



Who Plays the Role? Is it Millennial Farmers? A Case Study in Pagelaran District, Malang Regency, Indonesia

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Data of the article

First received : 11 October 2023 | Last revision received : 08 November 2023

Accepted : 14 December 2023 | Published online : 28 December 2023

DOI : 10.17170/kobra-202307218418

Keywords

YESS, Millennial farmers, Stakeholders

The Ministry of Agriculture is initiating the birth of millennial farmers as an alternative to accelerate farmer regeneration, including through the Youth Entrepreneurship and Employment Support Services Programme (YESS Programme). After seeing the background of youth unemployment, one of the issues that can be identified in the stakeholder analysis of the YESS program is the effectiveness of the program in addressing youth unemployment. Research related to stakeholder role analysis has been widely used for various programs, so it is also essential to conduct research for the YESS program to identify stakeholder roles in the development of the program. This research aims to identify the actors involved in implementing the YESS program and to identify and analyse stakeholder roles in the YESS program in the Pagelaran District of Malang Regency. The analysis technique used in this research is Stakeholder Analysis (Reed, 2009). There are 13 actors involved in the YESS program, with key players including millennial farmers, Young Facilitators, Trainers, DIT, Mentors, BDSP, Financial Advisors, Supporting Staff, and Mobilizers. Stakeholders acting as crowds are the District Government and Village Government. Stakeholders acting as subjects are Off-Takers and Banks.

1. Introduction

One issue related to aging farmers in Indonesia and other countries is the high unemployment rate among young labourers. Over the past 20 years, youth unemployment has increased in most countries worldwide. The main problem is the unfavourable change in the demographic structure for the agricultural sector, where the number of older farmers (above 55 years old) is increasing, while the younger workforce is decreasing. The phenomenon of an aging farmer population and declining interest in young labour in the agricultural sector is adding to the longstanding classic issues of agricultural employment (Susilowati, 2016). The COVID-19 pandemic significantly impacted youth employment, with the equivalent of 255

million full-time jobs lost globally in 2020. ILO, 2020 data shows youth employment declined by 8.7% globally, compared to 3.7% for adults (World Economic Forum, 2021).

Governments and organizations worldwide have been attempting to address youth unemployment issues in various ways, such as providing job training and skills, offering financial assistance to start small businesses, and increasing investments in sectors that can absorb the workforce. The agricultural sector in different countries has made various efforts to attract and retain the younger generation in agriculture. However, in recent decades, these programs have not



always been successful. In developed countries, such as noted (Davis, 2009), financing and land ownership programs have been implemented to assist young and novice farmers.

The Ministry of Agriculture has initiated an effort to create millennial farmers as an alternative to accelerate the regeneration of farmers, including through the Youth Entrepreneurship and Employment Support Services Programme. To ensure the success of the YESS program, participation from various stakeholders at the national and regional levels is necessary. The awareness of the importance of stakeholder participation is based on the need to understand the parties affected by policies and the parties who have the power to influence policy decisions. Stakeholder analysis must be conducted to identify individuals, groups, and organizations affected or can control the environment and future generations and prioritize individuals and groups to be involved in the decision-making process.

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Research related to stakeholder analysis has been widely used for various programs. Therefore, it is important to research to understand the stakeholders' role in the YESS program's development. Several related studies have been conducted previously in the context of stakeholder analysis of the YESS program. However, there is a gap in research regarding the views of certain community groups regarding the stakeholders involved in the YESS program. For example, a study conducted by (Kirnadh, 2022), this

study has not specifically focused on the community's views regarding the stakeholders involved in the YESS program. Another study conducted (Kustanti, 2019) discusses stakeholder mapping depending on stakeholder interactions, resource characteristics, and regulations. Therefore, this research needs to be conducted to fill this gap to explore the views and contributions of specific community groups, such as youth, towards the YESS program.

The YESS program involves the Agricultural Extension Centre (BPP) and the Self-Help Agricultural and Rural Training Centre (P4S) as Business Development Service Providers (BDSPs) or Business Consultancy Service Providers. BDSP (Business Development Service Provider) plays a role as a provider of business development services. They assist millennial farmers in planning business strategies, marketing, and product development. The research location was chosen in the Pagelaran District of Malang Regency because it is the only district in Malang Regency that has 3 BDSPs in one district. With more BDSPs than other districts, this study aims to determine the stakeholders' role in developing the YESS program in the Pagelaran District of Malang Regency. This study can provide a more comprehensive insight into how the program can be more effective and positively impact the targeted communities.

2. Materials and Methods

This study uses a qualitative research approach (Creswell, 2003) with descriptive analysis. Qualitative research is highly suitable for exploring complex social phenomena that cannot be easily measured. It provides a deeper understanding of the social, cultural, and economic factors at play and allows researchers to capture diverse perspectives of stakeholders involved in this complex issue. The research location is in the Pagelaran sub-district, Malang Regency because Pagelaran is the only sub-district in Malang Regency with 3 BDSPs in one sub-district.

Subjects or informants in this study were selected through purposive sampling and snowball sampling (Sugiyono, 2014). Purposive sampling to identify all stakeholders or parties directly and indirectly in the YESS program. The researcher chose snowball sampling because in sample selection, initially, the researcher only identified one or two individuals. How-



ever, as the data obtained was considered incomplete, the researcher sought out other individuals to supplement the data. The research informants are detailed in Table 1.

The data collection method in this study was conducted through observation and interviews. Secondary data were obtained from written sources such as reports, books, relevant notes, regulations, documents, and photos that have information related to the YESS program in Pagelaran Sub-District, Malang Regency. The data analysis process was carried out by examining all available data from various sources obtained by the researcher. The analysis technique used in this study was Stakeholder Analysis. Mapping the roles of

stakeholders in the success of the YESS program was grouped into key players, context setters, subjects, and crowd (Noor, 2019).

The first step in stakeholder analysis is to identify who the stakeholders are, those who are involved and affected by the policies or decisions being made. This step requires a comprehensive identification of the stakeholders, whether they are directly or indirectly impacted. Afterward, the stakeholders are categorized and grouped based on their characteristics, positions, and influence. The second step is the categorization or grouping of the identified stakeholders. This categorization is done to facilitate the analysis process and to understand the differences in characteristics, inter-

Table 1. Informant Categories and Data Sampling Techniques

No	Informant Categories	Number of Informants	Sampling Technique	Types of data
1.	Young facilitators	3	- Purposive Sampling	- Promoting the YESS Program to rural youth in its working area. - Providing mentoring to beneficiaries of the YESS Program.
2.	Mobilizer	1	- Purposive Sampling	- Supporting Youth Facilitators in validating CPM and PM data. - Acting as a liaison between YESS Program beneficiaries and stakeholders involved in business development.
3.	District Implementation Team (DIT)	3	Purposive Sampling	Program YESS managers at the district/city level
4.	Mentors	3	Purposive Sampling	Mentors for millennial farmers
5.	Financial Advisor (FA)	1	Purposive Sampling	Mentors regarding financial management for millennial farmers
6.	BDSP	5	Purposive Sampling	Business development service providers
7.	Trainers	4	Purposive Sampling	Providing training and skills enhancement to millennial farmers
8.	Off taker	3	Purposive Sampling	Buyers of agricultural produce from farmers
9.	Supporting Staff (SS)	1	Purposive Sampling	Administrative and logistical managers of the YESS program
10.	Sub-district government	1	Purposive Sampling	Facilitating the implementation of the YESS program in the area
11.	Village government	10	Purposive Sampling	Supporting the district government in facilitating the implementation of the YESS program
12.	Banks	1	Purposive Sampling	Financial supporters to farmers to assist them in financing agricultural production activities
13.	Millennial farmers	60	Snowball Sampling	Benefits of the YESS Program

ests, and the strength of influence of each stakeholder. The final step in stakeholder analysis is to analyse the relationships between stakeholders (Reed, 2009).

3. Results and Discussion

3.1. Characteristics of the YESS Program

The Youth Entrepreneurship and Employment Support Services (YESS) program is a collaboration between the Ministry of Agriculture (Kementan) and IFAD that focuses on nurturing young farmers and agricultural entrepreneurs. There are two key elements to the implementation of the YESS program. Firstly, the program aims to enhance the capacity of rural youth through education and training to become agricultural development agents. Secondly, the program targets young people who have an entrepreneurial spirit from upstream to downstream. Several activities are carried out under the YESS program, including training, apprenticeships, and competitive grant funding. The training includes workshops on business and startup management in agriculture, while the apprenticeships aim to increase the capacity of agricultural human resources (YESS, 2022)

Similarly, in Pagelaran District, Malang Regency, East

Java Province, regarding the YESS program, according to a survey of millennial farmers who are beneficiaries (PM) or CPM, 70.4 percent felt that the YESS program was very beneficial because it can increase the capacity of youth in rural areas through education and training to become agents of agricultural development. Training for farmers has significant benefits in improving the welfare of farmers. Farmers are trained with new knowledge and skills to help them manage their crops and fields more effectively. In a study conducted by (Rahayu, 2020), they found that training on farming techniques and financial management can increase the productivity and income of farmers.

Training plays a crucial role in enhancing the skills and knowledge of young farmers. Here are some benefits of training young farmers to build their capacity through more valuable training than providing financial support to increase production and income (Noor, 2019). Training and education improve the ability and willingness of farmers to make successful changes in their management practices (Kilpatrick, 2008)]. The impact of training on farmers can be summarized into six main benefits in order of priority, improved work quality, increased agricultural productivity, cost savings, time savings, risk reduction, and better communication with suppliers and customers (Noor, 2019).

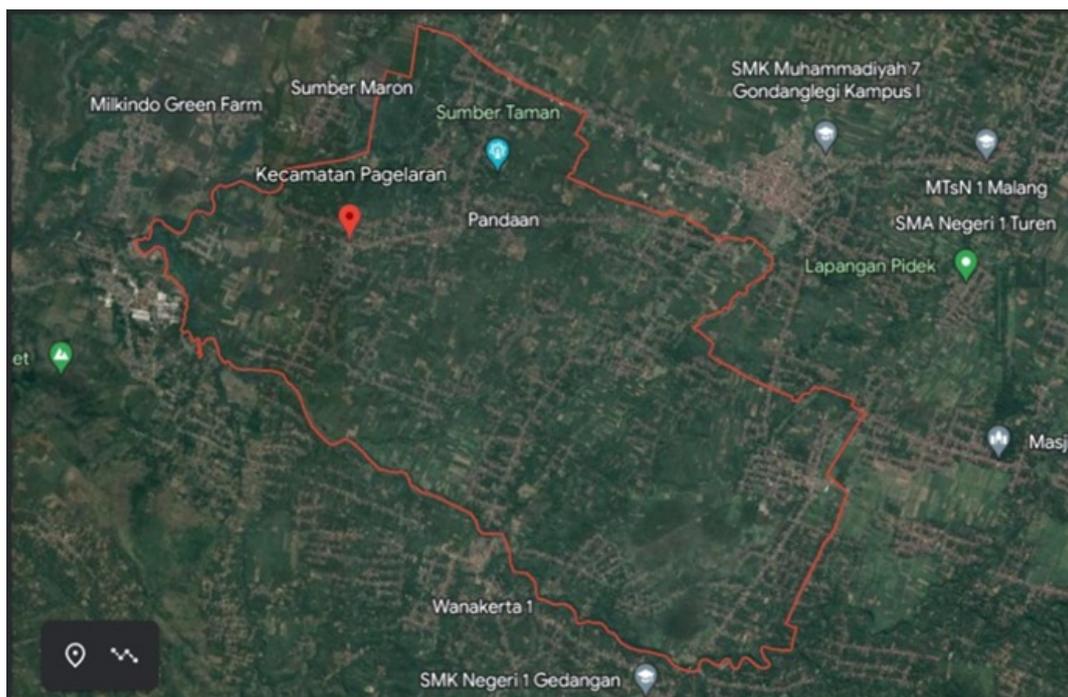


Figure 1. Location of YESS Program in Pagelaran Sub-District, Malang Regency.



Training provided to young farmers can help them achieve maximum productivity and guide them to budget for machine servicing, which also contributes to machine life (Nurlaela, 2020). Young farmers can benefit from training that enhances personal development, career interests, and intentions to pursue agricultural-related career preparation at the post-high school level (Mukembo, 2014). Overall, training can help young farmers improve their production, income, and efficiency and develop their personal and professional skills.

As for internships, 55.6% of PM/CPM feel that these are also very effective in improving the capacity of agricultural human resources. The internship is a work training program that provides direct experience for participants to work in a specific company or organization. Internship programs can give young farmers direct experience and guidance, which is important for building a successful agriculture career. According to a study, training for farmers through internships and other capacity-building programs has increased agricultural productivity and income (Noor, 2019). In addition, internship programs can play an important role in revitalizing rural communities by expanding economic opportunities for young people and increasing staff loyalty and retention (Boren, 2021).

Regarding the competitive grant funding, 48.1% of the informants felt greatly helped by providing business capital assistance to agricultural entrepreneurs. Competitive grants for young farmers can provide the necessary resources to start and develop their agricultural businesses. Research shows that competitive grants can effectively support young farmers' development. Competitive grants can provide critical resources, such as education, training, and technical assistance, to help young farmers overcome the challenges they face when starting and growing their businesses (Parker, 2015). In summary, competitive grants can be a valuable resource for young farmers looking to start or expand their agricultural businesses.

3.2. Stakeholder Role Mapping

Stakeholders need to be mapped based on their interests and power parameters. The interesting parameter is a qualitative measure of stakeholders' interest in the success of the YESS program. The power parameter is

a qualitative measure of stakeholders' ability to influence the success of the YESS program. A stakeholder may have strong influence but little interest in the YESS program, strong and high interest in the program, or weak but high interest.

Based on the identification results, there are 13 stakeholders involved in the YESS Program in Pagelaran District, Malang Regency. The stakeholders involved are Millennial Farmers as Beneficiaries (PM) / Prospective Beneficiaries (CPM) of the YESS Program, Young Facilitators, Mobilizers, District Implementation Team (DIT), Mentors, Financial Advisors (FA), BDSP, Trainers, Off-taker, Supporting Staff, Sub-district Government, Village Government, and Banking. The next step is to group stakeholders based on their level of interest and influence, using a modification of stakeholder interest and agenda analysis based on (Grimble, 1998), and stakeholder influence is seen based on their role in implementing the YESS program.

Stakeholder analysis identifies individuals, groups, and organizations that are affected by or can influence the environment and future generations, and prioritizes individuals and groups to be involved in decision-making processes (Reed, 2009). Stakeholders are grouped into key players, context setters, subjects, and crowds. Key players have high interests and influence. Context setters have high influence but low interest. Subjects have high interests but low influence, while the crowd is stakeholders with low interests and influence. From the results of data processing using the interest-influence matrix, it can be seen in Figure 2.

Based on the stakeholder analysis, it can be seen that:

1. Stakeholders who act as key players with high influence and interest are millennial farmers, Young Facilitators, trainers, DIT, mentors, BDSP, financial advisors, supporting staff, and mobilizers.
2. Stakeholders who act as crowds with low influence and interest are the Sub-District and Village Governments.
3. Stakeholders who act as subjects with low influence and high interest are off-takers and banks.



Figure 2. Stakeholder Role Mapping in the YESS Program (Source: Processed Data, 2023)

The sociological dimension (Susilowati, 2016) analyzed why the younger generation is reluctant to work in the agricultural sector. According to (Susilowati, 2016) this reluctance is related to the shift of subcultures that have become their identity. The cultural studies perspective is one of the approaches developed in contemporary social theory that focuses on understanding how today's young adults' behaviour, lifestyle, and activities directly or indirectly relate to the subcultures that form their cultural identity.

Another key player is young facilitators, trainers, DIT, mentors, BDSP, financial advisors, supporting staff, and mobilizers. Young facilitators serve as a link between millennial farmers and the YESS program. They assist in facilitating training, guidance, and business development activities for millennial farmers. Young facilitators also help identify problems and provide solutions to overcome obstacles faced by millennial farmers. Trainers are responsible for providing training and skills enhancement to millennial farmers. They help millennial farmers develop the technical and managerial skills to manage their agricultural businesses. DIT (District Implementation Team) manages the YESS program at the district/city level. They ensure that the YESS program is well implemented in their area and assist in overcoming any obstacles that may arise. DIT is a group of individuals responsible for implementing a program or

project at the district level. They are responsible for ensuring that the program is carried out according to plan and that the objectives are achieved. Mentors are individuals with experience and expertise in agriculture and serve as mentors for millennial farmers. They assist millennial farmers in overcoming obstacles and provide advice for developing their agricultural businesses. BDSP (Business Development Service Provider) plays a role as a provider of business development services. They assist millennial farmers in planning business strategies, marketing, and product development. BDSP also helps millennial farmers in finding the necessary sources of funding. Financial advisor plays a role in providing advice and guidance related to financial management for millennial farmers. They assist millennial farmers in managing their business finances and creating sustainable financial plans. Supporting Staff is a team responsible for supporting the operational activities of the YESS program. They assist in managing the administration and logistics of the YESS program. Mobilizers play a role as promoters of the YESS program and invite millennial farmers to join the program. They work with the DIT and other local stakeholders to identify potential participants and create support networks for millennial farmers.

Identifying stakeholders with high influence and interest is important in stakeholder analysis (Reed, 2009). These stakeholders are often referred to as key



players or primary stakeholders, as their actions or decisions can significantly impact the success or failure of a project or organization (Reed, 2009). Identifying stakeholders with high influence and interest is a crucial step in stakeholder analysis, as it can help organizations and projects better understand their stakeholders and develop effective strategies for engagement and management. Based on each role, the success of the YESS program depends on the active participation and collaboration of the key players. Each player plays a vital role in developing competent human resources in the agricultural sector and promoting entrepreneurship among young farmers in Indonesia.

The Sub-District Government and Village Government are important stakeholders in the YESS Program, as they have a role as crowds with low influence and interest. In stakeholder analysis, actors with low influence and interest, although their impact on the organization is minimal, are still important to identify and understand because their influence and needs may change in the future (Reed, 2009). There is a need for synergy and coordination with the Sub-District and Village Governments because they are the parties that interact directly with millennial farmers and local communities in the targeted program area. In addition, the Sub-District Government is also responsible for facilitating the relationship between millennial farmers and traditional farmers in their area. In governance, the Village Government plays an important role in managing the community, and accountability for village enterprise management should involve public governance through the participation of various stakeholders. However, one stakeholder may dominate, creating an imbalance in their role in corporate accountability, which can hinder corporate action (D Kurniasih et al, 2019). In short, effective engagement with stakeholders, including the District Government and Village Government, is critical to the success of the YESS Program. The government must establish a consistent approach to stakeholder engagement, identify key stakeholders, and incorporate public concerns, needs, and values into projects and decisions.

Stakeholders acting as subjects with low influence and high interest include off-takers and banks. Off-takers are parties that buy agricultural products from farmers. In the YESS program, off-takers play an impor-

tant role in helping farmers sell their harvests at better and more stable prices. With off-takers, farmers can avoid price fluctuations that can harm them. Meanwhile, banks are also important stakeholders in the YESS program. Banks can provide financial support to farmers to help them finance agricultural production activities, such as buying seeds, fertilizers, and farming equipment. Additionally, banks can provide access to financial services, such as credit and insurance, to help farmers manage risks and develop their businesses. With support from off-takers and banks, the YESS program can help improve the welfare of farmers and promote economic growth in rural areas. The stakeholder analysis process should be done during the Plan Stakeholder Management phase of the project, not during the Stakeholder Identification phase (Reed, 2009). In short, off-takers and banking stakeholders in the YESS program may have low power but high interest and should be considered when developing a stakeholder management plan. Stakeholder analysis maps and power-interest-legitimacy frameworks can be used to identify and classify stakeholders, and their interactions should be tailored. The stakeholder analysis process should be conducted during the Stakeholder Management Plan phase of the project.

4. Conclusion

The implementation of the YESS Program in Pagelaran Sub-District, Malang Regency, is by existing technical instructions and can benefit the recipients, namely millennial farmers. There are 13 stakeholders in the YESS program, where the key players or roles are Millennial Farmers, Young Facilitators, Trainers, DIT, Mentors, BDSP, Financial Advisors, Supporting Staff, and Mobilizers. Key players have the power and authority to make decisions affecting the program and its outcomes. They are responsible for providing support, funding, and other resources needed for the implementation and sustainability of the program. Based on their respective roles, the success of the YESS program depends on the active participation and collaboration of the key players. Stakeholders who act as the crowd are the Sub-District Government and the Village Government. Effective engagement with stakeholders, including the Sub-district and Village Government, is essential for the success of the YESS Program. The government must establish a consist-



ent approach to stakeholder engagement, identify key stakeholders, and incorporate public concerns, needs, and values into the project and decisions. Synergy and coordination with the Sub-district and Village Government are necessary because they are the parties who interact directly with millennial farmers and the local community in the target area of the program. Stakeholders who act as subjects are Off-Takers and Banks. With the support of off-takers and banks, the YESS program can help improve the welfare of farmers and promote economic growth in rural areas. In the future, stakeholder analysis guidelines for the YESS program should be conducted to generate knowledge about relevant stakeholders, understand their behaviours, intentions, relationships, agendas, and interests, as well as the influence or resources they can provide in the decision-making process.

Conflict of interest

The authors declare that there is no conflict of interest.

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