Partnership Pattern, Strategy and Income of Oil Palm Farming Of PT Lestari Tani Teladan in Donggala, Central Sulawesi

Andi Nurhayati, Muhammad Basir, Hadayani, and Wahyuningsih.
Doctoral Program of Agricultural Sciences of Tadulako University, Indonesia

ABSTRACT: *This research purposes are (1) to find partnerships that benefit farmers and companies; (2) to determine the development strategy of an oil palm plantation partnership schemes; (3) to analyze the oil palm farm incomes in Rio Pakava Subdistrict of Donggala District, Central Sulawesi Province. Methods data analysis used are: (1) SWOT, (2) Quantitative Strategic Planning Matrix (QSPM) and (3) Farming Income Analysis. The results showed that: the price agreed by company and farmers as management of farming and farmers' development strategy for an oil palm plantation partnership is a strategy of strengths-Opportunities (SO). It is based on data analysis and highest score, which amounted to 3.35 compared with strategy of Weakness-Opportunities (WO) of 2.89, strategy of Strengths-Threats (ST) of 3.07 and strategies of Weakness-Threats (WT) of 2.61, (3) Oil palm is advantageous farm income cultivated in Rio Pakava Subdistrict of Donggala District, Central Sulawesi Province.*
Keywords: Partnership, Strategy, Income, Agribusiness, Farm, and Palm Oil

I. INTRODUCTION

Central Sulawesi Province as integral part of Republic of Indonesia at age more than half a century is confronted with a wide range of development issues, especially the development of economic sector. Compared to some provinces in Eastern Indonesia, Central Sulawesi Province is far behind in all aspects of development, including economic development. However, Local Government did not remain silent to address these issues, but strives to keep pace proficiency level through various actions that can be run in parallel with other regions.

One efforts of Central Sulawesi Provincial Government in order to keep pace with economic development is creation of new jobs in plantation sector by utilizing the natural resources to develop the commodity of oil palm in some areas potential through investors cooperation to invest in region to work with community in form of a partnership or plasma core pattern. Cooperation pattern is expected to encourage the acceleration of regional economic growth to increase public income and benefit both parties.

Donggala in general and District of Rio Pakava in particular is one area that became the development center of oil palm commodity, because the Rio Pakava Subdistrict has the opportunity and potential for development of oil palm commodity based on several aspects, namely natural resources, agro-climatic aspects, social and cultural aspects, as well as technical aspects. PT Lestari Tani Teladan as one company has done business development of oil palm in the region, but still not cooperates with farmers in form of plasma core. At this point, PT Lestari Tani Teladan still not implements a partnership that could benefit both parties (mutualistic symbiosis). Table 1 shows the data of land area, harvested area, production and productivity of oil palm in Donggala 2015.

Table 1. Land Area, Harvested Area, Production and Productivity of Palm Oil in Donggala 2015.

No	District	Wide(Ha)				Production (Kg)	Provitas (Kg/Ha)	Pattern
		TBM	TM	TT/TR	Total			
1	Donggala	5.475	5.259	0	10.734	10.956.601	2.083	RYT
2	Donggala	1.498	5.393	0	6.891	136.000.000	25.218	PBS
	Total	6.973	10.652	0	17.625	146.956.601	27.301	

Source: Plantation Agency of Southeast Sulawesi Province, 2015

Description:
TBM = Immature plant
TM = Produced plants
TT/TR = Old plants/damaged plants

Table 1 above shows that condition Oil Palm plant in Rio Pakava Subdistrict of Donggala District is categorized as new plants and produced plant. It gives an overview of existing plant of oil palm in this area is still relatively new started by farmers. TBM and TM land area of 17,625 ha with an average productivity of 27,301 Kg/Ha.

Based description in introduction, research problem can be formulated below.
1. How to construct a profitable partnership for farmers and PT Lestari Tani Teladan in terms of internal and external factors in Rio Pakava Subdistrict of Donggala District?
2. How to strategize an oil palm plantation development partnership model in Rio Pakava Subdistrict of Donggala District?
3. How large the farm income of Oil Palm in Rio Pakava Subdistrict of Donggala District?
4. How does the latest partnership model of oil palm farming in Rio Pakava Subdistrict of Donggala District?

The purposes of research are below.
1. To find a profitable partnership for farmers and PT Lestari Tani Teladan in terms of internal and external factors in Rio Pakava Subdistrict of Donggala District.
2. To prepare the development strategy of an oil palm plantation partnership schemes in Rio Pakava Subdistrict of Donggala District.
3. Analyze oil palm farm incomes in Rio Pakava Subdistrict of Donggala District
4. To compile the latest partnership model of oil palm farming in Rio Pakava Subdistrict of Donggala District.

II. RESEARCH FRAMEWORK

Pakava Rio Subdistrict of Donggala District is one subdistricts that became one production centers of oil palm plantations. Farmers in Rio Pakava Subdistrict have been making a business partnership with PT Lestari Tani Teladan in form of plasma core, but there are still obstacles where such cooperation does not run maximum. The partnership pattern is done with purpose of mutual benefit. Programs are prepared jointly to create harmony partnerships for both parties, mutual trust, mutual need, interdependent, and maintain mutual partnership management that harmonious and productive to build a farmer institutions that strong, smart and communicative. The corporate partnership pattern facilitates small farmers with capital, modern technology and management and market certainty. Farmers become suppliers of raw materials with quality and quantity required by company to create a condition to maximize the strengths and minimize the weaknesses of both parties in order to get benefit.

Plantation development with a PCC (People Core Company) partnership for plasma farmers Rio Pakava Subdistrict of Donggala District has long been applied, but there are some problems or partnership is not running optimally. Their patterns of plantation development partnership are expected to provide a major impact to increase in land area managed optimally, employment and increased productivity. Higher level of productivity can increase the income.

As an illustration of this study flow, the research framework is illustrated in Figure 1 below.
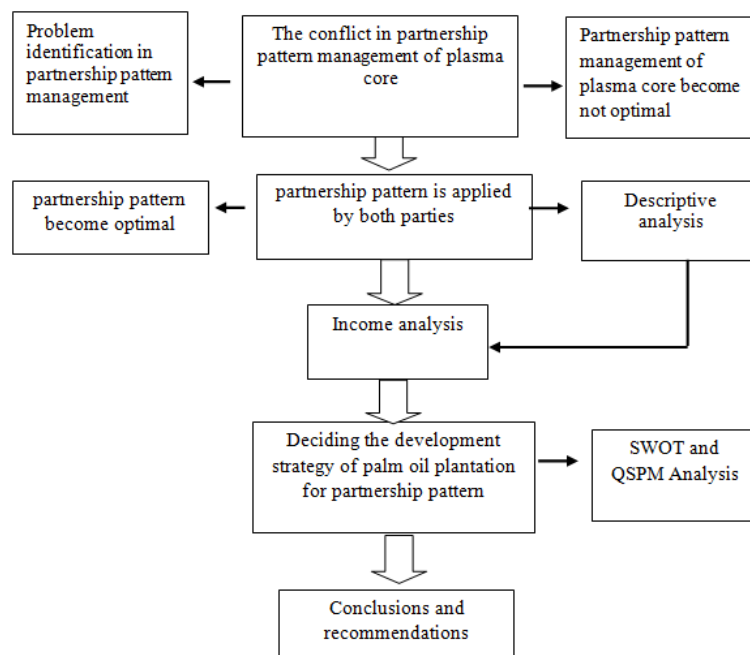

Figure 1. Research Framework

Based on above framework in figure 1, it is known some of problems in agribusiness farming of Palm Oil below.

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1. How to construct a profitable partnership for farmers and PT Lestari Tani Teladan in terms of internal and external factors in Rio Pakava Subdistrict of Donggala District?
2. How to strategize an oil palm plantation development partnership model in Rio Pakava Subdistrict of Donggala District?
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III. RESEARCH METHODS

This research type is descriptive verification using survey methods, Nazir (1999). The research was conducted at PT Lestari Tani Teladan in Rio Pakava Subdistrict of Donggala District, Central Sulawesi. The experiment was conducted in February - July 2015.

Data analysis methods are SWOT and QSPM. SWOT is used to answer the first goal of study, the method used is descriptive analysis. This analysis aim is to explain partnerships pattern that can be applied and mutually beneficial for both parties. To answer the second research goals, analytical methods used are Internal and External Analysis, SWOT Analysis and Analysis of Quantitative Strategic Planning Matrix (QSPM).

IV. RESULTS AND DISCUSSION

1. Formulation to build partnership pattern

SWOT Analysis is a strategic planning instrument based on strength, weakness, opportunities and threats factors. These instruments formulate best strategy to do activities. This pre-planning instruments can assist to achieve the goals and the related factors. To find out more about the results of a detailed SWOT analysis of each factors, both internal factors (IFAS) and external factors (EFAS) shall be done.

2. Strengths and Weaknesses Analysis

Introduction of strategic environment is very important to be implemented to realize the dynamics and synchronization of activities with needs and factual conditions,. Strategic environmental analysis of Partnership patterns and oil palm agribusiness development strategy will recognize the depth of internal and external factors which can influence the oil palm Partnership of PT Lestari Tani Teladan in Donggala.

Internal factors such as strengths should become principal basis of partnership rational in palm oil by taking into account the advantages, whether the strength of comparative and competitive advantage in terms of physical and non-physical, utilization of potentials strengths in agribusiness development rightly. Weaknesses factor also an important issue that must be understood and taken into account, and how much influence posed to failures in palm partnership. Therefore, to anticipate the failure that can be caused by internal factors, it is important to know what weakness factor that must be anticipated and how much power can be utilized in development of oil palm agribusiness. The threats and opportunities are expected to have a strong influence on farmer partnership with PT Lestari Tani Teladan, as shown in Table 2.

Table 2. Evaluation of Internal Factors Analysis Summary (IFAS)

Internal Strategies Factors	Weight	Rating	Score
Strenghts			
1. Fertile natural resources	0,13	4	0,51
2. Superior human resources			
3. High Yield.	0,13	4	0,51
4. The company location is strategic.	0,10	3	0,31
5. Products marketing is very easy.	0,08	2	0,15
	0,10	3	0,31
Total A	**0,54**		**1,79**
Weaknesses			
1. Centralized management system.	0,05	1	0,05
2. The decision making potentially detrimental to farmers.	0,08	2	0,15
3. Pricing by company	0,13	4	0,51
4. The knowledge and skills of farmers is relatively low	0,10	3	0,31
5. Farming management is not well managed	0,10	3	0,31
Total B	**0,46**		**1,33**
Total A + B	**1,00**		**3,13**

Sources: Primary data after being processed, 2015

Table 2 shows that PT Lestari Tani Teladan has strengths and weaknesses. Data analysis results show that major strength in development of oil palm agribusiness in Donggala are fertile natural resources and superior human resources with of 0.51, while the main weakness pricing by company with score of 0.51.

3. Analysis of Opportunities and Threats
External factors such opportunities wherever possible can be utilized. Opportunity is the potential to foster business growth but in addition to opportunities available which require serious attention is the threat to block this activity process. Slightest threats can hinder the implementation of oil palm farming activities. It needs a special strategy in anticipating and finding appropriate solutions to overcome the threat. External factors are outlined in matrix at table 3 EFAS below.

Table 3. Evaluation of External Factors Analysis Summary (EFAS)

External strategy factors	Weight	Rating	Score
Opportunities			
1. The marketing products at abroad is very spacious (free market)	0,11	3	0,33
2. Access to cultivation information technology is easy.	0,08	2	0,17
3. The development potential of land area still wide	0,11	3	0,33
4. Functions and benefits of diverse production	0,14	4	0,56
5. Infrastructure and facilities	0,08	2	0,17
Total A	**0,53**		**1,56**
Threats			
1. Fluctuations in exchange rate cause the cheap selling price.	0,06	1	0,06
2. Climate change	0,11	3	0,33
3. Pests/diseases	0,08	2	0,17
4. Tougher competition	0,14	4	0,56
5. Development of employees quality is not done	0,08	2	0,17
Total B	**0,47**		**1,28**
Total A + B	**1,00**		**2,83**

Sources: Primary data after being processed, 2015

Based on results of various external factors such as the identification of main opportunities of oil palm farming, the with highest score is the function and benefits of diverse production with a score of 0.56, while the biggest threat factors is tougher competition with a score of 0.56. Development of quality of employees is not done becomes condition of human resources which require attention related to quality and ability development, because the quality of human resources in company is an asset that drives operational processes on results of evaluation factors. IFAS and EFAS show that highest score of fourth these factors are external factors such opportunities of 1.56 and lowest is form threats of 1.28. Details about each of these scores are explained below. IFAS and EFAS factor score is used to compile SWOT Matrix as a reference in formulating the next strategy assumptions. IFAS and EFAS matrix can be seen in Table 4.

Table 4. IFAS and EFAS Matrix

IFAS / EFAS	Strengths (S)	(W) strategy
Opportunities (O)	(SO) strategy 1,79 + 1,56 = 3,35	Strategi (WO) 1,33 + 1,56 = 2,89
Threats (T)	(ST) strategy 1,79 + 1,28 = 3,07	(WT) strategy 1,33 + 1,28 = 2,61

Sources: Primary data processed, 2015

Table 4 shows the score of each strategy. Strengths-Opportunities Strategy (S-O) score is 3.35, Strategy Weakness-Opportunities (W-O) score is 2.89, Strategy Strength-Threats (S-T) score is 3.07 and weakness-Threats strategy score is (W-T) 2.61. The analysis results of IFAS and EFAS strategy is illustrated in a SWOT figure 2 below.
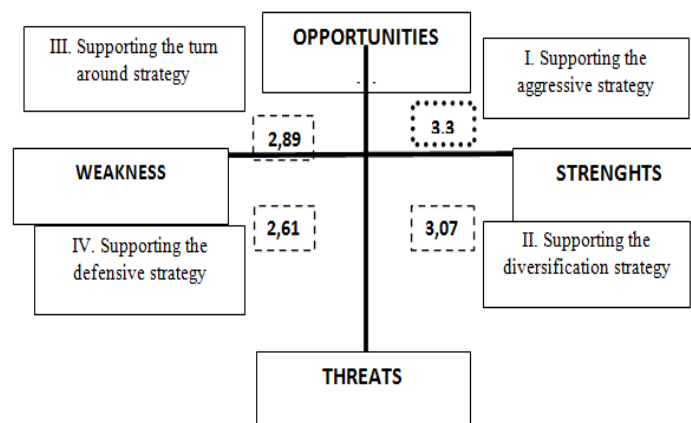
Figure 2. Diagram SWOT Analysis

4. Farming Income Analysis
1) Farming Analysis
Farming analysis principally is activity of recording and computation in farming with aims to know the farming input and output in oil palm farming activities. The production is the harvest result of fresh fruit bunches (FFB) for one year period. Total production of farmer respondents at Oil Palm Research Area is 2,757,009 Kg. Average production of fresh fruit bunches (FFB) within one year period is 43,762 kg/ha, with a sales price of IDR 1200, -/Kg. Table 5 shows the income, costs and revenue of oil palm farming.

Table 5. Total cost and income of palm oil farming in Rio Pakava Subdistrict, 2015

No	Description	Total
1.	- Production (kg) - Price (Rp) - Income (P-Py)	14.211 1.200 17.053.200

2.	Costs
	 a. Fix cost (Rp)
	   - Tax (Rp)
	   - Depreciation (Rp)
		
		 85.914
		 14.196

	b. Variable cost (Rp) a. Fertilizer b. Herbicide c. Worker d. Transportation	 1.726.340 43.706 420.795 1.705.366
	Total cost (a + b)	***(100.110 + 3.896.207)*** ***3.996.317***
3.	Income (TR – TC)	(17.053.200 - 3.996.317)
	Total income (TR)	***(13.053.200)***

Source: Primary Data processed, 2015

Table 5 shows the farm input and output quantities in palm oil farming activities. The total cost (TC) is IDR 613,789,173 or an average per hectare is IDR 3,131,862. Fixed costs (FC) is IDR 8,166,721 or average of IDR 42,096 and variable costs (VC) is IDR 605,622,452 or an average IDR 3,121,765. The total cost (TC) is IDR 3,221,875, while FFB production was 2,757,009 kg or average of 14,211 kg/ha, with a sale price of IDR 1,200/kg. The amount of oil palm farm income is IDR 3.308.410.800or an average of IDR 17,053,664/ha/year.

5. New Partnership Model
Erfit (2012) interprets partnerships as a form of cooperation between small businesses with a medium or large businesses accompanied by coaching and sustainable development by medium/large businesses based on principles of mutual need, mutual strengthening and mutual benefit (Act No. 9 of 1995). The existing partnership pattern still overlooks equality aspect, especially by companies. This can be seen with dominant partner companies in associated with business partnerships, such as the pricing and quality of commodity (Kolopaking, 2002). Company always becomes determinant of price for each commodity produced by farmers, while the farmers are price recipients. In other words, company hegemony is strong partner as capital owner, while farmers have weak bargaining position (Erfit, 2012).

Based on explanation above, it can be concluded that partnership is a form of cooperation undertaken between individuals with others with specific purpose (Saleh, M., 2015). Reason to run a business partnership both for farmers and company are to get benefit expected from such partnerships. Companies run partnership will certainly affect the smooth supply of raw material. While farmers benefits are economic benefits and technical benefits (Erfit, 2011).

Analysis of research data about the partnership show that partnership applied in agribusiness oil Palm farming is Inti Plasma pattern. Strategies and Oil Palm agribusiness farm income of PT Lestari Tani Teladan in Donggala, Central Sulawesi province can be formulated Recent Partnership Model agribusiness farming of oil palm in district of Rio Pakava Subdistrict of Donggala District is Income Generating Activity (IGA) Model. IGA Model is illustrated in figure 3 below.
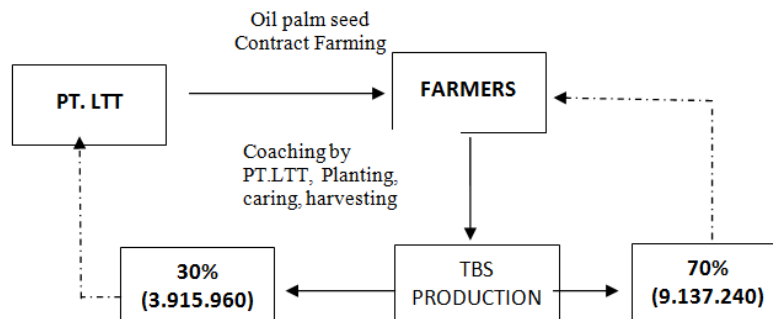

Figure 3. Model Income Generating Schemes Activity

Description :

⟶ Command line
–·–·–·–► Coordination line

Figure 3 shows that Palm Oil Model Partnership of Income Generating Activity (IGA) is the Oil Palm Company provides seeds to farmers in form of loans. Furthermore, growers plant the seed at their land in cooperation partner with PT Lestari Tani Teladan. In addition, PT LTT provides assistance to farmers in cultivation of oil palm. Palm oil seed will be repaid by growers at any time after the oil palm production by 30% or IDR 3,915,960 from the farmer production during harvest, while 70% or IDR 9,137,240 is owned by farmers.

Research results on Partnership and Development Strategy of Palm Oil Sustainability of PT Lestari Tani Teladan in Rio Pakava Subdistrict of Donggala District can be described explicitly based on factual grounds in accordance with research purpose. Partnership pattern that benefit farmers by PT Lestari Tani Teladan Models based on internal environmental factors such as strengths and weaknesses and external environmental factors such as opportunities and threats in Rio Pakava Subdistrict of Donggala District by taking advantage of opportunities overseas marketing open space marketing high production supported by company's location is strategic business opportunity that needs to be maintained through power provided so that company can dominate the global market. Second, the potential for business development with support of fertile natural resources become an enormous strength for company with management of natural resources as a major capital of company to expand business scale to produce more optimal and third, the functions and benefits of diverse production and infrastructure and facilities owned by company can supports the process of marketing easily. This is a tremendous opportunity for company because the product benefits of palm oil are diverse, but it requires a strategy that would gain sympathy market so that products are sold to compete with other companies (competitors). In addition, maximizing all the opportunities available on Partnership and Strategy Development of Palm Oil PT Lestari Tani Teladan in Donggala can be explained as follows. First, the centralized management system is addressed through the process of marketing the product out of country that very spacious and exploit the potential development of land area of business that still widespread. Second the determination of price set by company to expand access information technology for easy cultivation. Third, the knowledge and skills of farmers is relatively low, it can be overcome by utilizing the infrastructure and facilities of company.

V.   CONCLUSIONS

Based on research results and discussion about the Partnership and Strategy for Agricultural Development of Palm Oil at PT Lestari Tani Teladan in Donggala, it can be concluded below.
1.   The partnership that beneficial to company and farmers are free to sell oil palm fruit to buyers outside the PT Lestari Tani Teladan.
2.   Strategy development of oil palm plantation with a partnership strategy is Strength-Opportunities (S-O)

3. Oil palm farmer's income in Rio Pakava Subdistrict of Donggala District, Central Sulawesi province is IDR 13.053,200-/ha/year.
4. Partnership Model farming of oil palm that can be developed in Rio Pakava Subdistrict of Donggala District Central Sulawesi province, is the Income Generating Activity (IGA).

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