extension method is determined based on the type of product being marketed, the target of the extension, the stages of the target behavior, the desire and agreement with the target. Individual targets using a *one to one* individual counseling as visits, discussions, dialogue, consultation services. Target groups use group methods such as plot demonstrations, lectures and others. The mass target uses the mass extension method.

Planning activities based on company regulations are adjusted to the conditions of the farmers. For the implementation of counseling what needs to be planned is the time, place, implementation as well as other tools and facilities and costs. Extension can be carried out by extension agents or with agronomist techniques and farmers. The venue can be at home, garden, kiosk, meeting hall, or in a hotel. The time of extension is adjusted to company regulations, with the planting season or farmers' requests. The cost plan includes the purchase of equipment and materials as well as consumption.

C. Discussion

Extension planning at extension level is a work plan and work calendar. Arranged in a *top down* based on company planning to the national marketing manager passed to the regional marketing manager. Besides planning heed dealer or distributor. Furthermore, it is adjusted to the conditions and problems faced by farmers and farmer requests. This means that outreach planning also uses a *bottom up* approach. Thus, agricultural extension planning uses *top down* and *bottom up* approaches.

Extension planning for private companies is not directly related to agricultural extension programs nationally, province, district, sub-district and village, as mandated in Law number 16 of 2006 and Ministerial regulation number 47 / Permentan / SM.010 / 9/2016 concerning Compilation Guidelines Agricultural Extension Program. The sub-district and village / *kelurahan* agricultural extension program is a systematic written plan to provide direction and control in the achievement of the implementation of agricultural extension. The sub-district and village / *kelurahan* agricultural extension program is a combination of the government's work plan with the aspirations of the main actors and business actors, as well as other stakeholders. The Guidelines for the Compilation of Agricultural Extension Programs are aimed at: 1. Providing a reference for the agricultural extension program drafting teams at each level of government administration in compiling work plans and annual activity plans for agricultural extension agents; 2. Provide direction and control in the achievement of agricultural extension services. Meanwhile, in Law number 16 of 2006, private extension agents are included in the extension category.

The planning of private agricultural extension has not been accommodated in the agricultural extension program. Whereas private instructor possessed a strategic role in agriculture, including the following statements. Extension can play a role in providing access to input and output markets, in addition to credit and information, as part of a multi-sector rural development strategy (Tozan 2011). Extension is not only in terms of input technology and services but institutional development in accordance with the value chain and supply chain (Nkonya, 2009). Van Crowder (1987) states that the inefficiency of public extension services can be overcome by attracting private agents whose technical advice to farmers is based on their interest in selling inputs. Simultaneous and complementary public and private investment supporting integrated segments of the value chain - the right sequence of public and private sector investment is critical to unlocking the potential for agricultural markets.

Meena *et al.* (2013) reviewed ways to improve outreach, namely: 1. There is a need for coordination efforts to synergize and unify efforts at the district level to improve stakeholder performance; 2. It is imperative to direct all additional state and central government funding for human resource enhancement through one agency; 3. An integrated approach to rural development

must be chosen for balanced growth; 4. The importance of the national government in supporting the extension network as a permanent system; 5. There is a need for multi-use village-level workers for regular and continuous interaction with the population; 6. Trained extension agents with a social science and technology background are needed as professional extension agents.

Thus, efforts are needed to integrate private company extension planning into agricultural extension programs in Indonesia, towards commodity-based extension organizations, in accordance with the following statements of Chamala and Shingi. Chamala and Shingi (2007), in their writing "*Establishing and Strengthening Farmer Organizations*", said that in *commodity-based organizations*, extension workers can help integrate various aspects to maximize farmer income. The strength of the private extension agent is that it produces technology, and it is directly responsible for the effectiveness of the technology.

D. Conclusion

The plan for the company's agricultural extension is designed / designed in a *top down* manner, in accordance with the company's objectives combined with the conditions, problems, needs, and demands of farmers on a *bottom up* basis. Extension planning is not directly synergized, accommodated and integrated with agricultural extension programs. There are extension functions of private companies that can strengthen agricultural extension, including: providing access to input and output markets, access to credit and information, as part of a multi-sector rural development strategy, input technology and services, overcoming the inefficiency of public extension services. Thus, it is necessary to integrate government extension planning with the extension of private companies and other *stakeholders* in extension programs. Integrated agricultural extension in agricultural programs needs to be directed, so that public and private investment simultaneously and complementary support the value chain segment in an integrated manner to form *commodity-based organizations*.

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