



PELUANG BERWIRAUSAHA TANI BAGI PEMUDA PERDESAAN:
LESSON LEARNED PROGRAM YESS

*Agripreneurship Opportunities for Rural Youth:
YESS Programme Lesson Learned*

PELUANG BERWIRAUSAHA TANI BAGI PEMUDA PERDESAAN:
LESSON LEARNED PROGRAM YESS

*Agripreneurship Opportunities for Rural Youth:
YESS Programme Lesson Learned*

PERTANIAN PRESS

2025

PELUANG BERWIRAUSAHA TANI BAGI PEMUDA PERDESAAN: **LESSON LEARNED** PROGRAM YESS

© Pusat Pendidikan Pertanian

Tim Pengarah:

Dr. Idha Widi Arsanti, S.P., M.P.
Dr. Muhammad Amin, S.Pi., M.Si.

Tim Penyusun:

Miko Harjanti
Tomy Risqi Dinihari

Tim Penelaah:

Basuki Setiabudi
Vivit Wardah Rufaidah

Editor:

Yulianto
Alifiyya Ummu Salma

Penyusun Tabel dan Gambar :

Ridwan Rasyid

Desain Sampul dan Tata Letak:

Budi Putra Kharisma

Katalog Dalam Terbitan (KDT)

Peluang berwirausaha tani bagi pemuda perdesaan : lesson learned program YESS/ Miko Harjanti, Tomy Risqi Dinihari ; editor, Yulianto, Alifiyya Ummu Salma--Bogor : Pertanian Press, 2025
xvi, 136 halaman : ilustrasi ; 25 cm.

ISBN : 978-979-582-429-9
E-ISBN : 978-979-582-428-2 (PDF)

1. PENYULUHAN PERTANIAN 2. PEMUDA
3. PENDIDIKAN DAN PELATIHAN PETANI

UDC 630.717 [23]

Hak cipta dilindungi undang-undang.
Dilarang mengutip atau memperbanyak sebagian atau seluruh isi buku ini tanpa izin tertulis dari penerbit.

Penerbit:

Pertanian Press
Sekretariat Jenderal Kementerian Pertanian
Jl. Harsono RM. No. 3 Ragunan, Jakarta Selatan.

Alamat Redaksi:

Balai Besar Perpustakaan dan Literasi Pertanian
Jalan Ir. H. Juanda no. 20, Bogor 16122
Website : <https://epublikasi.pertanian.go.id/pertanianpress>

Dikeluarkan oleh : Pusat Pendidikan Pertanian,
Badan Penyuluhan dan Pengembangan
SDM Pertanian (BPPSDMP), Kementerian Pertanian

Bekerja sama dengan :

IFAD – International Fund for Agricultural Development;
dan Program YESS – Youth Entrepreneurship and
Employment Support Services Programme

Cetakan Pertama : Tahun 2025

***Agripreneurship Opportunities
for Rural Youth:
YESS Programme Lesson Learned***

© Indonesian Center for Agricultural Education

Steering Team:

Dr. Idha Widi Arsanti, S.P., M.P.
Dr. Muhammad Amin, S.Pi., M.Si.

Drafting Team:

Miko Harjanti
Tomy Risqi Dinihari

Advisory team:

Basuki Setiabudi
Vivit Wardah Rufaidah

Editor:

Yulianto
Alifiyya Ummu Salma

Table and Figure Editor :

Ridwan Rasyid

Cover and Layout Design:

Budi Putra Kharisma

Cataloging in Publication (CIP)

Agripreneurship opportunities for rural youth : YESS programme lesson learned/ Miko Harjanti, Tomy Risqi Dinihari ; editor, Yulianto, Alifiyya Ummu Salma--Bogor : Pertanian Press, 2025
xvi, 136 page : illus ; 25 cm.

ISBN : 978-979-582-429-9

E-ISBN : 978-979-582-428-2 (PDF)

1. Agricultural Extension
2. Youth
3. Farmer Education and Training

UDC 630.717 [23]

All rights reserved. Reproduction or quotation of any part or the entirety of this book is prohibited without the publisher's prior written consent.

Publisher :

Pertanian Press
Secretariat General of the Ministry of Agriculture
Jl. Harsono RM. No. 3 Ragunan, South Jakarta.

Address :

Center for Agricultural Library and Literacy
Jl. Ir. H. Juanda No. 20 Kota Bogor, 16112
Website : <https://epublikasi.pertanian.go.id/pertanianpress>

Issued by: Indonesian Center for Agricultural Education (ICAEd), Indonesia Agency for Agricultural Extension and Human Resource Development (IAAEHRD), Ministry of Agriculture.

In Partnership with:

IFAD – International Fund for Agricultural Development; and YESS Programme – Youth Entrepreneurship and Employment Support Services Programme

First Edition: 2025

PRAKATA

Puji syukur kami panjatkan ke hadirat Tuhan Yang Maha Esa, karena atas izin dan rahmat-Nya buku “Peluang Berwirausaha Tani Bagi Pemuda Perdesaan: *Lesson Learned* Program YESS” dapat terwujud.

Buku ini merupakan hasil proses dokumentasi pembelajaran (*lesson learned*) yang dilaksanakan oleh Pusat Pendidikan Pertanian (Pusdiktan) melalui Badan Penyuluhan dan Pengembangan SDM Pertanian (BPPSDMP), Kementerian Pertanian. Buku ini memuat kumpulan pengalaman, praktik baik, serta pengetahuan berharga yang diperoleh selama pelaksanaan Program YESS dalam mendukung regenerasi petani dan pengembangan wirausaha muda pertanian di Indonesia.

Melalui penerapan prinsip *knowledge-based management*, buku ini merekam jejak perjalanan, dinamika, serta refleksi para pelaku dan pendamping Program YESS dalam menggerakkan kemajuan di sektor pertanian. Lebih dari sekadar laporan program, buku ini menjadi potret hidup tentang bagaimana perubahan sosial dan kelembagaan dapat terwujud melalui kerja bersama terhadap masa depan pertanian yang berkelanjutan.

Penyusunan buku ini melalui beberapa tahapan penting, mulai dari pengumpulan data lapangan, wawancara dengan para pelaksana dan penerima manfaat Program YESS, penelaahan berbagai dokumen kegiatan, hingga proses refleksi bersama untuk merumuskan temuan-temuan utama.

Setiap tahap dilakukan secara partisipatif dengan melibatkan tim teknis, fasilitator, dan pemangku kepentingan di berbagai tingkatan. Melalui proses ini, diharapkan narasi yang tersaji tidak hanya menggambarkan hasil program secara faktual, tetapi juga menangkap nilai-nilai yang menjadi ruh dari pelaksanaan Program YESS.

Kami meyakini bahwa buku ini tidak hanya menjadi sarana refleksi atas capaian Program YESS selama lima tahun pelaksanaannya, tetapi juga sebagai bentuk evaluasi menyeluruh terhadap kinerja program. Melalui penyajian berbagai temuan dan pembelajaran yang diperoleh di lapangan, buku ini diharapkan dapat memberikan arah bagi pengembangan program pertanian di masa mendatang.

Ucapan terima kasih kami sampaikan kepada seluruh pihak yang telah berkontribusi dalam penyusunan buku ini, mulai dari tim pelaksana Program YESS di tingkat pusat dan daerah, para fasilitator, pendamping, hingga para penerima manfaat yang telah berbagi pengalaman dan inspirasi berharga. Dukungan dan kolaborasi dari berbagai pemangku kepentingan menjadi kunci tersusunnya buku ini hingga tuntas.

**Salam hangat,
Tim Penyusun**

PREFACE

We express our utmost gratitude to God Almighty, for by His permission and grace, the book “Key Lessons In Opening Opportunities For Rural Youth to Work and Engage in Entrepreneurship in the Agricultural Sector (Lesson Learned) of the YESS Programme” has been realized.

This book is the result of a documentation process of lessons learned conducted by the Center for Agricultural Education (Pusdiktan) under the Indonesia Agency of Agricultural Extension and Human Resources Development (BPPSDMP), supervised by the Ministry of Agriculture. It contains a compilation of experiences, best practices, and valuable knowledge acquired during the implementation of the YESS Programme in supporting farmer regeneration and the development of young agricultural entrepreneurs in Indonesia.

Through the application of knowledge-based management principles, this book records the journey, dynamics, and reflections of YESS Programme implementers and facilitators in driving progress in the agricultural sector. More than merely a programme report, it is a living portrait of how social and institutional changes can be realized through collaborative efforts toward a sustainable agricultural future.

The compilation of this book involved several key stages, starting from the collection of field data, interviews with programme implementers and beneficiaries, review of various activity documents, to a joint reflection process to formulate key findings. Each stage was conducted participatively, involving technical teams, facilitators, and stakeholders at various levels. Through this process, the narrative presented is expected not only to reflect the programme results factually but also to capture the values that form the essence of the YESS Programme implementation.

We believe that this book serves not only as a means of reflecting on the achievements of the YESS Programme over its five years of implementation but also as a comprehensive evaluation of programme performance. By presenting various findings and lessons learned from the field, it is expected to provide guidance for the development of agricultural programmes in the future.

Our sincere gratitude goes to all parties who have contributed to the compilation of this book, from the YESS Programme teams at central and regional levels, facilitators, mentors, to the beneficiaries who have shared their valuable experiences and inspirations. The support and collaboration of various stakeholders have been key to the successful completion of this book.

**Warm regards,
Drafting Team**

Daftar Isi

Table of Content

PRAKATA.....	iv
Preface.....	v
Kata Pengantar Kepala Badan Penyuluhan dan Pengembangan SDM Pertanian (BPPSDMP)	xii
Foreword by Director General of Indonesia Agency for Agricultural Extension and Human Resource Development (IAAEHRD).....	xiii
Kata Pengantar Kepala Pusat Pendidikan Pertanian.....	xiv
Foreword by Director of Indonesia Center for Agricultural Education (ICAEd)	xv
Kata Pengantar Project Manager Program YESS	xvi
Foreword by the Project Manager of the YESS Programme.....	1
BAB 1 Pendahuluan.....	2
Chapter 1 Introduction.....	2
A. Menggapai Visi Indonesia Emas 2045 Melalui Regenerasi Petani.....	3
A. Achieving the Vision of Golden Indonesia 2045 through Farmer Regeneration.....	3
B. Tentang Program YESS.....	4
B. About the YESS Programme	4
C. Lesson Learned	8
C. Lesson Learned	8
BAB 2 Pengelolaan Pengetahuan	10
Chapter 2 Knowledge Management.....	10
A. Konsep Dasar Pengelolaan Pengetahuan	11
A. Fundamental Concept of Knowledge Management.....	11
B. Teori Perubahan Program YESS.....	13
B. Theory of Change of the YESS Programme.....	13
C. Indikator Capaian Program YESS	19
C. Performance Indicators of the YESS Programme.....	19
BAB 3 Pembelajaran dan Hasil-hasil yang Diharapkan	22
Chapter 3 Learning and Expected Results	22
A. Delapan Tema Strategis Pembelajaran Regenerasi Petani	23
A. Eight Strategic Learning Themes on Farmer Regeneration	23
B. Memperkuat Kelembagaan Training dan Vokasi Petani Milenial.....	24
B. Strengthening the Institutionalization of Training and Vocational Education for Millennial Farmers	24
a. Sistem Pendukung Kelembagaan TVET.....	25
a. Support System of TVET Institutions.....	25
b. Peran Dosen dan Guru Pengajar	31
b. Role of Lecturers and Instructors	31
c. Kurikulum Terintegrasi.....	32
c. Integrated Curriculum	32
d. Best Practices dan Lesson Learned Peningkatan Kapasitas TVET.....	35
d. Best Practices and Lesson Learned in TVET Capacity Building.....	35
C. Mengajak Pemuda Menata Asa.....	40
C. Encouraging Youth to Rebuild Aspirations.....	40
a. Pertumbuhan Penerima Manfaat.....	40
a. Growth of Programme Beneficiaries	40
b. Rekrutmen Fasilitator Muda sebagai Strategi Peningkatan Penerima Manfaat.....	44
b. Recruitment of Young Facilitators as a Strategy to Increase Beneficiaries.....	44
c. Perekrutan Penerima Manfaat berbasis Kelembagaan Lokal	45
c. Beneficiary Recruitment Based on Local Institutional Mechanisms.....	45

d. Perekrutan Penerima Manfaat didukung Sosialisasi via Media Sosial.....	46
<i>d. Beneficiary Recruitment Supported by Social Media-Based Socialization.....</i>	46
e. Pembelajaran yang dapat dipetik	47
<i>e. Lessons Learned.....</i>	47
D. Menata Pelatihan Berkesinambungan.....	52
<i>D. Structuring Continuous Training.....</i>	52
a. Implementasi Pelatihan.....	52
<i>a. Implementation of Training.....</i>	52
b. Best Practices dan Lesson Learned	60
<i>b. Best Practices and Lessons Learned.....</i>	60
E. Ekosistem Agribisnis: Dukungan Hulu Ke Hilir	70
<i>E. Agribusiness Ecosystem: Upstream-to-Downstream Support.....</i>	70
a. Praktik Baik dalam Membangun Ekosistem Agribisnis	83
<i>a. Best Practices in Building an Agribusiness Ecosystem.....</i>	83
b. Pembelajaran yang Dapat Dipetik.....	86
<i>b. Lessons Learned.....</i>	86
BAB 4 Gender Equality dan Social Inclusion, Kunci Inklusivitas Program	88
<i>Chapter 4 Gender Equality and Social Inclusion as the Key to Programme Inclusivity.....</i>	88
A. GESI: Mendorong Perempuan dan Difabel Membangun Agribisnis.....	89
<i>A. GESI: Empowering Women and Persons with Disabilities in Agribusiness</i>	
Development.....	89
a. Praktik Terbaik	94
<i>a. Best Practices.....</i>	94
b. Pembelajaran yang dapat Dipetik: Penguatan Kebijakan Afirmatif dan Transformasi Peran Perempuan dalam Program YESS	95
<i>b. Lessons Learned: Strengthening Affirmative Policy and Transforming Women's Roles in the YESS Programme.....</i>	95
B. Kolaborasi Lintas Sektor: Kekuatan Keberlanjutan Regenerasi Petani	100
<i>B. Cross-Sector Collaboration: The Strength of Sustainable Farmer Regeneration.....</i>	100
a. Praktik Baik.....	111
<i>a. Best Practices.....</i>	111
b. Lesson Learned.....	111
<i>b. Lessons Learned.....</i>	111
C. Dunia Usaha Merespon Petani Milenial.....	112
<i>C. The Business Sector Responds to Millennial Farmers.....</i>	112
a. Kolaborasi dengan Dunia Usaha	112
<i>a. Collaboration with the Business Sector.....</i>	112
b. Praktik Baik Kerjasama.....	112
<i>b. Best Practices in Collaboration.....</i>	112
c. Pembelajaran yang dapat Dipetik	119
<i>c. Lessons Learned.....</i>	119
D. Menjembatani Petani Milenial ke Lembaga Keuangan	120
<i>D. Bridging Millennial Farmers to Financial Institutions.....</i>	120
a. Praktik Baik.....	126
<i>a. Best Practices.....</i>	126
b. Pembelajaran Yang Dapat Dipetik.....	128
<i>b. Lessons Learned.....</i>	128
BAB 5 Kesimpulan dan Exit Strategy Program YESS	132
<i>Chapter 5 Conclusion and Exit Strategy of the YESS Programme</i>	132
Daftar Pustaka	136
<i>Bibliography.....</i>	136

Daftar Gambar

List of Figures

Gambar 1. Tantangan Regenerasi dan Pelibatan Pemuda di Sektor Pertanian	5
<i>Figure 1. Challenges in Regeneration and Youth Engagement in the Agricultural Sector.....</i>	<i>5</i>
Gambar 2. Siklus Pengelolaan Pengetahuan (Knowledge Management) menurut Andreev (2025).....	12
<i>Figure 2. Knowledge Management Cycle (Andreev, 2025)</i>	<i>12</i>
Gambar 3. Teori Perubahan Program YESS.....	15
<i>Figure 3. Theory of Change of the YESS Programme</i>	<i>16</i>
Gambar 4. Lokasi Program YESS	18
<i>Figure 4. Locations of the YESS Programme</i>	<i>18</i>
Gambar 5. Indikator Capaian Program YESS.....	19
<i>Figure 5. Performance Indicators of the YESS Programme.....</i>	<i>20</i>
Gambar 6. Tematik Lesson Learned Program YESS.....	24
<i>Figure 6. Thematic Lessons Learned of the YESS Programme.....</i>	<i>24</i>
Gambar 7. Data Alumni TVET per Provinsi (2021–2025).....	26
<i>Figure 7. TVET Alumni Data by Province (2021–2025)</i>	<i>26</i>
Gambar 8. Kelembagaan TVET Pertanian.....	27
<i>Figure 8. Agricultural TVET Institutions</i>	<i>27</i>
Gambar 9. Jumlah Penerima Manfaat Permagangan TVET (2021–2025).....	29
<i>Figure 9. Number of TVET Apprenticeship Beneficiaries (2021–2025).....</i>	<i>29</i>
Gambar 10. Kategori dan Jumlah TVET	35
<i>Figure 10. Categories and Number of TVET Institutions.....</i>	<i>35</i>
Gambar 11. Data Alumni TVET	38
<i>Figure 11. TVET Alumni Data.....</i>	<i>38</i>
Gambar 12. Data Terpilah Jumlah Penerima Manfaat per Provinsi.....	41
<i>Figure 12. Disaggregated Data of Number of Beneficiaries by Province.....</i>	<i>41</i>
Gambar 13. Fluktuasi Jumlah Penerima Manfaat Tahun 2021–2025.....	41
<i>Figure 13. Fluctuation in Beneficiary Numbers, 2021–2025.....</i>	<i>41</i>
Gambar 14. Fluktuasi dan Pertumbuhan Jumlah Penerima Manfaat Program YESS Setiap Tahun	43
<i>Figure 14. Annual Fluctuation and Growth in the YESS Programme Beneficiaries.....</i>	<i>43</i>
Gambar 15. Strategi Sosialisasi dan Diseminasi untuk Optimalisasi Penerima Manfaat	50
<i>Figure 15. Outreach and Dissemination Strategy for the Optimising Beneficiary Coverage.....</i>	<i>50</i>
Gambar 16. Alur Pelatihan Kewirausahaan Program YESS.....	55
<i>Figure 16. YESS Programme Entrepreneurship Training Flow</i>	<i>55</i>
Gambar 17. Keterkaitan Workshop BMP dengan Pelatihan Start-Up dalam rangka Pengembangan Kluster Komoditas	56
<i>Figure 17. Linkage Between BMP Workshop and Start-Up Training in the Context of Commodity Cluster Development.....</i>	<i>56</i>
Gambar 18. Hasil Assessment Kualitas Kewirausahaan para Penerima Manfaat Nasional.....	67
<i>Figure 18. Results of the Personal Entrepreneurial Quality Assessment of National Beneficiaries</i>	<i>67</i>

Gambar 19. Monitoring dan Evaluasi Perkembangan Usaha Penerima Manfaat (PM) Berbasis Platform.....	68
<i>Figure 19. Platform-Based Monitoring and Evaluation of Beneficiaries' (PM) Business Development.....</i>	68
Gambar 20. Persentase Responden yang Berwirausaha Melaporkan Peningkatan Keuntungan	71
<i>Figure 20. Percentage of Entrepreneurial Respondents Reporting Increased Profits</i>	71
Gambar 21. Komposisi Lembaga BDSP sebagai Pusat Konsultansi Bisnis.....	72
<i>Figure 21. Composition of BDSP Institutions as Business Consultancy Centers</i>	72
Gambar 22. Pengembangan Ekosistem Agribisnis.....	73
<i>Figure 22. Development of the Agribusiness Ecosystem.....</i>	73
Gambar 23. Mesin Vakum (kiri) dan Mesin Continuous Brand Sealer (kanan) hasil Bantuan Kemitraan dengan CSR.....	76
<i>Figure 23. Vacuum Machine (left) and Continuous Brand Sealer Machine (right) provided through CSR Partnership Assistance.....</i>	76
Gambar 24. Dimensi Hulu-Hilir dalam Regenerasi Petani.....	77
<i>Figure 24. Upstream-Downstream Dimensions in Farmer Regeneration</i>	77
Gambar 25. Data Klaster Komoditas Petani Milenial Kabupaten Malang.....	78
<i>Figure 25. Data on Millennial Farmer Commodity Clusters in Malang Regency.....</i>	78
Gambar 26. Mekanisme Kerja Pendampingan Lapangan Program YESS.....	79
<i>Figure 26. Field Assistance Working Mechanism of the YESS Programme.....</i>	79
Gambar 27. Data Terpilah Jumlah Penerima Manfaat dan Disabilitas Nasional dan per Kabupaten/Kota Intervensi YESS.....	90
<i>Figure 27. Disaggregated Data on the Beneficiaries and Persons with Disabilities (National and by Regencies/Cities-Level) under YESS Intervention.....</i>	90
Gambar 28. Jumlah Jangkauan (Outreach) Penerima Manfaat berdasarkan gender (2021-2025)	91
<i>Figure 28. Outreach of Beneficiaries by Gender (2021-2025)</i>	91
Gambar 29. Jumlah Jangkauan (Outreach) Penerima Manfaat berdasarkan Jenis Kelamin (2021-2025).....	92
<i>Figure 29. Outreach of Beneficiaries by Gender (2021-2025)</i>	92
Gambar 30. Rumusan Ideal Strategi Afirmatif dan Transformatif dalam GESI di Program YESS	98
<i>Figure 30. Formulation of Ideal Affirmative and Transformative Strategies in GESI within the YESS Programme.....</i>	99
Gambar 31. Profil Pertanian Jawa Timur diperkuat Petani Milenial.....	106
<i>Figure 31. Agriculture Profile of East Java Strengthened by Millennial Farmers.....</i>	107
Gambar 32. Sektor Pertanian Mengakomodasi Peran Petani Milenial di Jawa Timur	108
<i>Figure 32. Agricultural Sectors Accommodating the Role of Millennial Farmers in East Java.....</i>	109
Gambar 33. Kegiatan Pelatihan dengan PT Oreng Osing Kabupaten Banyuwangi	113
<i>Figure 33. Training Activities with PT Oreng Osing, Banyuwangi Regency</i>	113
Gambar 34. Klaster Singkong Sukabumi Jawa Barat sebagai wadah kerjasama dengan off taker besar (Indofood group) sedang grading produk untuk Perusahaan Kripik Singkong Kusuka.....	115
<i>Figure 34. Sukabumi Cassava Cluster, West Java, as a platform for collaboration with a major off-taker (Indofood Group), is currently grading products for Kusuka Cassava Chips Company.....</i>	115

Gambar 35. Klaster Melon Desa Langsung Hulu Sungai Selatan Kalimantan Selatan: Berkolaborasi dengan stakeholder Pemda dan BDSP menggagas <i>farm tourism</i>	116
<i>Figure 35. Langsung Village Melon Cluster, Hulu Sungai Selatan, South Kalimantan: Collaborating with local government stakeholders and BDSP to initiate farm tourism.</i>	<i>116</i>
Gambar 36. Pelatihan Agronomi Kakao Petani Muda oleh PT Mars Cocoa Academy Sulawesi Selatan	118
<i>Figure 36. Cocoa Agronomy Training for Young Farmers by PT Mars Cocoa Academy, South Sulawesi</i>	<i>118</i>
Gambar 37. Kegiatan Pelatihan bersama Bank Jatim di BDSP Siliragung Kabupaten Banyuwangi Jatim	121
<i>Figure 37. Joint Training Activity with Bank Jatim at BDSP Siliragung, Banyuwangi Regency, East Java.....</i>	<i>121</i>
Gambar 38. Jumlah Penerima Manfaat dan Wirausaha Pemuda Tani Mengakses Permodalan	122
<i>Figure 38. Number of Beneficiaries and Young Agripreneurs Accessing Capital</i>	<i>122</i>
Gambar 39. Proses Seleksi Hibah Kompetitif.....	124
<i>Figure 39. Competitive Grant Selection Process</i>	<i>125</i>
Gambar 40. Literasi Keuangan Inklusif kepada Komunitas Adat Suku Kajang Sulawesi Selatan	127
<i>Figure 40. Inclusive Financial Literacy for the Indigenous Community of the Kajang Tribe, South Sulawesi.....</i>	<i>127</i>

Daftar Tabel

Table List

Tabel 1. Total Penjangkauan (Outreach) Program YESS.....	42
<i>Table 1. Total Outreach of the YESS Programme.....</i>	<i>42</i>
Tabel 2. Role Model BDSP Kecamatan Lawang dan Pakisaji Kabupaten Malang	74
<i>Table 2. Role Model of BDSP in Lawang and Pakisaji Districts, Malang Regency</i>	<i>75</i>

Kata Pengantar

Kepala Badan Penyuluhan dan Pengembangan SDM Pertanian (BPPSDMP)

Petani muda adalah aktor penting dalam membangun regenerasi petani di Indonesia. Inovasi dan kreativitas mereka sangat menentukan masa depan pertanian agar semakin maju dan berkelanjutan. Penguatan ekosistem pertanian dari hulu hingga hilir menjadi instrumen penting dalam meningkatkan nilai tambah produk pertanian serta mendorong sektor ini menjadi motor pertumbuhan ekonomi yang menyejahterakan.

Keberhasilan pembangunan di sektor pertanian akan membawa dampak signifikan bagi terwujudnya Indonesia yang sejahtera dan berketahanan pangan, sekaligus memunculkan perubahan nyata dalam kehidupan petani di tengah ekosistem pertanian yang semakin kuat.

Penguatan ekosistem pertanian terus dilakukan melalui berbagai program yang digerakkan oleh Badan Penyuluhan dan Pengembangan Sumber Daya Manusia Pertanian (BPPSDMP) di bawah Kementerian Pertanian. Salah satunya adalah Program *Youth Entrepreneur and Employment Support Services* (YESS), yang berfokus pada peningkatan kapasitas pemuda perdesaan agar mampu berperan aktif dalam sektor pertanian.

Melalui pendekatan pemberdayaan yang terarah, program ini menumbuhkan budaya belajar dari pengalaman di kalangan petani muda, sehingga setiap keberhasilan maupun tantangan dapat menjadi pijakan untuk perbaikan dan inovasi berikutnya.

Pergerakan dari hasil evaluasi merupakan tanda kedewasaan sebuah program dalam membaca realitas dan menyesuaikan diri dengan dinamika yang terjadi di lapangan. Evaluasi bukan sekadar menilai capaian, tetapi menjadi kompas untuk mengarahkan langkah berikutnya agar tetap relevan dan berdampak.

Sikap terbuka terhadap pembelajaran memungkinkan kita sebagai pelaku dapat mempertahankan praktik-praktik yang telah terbukti efektif, sekaligus secara sadar mengidentifikasi area yang masih memerlukan perbaikan.

Hasil pembelajaran berdasarkan pengalaman di lapangan dari pelaksanaan Program YESS menjadi pijakan penting dalam memperkuat sistem pertanian nasional. Semangat dan praktik baik inilah yang perlu diarusutamakan agar selaras dengan arah kebijakan pembangunan pertanian dalam Rencana Pembangunan Jangka Panjang Nasional (RPJPN) 2025–2045, yang berfokus pada ketahanan dan kemandirian pangan menuju Indonesia Emas 2045.

Dengan memperkuat sinergi antara hasil pembelajaran yang teridentifikasi di tingkat akar rumput dan kebijakan strategis nasional, berbagai temuan dan praktik efektif dari pelaksanaan Program YESS dapat dioptimalkan untuk mendukung terwujudnya sistem pertanian yang tangguh.

Semoga buku ini berkontribusi dalam memperkaya pengetahuan dan perspektif bagi generasi muda maupun para pemangku kepentingan yang berkomitmen pada transformasi pertanian Indonesia. Melalui refleksi atas pelaksanaan program, diharapkan tumbuh kesadaran kolektif untuk terus memperbaiki diri, menilai efektivitas intervensi, dan mengoptimalkan praktik-praktik yang terbukti berhasil sebagai dasar pengembangan kebijakan dan program yang lebih berkelanjutan di masa depan.

Kepala Badan Penyuluhan dan Pengembangan SDM Pertanian
Dr. Idha Widi Arsanti, S.P., M.P

Foreword

**Director General of Indonesia Agency
for Agricultural Extension and Human
Resource Development (IAAEHRD)**



Young farmers are key actors in building farmer regeneration in Indonesia. Their innovation and creativity are decisive in shaping the future of agriculture to become increasingly advanced and sustainable. Strengthening the agricultural ecosystem from upstream to downstream is an essential instrument for enhancing the added value of agricultural products and promoting the sector as a driver of inclusive economic growth. The success of development in the agricultural sector will have a significant impact on realizing a prosperous and food-secure Indonesia, while simultaneously bringing tangible changes to farmers' livelihoods within an increasingly robust agricultural ecosystem.

The strengthening of the agricultural ecosystem continues through various programs initiated by the Indonesia Agency of Agricultural Extension and Human Resources Development (BPPSDMP) under the Ministry of Agriculture. One such initiative is the Youth Entrepreneur and Employment Support Services (YESS) Programme, which focuses on enhancing the capacity of rural youth to actively participate in the agricultural sector. Through a targeted empowerment approach, this programme fosters a culture of learning from experience among young farmers, so that each success and challenge can serve as a foundation for continuous improvement and innovation.

Progress arising from evaluation results is a sign of a programme's maturity in reading realities and adapting to the dynamics on the ground. Evaluation is not merely an assessment of achievements, but serves as a compass to guide the next steps to remain relevant and impactful. An open attitude toward learning allows us, as implementers, to sustain practices that have proven effective, while consciously identifying areas that still require improvement.

Lessons learned from field experiences in the implementation of the YESS Programme provide an important foundation for strengthening the national agricultural system. The spirit and best practices identified must be mainstreamed to align with the direction of agricultural development policies in the National Long-Term Development Plan (RPJPN) 2025–2045, which focuses on food security and self-sufficiency toward Indonesia Emas 2045. By strengthening the synergy between grassroots learning outcomes and national strategic policies, various findings and effective practices from the YESS Programme can be optimized to support the realization of a resilient agricultural system.

It is hoped that this book contributes to enriching the knowledge and perspectives of young generations as well as stakeholders committed to the transformation of Indonesian agriculture. Through reflection on programme implementation, it is expected to foster collective awareness to continuously improve, evaluate the effectiveness of interventions, and optimize proven practices as a basis for the development of more sustainable policies and programmes in the future.

**Head of the Indonesia Agency of Agricultural Extension and Human Resources
Development (IAAEHRD)**

Dr. Idha Widi Arsanti, S.P., M.P

Kata Pengantar

Kepala Pusat Pendidikan Pertanian

Pemuda sebagai generasi penerus bangsa menempati posisi strategis dalam agenda pembangunan nasional Indonesia. Kapabilitas generasi muda pada masa kini akan menjadi determinan utama dalam mengarahkan perjalanan bangsa dalam beberapa tahun mendatang. Dalam hal ini, kualitas sumber daya pemuda dituntut untuk bisa selalu siap menghadapi tantangan, berkapasitas tinggi, dan memiliki integritas serta kemandirian.

Fenomena bonus demografi yang tengah dialami Indonesia saat ini mengharuskan adanya kebijakan yang efektif dan tepat sasaran, sehingga potensi kuantitas pemuda tidak berkembang menjadi penghalang, melainkan dapat ditransformasi menjadi sebuah kesatuan *power* sekaligus pilar dalam pembangunan bangsa.

Melalui Program *Youth Entrepreneurship and Employment Support Services* (YESS), Kementerian Pertanian melalui Pusat Pendidikan Pertanian, BPPSDMP, mendorong generasi muda untuk berperan aktif dalam sektor pertanian, sekaligus menjawab tantangan berkurangnya jumlah petani produktif di Indonesia. Upaya tersebut diwujudkan melalui beragam fasilitasi diantaranya pengembangan kurikulum, pendampingan intensif, penyediaan berbagai jenis alat dan mesin pertanian, perluasan akses terhadap lembaga keuangan, penyediaan pendanaan, serta berbagai dukungan lainnya.

Inovasi kebijakan ini disadari sebagai langkah strategis untuk memperkuat dan menyempurnakan kebijakan sebelumnya dalam ruang lingkup yang lebih komprehensif, mencakup rantai nilai dari hulu hingga hilir. Dengan demikian, diharapkan lahir sebuah proses pembangunan pertanian yang berkesinambungan, terukur, dan lebih terkoordinasi secara sistematis.

Buku ini memuat dokumentasi reflektif atas hasil pendampingan Program YESS yang dianalisis dari berbagai perspektif, mulai dari dinamika kelembagaan dan kemitraan hingga pengembangan pendekatan dan materi program. Karya ini juga menampilkan persepsi dan pengalaman penerima manfaat selama mengikuti program di berbagai lokasi di Jawa Barat, Jawa Timur, Kalimantan Selatan, dan Sulawesi Selatan.

Tulisan dan pengalaman yang dihimpun di dalamnya berfungsi sebagai media refleksi untuk mengevaluasi capaian positif yang telah berkembang, serta memahami tantangan dan kelemahan yang masih perlu diatasi.

Ucapan terima kasih dan penghargaan kami sampaikan kepada seluruh pihak yang telah berperan dalam penyusunan buku ini, lembaga mitra, pemerintah daerah, hingga berbagai pihak di lapangan yang telah berbagi gagasan dan pembelajaran berharga selama pelaksanaan Program YESS. Kami berharap karya ini dapat menjadi referensi yang memperkaya pengetahuan dan menumbuhkan semangat bagi seluruh pemangku kepentingan untuk terus berinovasi dalam pembangunan pertanian.

Kepala Pusat Pendidikan Pertanian

Dr. Muhammad Amin, S.Pi, M.Si

Foreword

**Director of Indonesia Center for
Agricultural Education (ICAEd)**



Youth, as the next generation of the nation, occupy a strategic position within Indonesia's national development agenda. The capabilities of the young generation today will serve as a primary determinant in directing the nation's trajectory in the coming years. In this context, the quality of youth resources must consistently be prepared to face challenges, possess high capacity, and demonstrate integrity as well as self-reliance. The demographic bonus currently experienced by Indonesia necessitates effective and targeted policies so that the quantitative potential of youth does not become an obstacle but can instead be transformed into a collective power as well as a pillar of national development.

Through the Youth Entrepreneurship and Employment Support Services (YESS) Programme, the Ministry of Agriculture, via the Agricultural Education Center under BPPSDMP, encourages young people to actively participate in the agricultural sector, while simultaneously addressing the challenge of declining numbers of productive farmers in Indonesia. These efforts are realized through various facilitation measures, including curriculum development, intensive mentoring, provision of diverse types of agricultural tools and machinery, expansion of access to financial institutions, provision of funding, and other forms of support. This policy innovation is recognized as a strategic step to strengthen and refine previous policies within a more comprehensive scope, encompassing the value chain from upstream to downstream. Accordingly, it is expected to give rise to a sustainable, measurable, and systematically coordinated agricultural development process.

This book presents a reflective documentation of the outcomes of YESS Programme mentoring, analyzed from multiple perspectives, ranging from institutional dynamics and partnerships to the development of programme approaches and materials. The work also conveys the perceptions and experiences of beneficiaries during participation in various locations across West Java, East Java, South Kalimantan, and South Sulawesi. The writings and experiences compiled herein serve as a medium for reflection to evaluate the positive achievements that have emerged, as well as to understand challenges and weaknesses that still need to be addressed.

Our gratitude and appreciation are extended to all parties who have contributed to the preparation of this book, including partner institutions, local governments, and various stakeholders in the field who have shared valuable ideas and lessons learned during the implementation of the YESS Programme. It is our hope that this work may serve as a reference that enriches knowledge and fosters enthusiasm among all stakeholders to continue innovating in agricultural development.

Head of the Agricultural Education Center

Dr. Muhammad Amin, S.Pi, M.Si

Kata Pengantar

Project Manager Program YESS

Indonesia tengah menghadapi tantangan besar di sektor pertanian, yakni rendahnya minat generasi muda untuk menjadi petani serta tingginya angka pengangguran di kalangan pemuda. Kedua persoalan ini saling berkaitan dan menuntut penanganan yang terpadu serta berkelanjutan. Menyadari urgensi tersebut, Program *Youth Entrepreneurship and Employment Support Services* (YESS) hadir sebagai langkah strategis untuk menjawab ancaman terhadap ketahanan pangan sekaligus menyiapkan masa depan pertanian Indonesia yang lebih kuat dan berdaya.

Program YESS memiliki empat komponen utama, yaitu transisi pemuda perdesaan untuk bekerja, kewirausahaan pemuda perdesaan, investasi untuk pemuda perdesaan di bidang pertanian, serta lingkungan yang menunjang bagi pengembangan potensi mereka. Melalui keempat komponen tersebut, Program YESS tidak berjalan secara terpisah, melainkan tumbuh melalui kolaborasi dengan berbagai pemangku kepentingan, baik di lingkungan Kementerian Pertanian maupun mitra eksternal, yang memiliki visi bersama untuk memajukan sektor pertanian.

Kompleksitas pelaksanaan di setiap komponen menghadirkan beragam dinamika yang menjadi sumber pembelajaran berharga. Dalam proses ini, kami berupaya tetap terbuka terhadap setiap masukan dan refleksi, sekaligus mendokumentasikan berbagai capaian positif yang telah dihasilkan sepanjang perjalanan program.

Sejalan dengan hal tersebut, dihimpun berbagai pembelajaran dari pelaksanaan Program YESS untuk memberikan gambaran yang utuh mengenai capaian dan dinamika program dalam naskah ini. Melalui delapan tema strategis yang diangkat, tulisan ini diharapkan dapat menjadi sarana pertukaran pengetahuan bagi seluruh pihak yang berperan dalam pemberdayaan pemuda perdesaan.

Melalui buku *Peluang Berwirausaha Tani bagi Pemuda Perdesaan: Lesson Learned* Program YESS ini, diharapkan pembaca dapat mengenali berbagai nilai yang lahir dari pelaksanaan Program YESS serta relevansinya dalam mendorong kemajuan di bidang pertanian.

Project Manager Program YESS

Dr. Miko Harjanti S.E., M.Se

Foreword

Project Manager of the YESS Programme



Indonesia is currently facing significant challenges in the agricultural sector, namely the low interest among the younger generation to become farmers and the high unemployment rate among youth. These two issues are interrelated and require an integrated and sustainable approach. Recognizing this urgency, the Youth Entrepreneurship and Employment Support Services (YESS) Programme was established as a strategic measure to address threats to food security while preparing a stronger and more resilient future for Indonesian agriculture.

The YESS Programme comprises four main components: the rural youth employment transition, rural youth entrepreneurship, agricultural investment for rural youth, and an enabling environment for the development of their potential. Through these four components, the YESS Programme does not operate in isolation but develops through collaboration with various stakeholders, both within the Ministry of Agriculture and with external partners who share a common vision to advance the agricultural sector. The complexity of implementation across each component generates a range of dynamics that serve as valuable sources of learning. In this process, we strive to remain open to feedback and reflection, while documenting the various positive achievements realized throughout the programme.

In line with this, lessons learned from the implementation of the YESS Programme have been compiled to provide a comprehensive overview of the programme's achievements and dynamics in this manuscript. Through the eight strategic themes presented, this work is intended to serve as a medium for knowledge exchange among all parties involved in empowering rural youth.

Through this book, "Key Lessons In Opening Opportunities For Rural Youth to Work and Engage in Entrepreneurship in the Agricultural Sector (Lesson Learned) of the Yess Programme," it is hoped that readers will gain insight into the values arising from the implementation of the YESS Programme and their relevance in promoting advancement in the agricultural sector.

Project Manager of the YESS Programme

Dr. Miko Harjanti, S.E., M.Se

PENDAHULUAN

Introduction



A. Menggapai Visi Indonesia Emas 2045 Melalui Regenerasi Petani

Visi pembangunan jangka panjang Indonesia yang dipasang oleh Presiden adalah “Mewujudkan Indonesia Maju Menuju Indonesia Emas pada tahun 2045”. Visi ini menegaskan bahwa kemajuan bangsa hanya dapat dicapai melalui kolaborasi seluruh putra-putri terbaik Indonesia dalam satu tekad bersama. Visi tersebut dicapai melalui delapan Misi yang dituangkan dalam Delapan Asta Cita.

Dalam mewujudkannya, ditetapkan melalui delapan misi pembangunan nasional yang dikenal dengan Asta Cita. Dari delapan misi tersebut terdapat tiga misi penting yang terkait langsung dengan pembangunan sektor pertanian, yaitu :

- 1) Asta Cita 1 : Memantapkan sistem pertahanan keamanan negara dan mendorong kemandirian bangsa melalui swasembada pangan, energi, ekonomi syariah, ekonomi digital, ekonomi hijau, dan ekonomi biru;
- 2) Asta Cita 4 : Memperkuat pembangunan sumber daya manusia (SDM), sains, teknologi, pendidikan, kesehatan, prestasi olahraga, kesetaraan gender, serta penguatan peran perempuan, pemuda (generasi milenial dan generasi Z), dan penyandang disabilitas;
- 3) Asta Cita 6 : Membangun dari desa dan dari bawah untuk penumbuhan ekonomi, pemerataan ekonomi, dan pemberantasan kemiskinan.

Ketiga misi tersebut menjadi landasan utama penyusunan Prioritas Nasional (PN) dalam Rencana Pembangunan Jangka Menengah Nasional 2025–2029 sebagaimana tertuang dalam Perpres no 12 Tahun 2025.

A. Achieving the Vision of Golden Indonesia 2045 through Farmer Regeneration

The long-term national development vision set forth by the President is to realize an “Advanced Indonesia Towards a Golden Indonesia by the year 2045”. This vision affirms that national progress can be achieved only through the collaboration of Indonesia’s finest people in a shared commitment a common determination to achieve it.

This vision affirms that national progress can be achieved only through the collaboration of Indonesia’s finest people in a shared commitment:

- 1) *Asta Cita 1: Strengthening the national defense and security system and promoting national self-reliance through food self-sufficiency, energy, the sharia economy, digital economy, green economy, and blue economy;*
- 2) *Asta Cita 4: Strengthening the development of human resources (HR), science, technology, education, health, sports achievements, gender equality, and empowerment of women, youth (millennial and Generation Z), and persons with disabilities; and*
- 3) *Asta Cita 6: Developing from villages and from the grassroots to stimulate economic growth, promote equitable economic distribution, and eradicate poverty.*

These three missions form the basis for establishing the National Priorities (PN) in the 2025–2029 National Medium–Term Development Plan, as stated in Presidential Regulation No. 12 of 2025.

Tiga misi presiden yang relevan dengan pembangunan pertanian yaitu swasembada pangan, pembangunan sumber daya manusia (khususnya pemuda), dan pembangunan dari desa, menjadi aspek penting dalam transformasi pertanian. Ketiganya menegaskan perlunya peran aktif generasi muda dalam mendorong kemandirian dan keberlanjutan pertanian nasional.

Saat ini, sektor Pertanian berkontribusi sebesar 11,8% terhadap PDB (2023) dan menyerap 21,38% tenaga kerja/wirausaha muda di perdesaan. Namun hanya 25,61% milenial yang menekuni usaha pertanian perorangan. Tantangan lain muncul dari struktur petani yang tidak berimbang: 62,5% petani memiliki lahan kurang dari 0,5 ha, sementara usia rata-rata mereka adalah 55 tahun. Kondisi ini menunjukkan bahwa sektor kurang inklusif dan berisiko kehilangan regenerasi di Tengah bonus demografi sebesar 69% penduduk muda.

Program *Youth Entrepreneurship and Employment Support Services (YESS)*, melalui Kementerian Pertanian dan IFAD, hadir untuk menanggulangi kemiskinan dan meningkatkan kesejahteraan Masyarakat. Fokusnya pada peningkatan kapasitas pemuda agar menjadi petani milenial, wirausaha, dan pekerja pertanian perdesaan, sebagai kunci percepatan pengembangan pertanian dan transformasi perdesaan.

B. Tentang Program YESS

Tantangan utama yang dihadapi dalam meregenerasi petani dan melibatkan pemuda di sektor pertanian dapat dikompilasi ke dalam delapan isu strategis, yaitu

- a. Menurunnya partisipasi generasi muda akibat beberapa faktor yang saling terkait,
- b. Populasi petani semakin menua, sementara tingkat migrasi desa-kota dan migrasi internasional terus meningkat,

Three presidential missions relevant to agricultural development, food self-sufficiency, human resource development (especially youth), and village-based development, are key aspects of agricultural transformation. Together, they highlight the need for active youth participation to drive national agricultural independence and sustainability. The agricultural sector currently contributes 11.8% to GDP (2023) and employs 21.38% of rural youth workers/entrepreneurs.

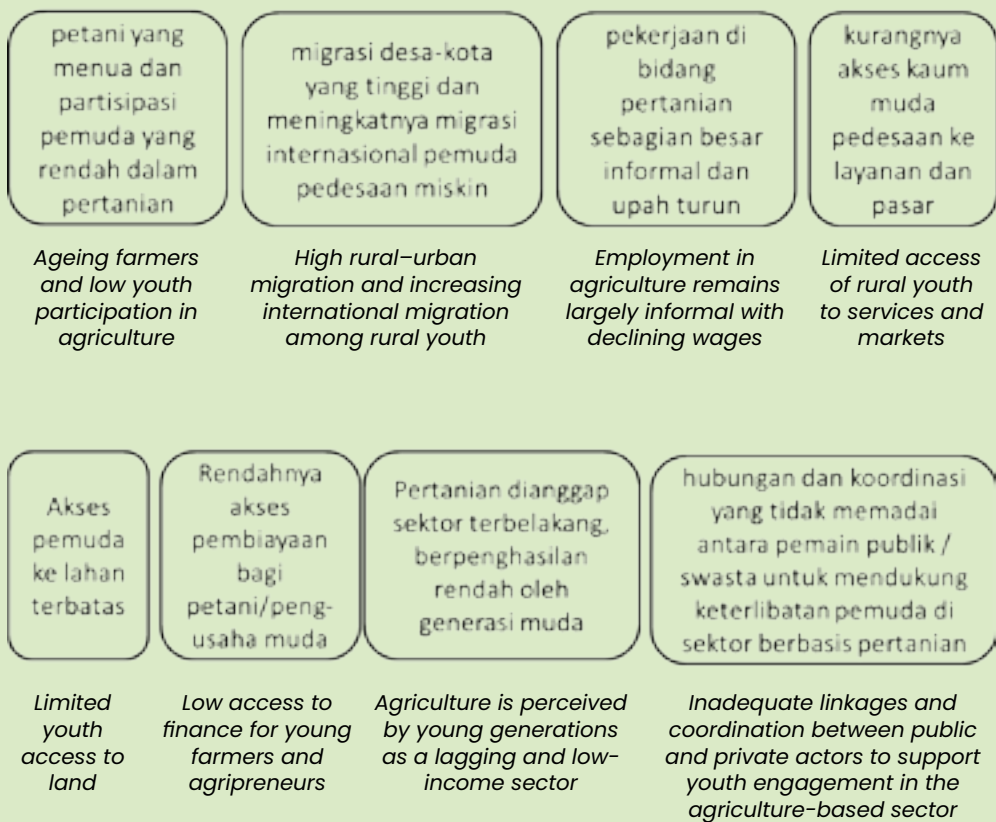
However, only 25.61% of millennials engage in individual farming. Additional challenges arise from an imbalanced farmer structure: 62.5% farm less than 0.5 ha, and the average farmer age is 55. This shows that the sector remains less inclusive and is at risk of losing regeneration amid a demographic bonus in which 69% of the population is young.

The Youth Entrepreneurship and Employment Support Services (YESS) Programme, implemented through the Ministry of Agriculture and the International Fund for Agricultural Development (IFAD), was established to alleviate poverty and improve community welfare by focusing on enhancing the capacity of young people to become millennial farmers, entrepreneurs, and rural agricultural workers, serving as key drivers in accelerating agricultural development and rural transformation.

B. About the YESS Programme

The main challenges faced in regenerating farmers and engaging youth in the agricultural sector can be compiled into eight strategic issues, namely

- a. *the declining participation of young generations due to several interrelated factors;*
- b. *the ageing population of farmers, while the rate of rural-urban and international migration continues to increase;*



Gambar 1. Tantangan Regenerasi dan Pelibatan Pemuda di Sektor Pertanian

Figure 1. Challenges in Regeneration and Youth Engagement in the Agricultural Sector

- c. Pekerjaan di sektor pertanian masih didominasi oleh pekerjaan informal dengan upah rendah,
 - d. Akses pemuda ke layanan, pasar, lahan, dan pembiayaan yang sangat terbatas,
 - e. Pertanian sering dianggap sebagai sektor tertinggal dan kurang menarik,
 - f. Minimnya koordinasi antara pemerintah dan dunia usaha dalam menciptakan lingkungan yang mendukung partisipasi pemuda.
- c. *employment in the agricultural sector remains dominated by informal work with low wages;*
 - d. *youth have very limited access to services, markets, land, and finance;*
 - e. *agriculture is often perceived as a lagging and unattractive sector; and*
 - f. *limited coordination between the government and the private sector in creating an enabling environment for youth participation.*

Program YESS sebagai inisiatif Kementerian Pertanian yang berfokus pada peningkatan kapasitas, kesempatan kerja, dan kewirausahaan bagi generasi muda di sektor pertanian

The YESS Programme, as an initiative of the Ministry of Agriculture focusing on enhancing the capacity, employment, and entrepreneurship opportunities of young generations in the agricultural sector, was established to respond to

hadir untuk menjawab tantangan rendahnya keterlibatan pemuda di sektor pertanian dengan menerapkan enam strategi utama yang saling berhubungan, yaitu :

1. Penguatan lembaga pendidikan dan pelatihan vokasi pertanian (TVET) melalui peningkatan kompetensi guru, penyediaan sarana laboratorium, pengembangan kurikulum berbasis kompetensi, serta dukungan hibah kewirausahaan (PWMP dan tenant inkubator bisnis). Hingga September 2025, 43 lembaga TVET telah diperkuat dan melayani lebih dari 19.853 pemuda.
2. Pengembangan layanan dukungan berbasis kabupaten untuk memperkuat ekosistem kewirausahaan pemuda. YESS memperkuat 411 lembaga penyedia layanan pengembangan usaha (BDSP) seperti BPP, P4S, PLUT, BLK, dan TTP (Taman Teknologi Pertanian) serta membangun jejaring fasilitator, mobilizer, dan forum multi-pihak (FMS). Melalui layanan pelatihan dan pendampingan, lebih dari 198.575 pemuda telah berwirausaha.
3. Penguatan kapasitas lembaga penyedia jasa keuangan (FSP) agar mampu menyediakan produk dan layanan inklusif bagi petani muda. Hingga kini, 21 lembaga keuangan (perbankan dan non-bank) telah menjadi mitra YESS.
4. Fasilitasi akses keuangan bagi pemuda pra-usaha dan wirausaha muda melalui peningkatan literasi keuangan dasar dan lanjutan serta akses terhadap KUR dan hibah kompetitif. Sebanyak 164.365 pemuda telah mengakses layanan keuangan, termasuk 20.856 penerima kredit usaha.
5. Perubahan persepsi pemuda terhadap pertanian melalui program Duta Petani Muda, digitalisasi informasi pertanian, dan promosi kisah sukses melalui Platform Pemuda Pedesaan Digital, yang kini menjangkau lebih dari 156.000 pengguna aktif bulanan.

the challenge of low youth engagement in agriculture by implementing six interrelated core strategies, namely:

1. *First, strengthening agricultural Technical and Vocational Education and Training (TVET) institutions through the enhancement of teacher competence, provision of laboratory facilities, development of competency-based curricula, and support for entrepreneur grants (Youth Agripreneur Development Program – PWMP, and business incubator tenants). As of September 2025, 43 TVET institutions have been strengthened and serve more than 19,853 youth.*
2. *Second, developing regencies-based support services to strengthen the youth entrepreneurship ecosystem. YESS has strengthened 411 Business Development Service Providers (BDSPs), such as Agricultural Extension Centres (BPP), Farmer Agricultural Rural Training Center (P4S), Integrated Business Service Centres (PLUT), Vocational Training Centres (BLK), and Agricultural Technology Parks (TTP), as well as established networks of facilitators, mobilizers, and forum of multi-stakeholder (FMS). Through training and mentoring services, more than 198,575 youth have started their own businesses.*
3. *Third, strengthening the capacity of Financial Service Providers (FSPs) to enable them to provide inclusive financial products and services for young farmers. To date, 21 financial institutions (both banking and non-banking) have become YESS partners.*
4. *Fourth, facilitating financial access for pre-entrepreneurial and young entrepreneurial youth through the enhancement of basic and advanced financial literacy and access to People's Business Credit (KUR) and competitive grants. A total of 164,365 youth have accessed financial services, including 20,856 credit recipients.*
5. *Fifth, changing youth perceptions of agriculture through the Young Ambassador Agriculture programme,*

6. Penguatan kebijakan partisipatif untuk regenerasi petani, termasuk penyusunan naskah akademik untuk Rancangan Peraturan Pemerintah tentang Roadmap Regenerasi Petani (RPJMN 2025–2029) melalui koordinasi dengan Bappenas.

Dengan penerapan keenam strategi ini, Program YESS tidak hanya memperkuat kapasitas individu dan kelembagaan, tetapi juga menyiapkan fondasi kebijakan dan ekosistem pendukung yang berkelanjutan untuk regenerasi petani di Indonesia.

digitalization of agricultural information, and the promotion of success stories through the Digital Rural Youth Platform, which currently reaches more than 156,000 active monthly users.

6. *Sixth, strengthening participatory policies for farmer regeneration, including the preparation of the academic paper for the Draft Government Regulation on the Roadmap for Farmer Regeneration (RPJMN 2025–2029) in coordination with Bappenas (National Development Planning Agency).*

Through the implementation of these six strategies, the YESS Program not only strengthens individual and institutional capacities but also establishes a sustainable policy foundation and an enabling ecosystem to support farmer regeneration in Indonesia.



C. Lesson Learned

Selama lima tahun pelaksanaannya, Program YESS telah menghasilkan berbagai capaian penting. Saat ini fokus utama diarahkan pada evaluasi hasil (*outcome*) sebagai bentuk refleksi atas *input* dan *output* yang telah dicapai. Penyusunan *lesson learned* bertujuan untuk menangkap dan mendokumentasikan pengetahuan berharga (*valuable knowledge*) yang bersifat tak berwujud (*intangible*), seperti kebiasaan, pola pengambilan keputusan, komunikasi, mobilisasi, pengorganisasian, pengembangan jejaring, inovasi, kreativitas, hingga praktik kelembagaan yang berkontribusi besar terhadap keberhasilan program, namun sering kali tidak tercatat secara formal.

C. Lesson Learned

In its five years of implementation, the YESS Program has achieved notable results. The current focus is on evaluating outcomes based on the inputs and outputs delivered. The development of these lessons learned aims to capture and document valuable intangible knowledge, such as habits, decision-making patterns, communication, mobilization, organizing, networking, innovation, creativity, and institutional practices that significantly contributed to the program's success but are often not formally recorded.



Kunci lesson learned adalah pengetahuan dan pengalaman, yang lahir dari siklus Program YESS mulai dari perencanaan, implementasi, hingga refleksi kelembagaan. Pengetahuan tersebut mencakup berbagai aspek penting, antara lain:

- Regenerasi petani dan transisi pemuda menjadi wirausahawan pertanian.
- Peningkatan kapasitas lembaga pelatihan dan Pendidikan vokasi pertanian.
- Fasilitasi akses pembiayaan dan pengembangan ekosistem pendukung wirausaha muda pertanian.

Terkait dengan pengelolaan pengetahuan. Pengetahuan dapat dibagi menjadi dua jenis, yaitu :

1. *Tacit Knowledge* (pengetahuan tersirat): Bersifat personal, sulit diformalkan, berasal dari pengalaman langsung, tradisi lisan, atau intuisi individu, dan sering tersembunyi dalam pikiran individu. Sekitar 80% pengetahuan manusia termasuk kategori ini.
2. *Explicit Knowledge* (pengetahuan eksplisit): Bersifat formal, sistematis, mudah didokumentasikan, dan dapat dibagikan melalui tulisan atau media lain.

Dengan mengintegrasikan kedua bentuk pengetahuan tersebut, Program YESS tidak hanya memperkaya proses pembelajaran organisasi, tetapi juga membangun dasar bagi perubahan sosial, kelembagaan, dan individu. Hasil lesson learned ini diharapkan menjadi referensi strategis bagi pengambil kebijakan, penguatan kelembagaan, dan inovasi program serupa di masa depan.

The key elements of the lessons learned are knowledge and experience gained throughout the YESS Program cycle—from planning and implementation to institutional reflection. This knowledge covers several important aspects, including:

- *Farmer regeneration and youth transition into agripreneurs.*
- *Capacity building for agricultural training institutions and vocational education.*
- *Facilitating access to finance and strengthening the ecosystem supporting young agricultural entrepreneurs*

In the context of knowledge management, knowledge can be classified into two main types that need to be captured and processed

1. *Tacit Knowledge: Personal in nature, difficult to formalise, derived from direct experience, oral traditions, or individual intuition, and often embedded within an individual's mind. Approximately 80% of human knowledge falls under this category.*
2. *Explicit Knowledge: Formal in nature, systematic, easily documented, and can be shared through written, report, or other media.*

By integrating these two forms of knowledge, the YESS Program not only enriches organizational learning but also builds a foundation for social, institutional, and individual transformation. The resulting lessons learned are expected to serve as a strategic reference for policymakers, institutional strengthening, and future program innovations.

PENGELOLAAN PENGETAHUAN

Knowledge Management



A. Konsep Dasar Pengelolaan Pengetahuan

Perubahan paradigma dalam pengelolaan program saat ini telah memposisikan pengetahuan sebagai pengendali program dengan mengedepankan pengalaman sebagai pusat pembelajaran. Proyek-proyek pembangunan modern termasuk Program YESS dipastikan dijalankan dalam skema pengelolaan pengetahuan yang tidak lagi mengandalkan pada sumberdaya (*resource-based*) melainkan (berbasis pada pengetahuan) *knowledge-based*.

Menurut Erik W. Larson dan Clifford F. Gray dalam buku *Project Management: The Managerial Process* (2020), *Knowledge Management* (KM) dalam manajemen proyek didefinisikan sebagai proses pengumpulan, penyimpanan, dan pemanfaatan pengetahuan yang diperoleh selama pelaksanaan proyek.

Terdapat beberapa aspek penting dalam *Knowledge Management* yaitu:

- a. Identifikasi dan pengumpulan pengetahuan relevan dari berbagai sumber, termasuk pengalaman proyek sebelumnya, pengalaman tim, serta keahlian individu;
- b. Penyimpanan pengetahuan dalam bentuk bentuk yang sistematis dan mudah, seperti dokumentasi proyek, basis data, atau sistem manajemen pengetahuan digital; dan,
- c. Pemanfaatan pengetahuan yang telah dikumpulkan untuk meningkatkan efektivitas pelaksanaan proyek, mengurangi kesalahan berulang, dan meningkatkan kualitas hasil. Dengan menerapkan *Knowledge Management* yang efektif, Program YESS dapat belajar dari pengalaman sebelumnya dan meningkatkan kinerja secara berkelanjutan.

Lebih lanjut Larson dan Gray juga menekankan bahwa penerapan KM yang efektif akan meningkatkan kemampuan organisasi dalam belajar dari pengalaman dan meningkatkan kinerja proyek secara berkelanjutan. Dalam konteks proyek pengelolaan proyek KM berkontribusi untuk: 1) Mengurangi duplikasi pekerjaan, 2)

A. Fundamental Concept of Knowledge Management

The paradigm shift in programme management today has positioned knowledge as the driver of programmes, emphasising experience as the centre of learning. Modern development projects, including the YESS Programme, are implemented under a knowledge management framework that is no longer resource-based but rather knowledge-based.

According to Erik W. Larson and Clifford F. Gray in their book Project Management: The Managerial Process (2020), Knowledge Management (KM) in project management is defined as the process of collecting, storing, and utilising knowledge acquired during project implementation.

There are several key aspects in Knowledge Management, namely:

- a. *Identifying and collecting relevant knowledge from various sources, including previous project experiences, team experience, and individual expertise;*
- b. *Storing knowledge in a systematic and an accessible, such as project documentation, databases, or digital knowledge; and*
- c. *Utilising the knowledge collected to improve project effectiveness, reduce repeated mistakes, and enhance the quality of outcomes. By implementing effective Knowledge Management, the YESS Programme can learn from past experiences and continuously improve its performance.*

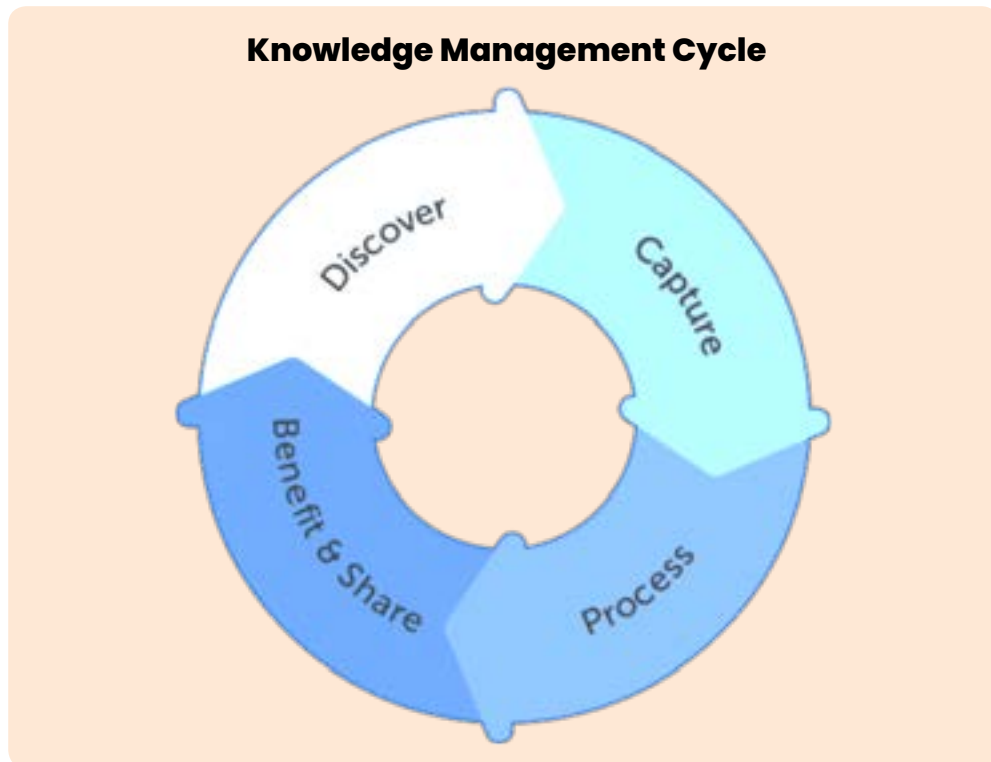
Furthermore, Larson and Gray emphasize that effective knowledge management is essential for enhancing an organization's ability to learn from experience and continuously improve project performance. In the context of project management, KM contributes to: 1) Reduce duplication of work, 2) Increase implementation efficiency, 3)

Meningkatkan efisiensi pelaksanaan, 3) Meningkatkan kualitas *output*, 4) Mengurangi risiko kegagalan dan 5) Memperkuat kemampuan kolaboratif tim kerja. Dengan demikian, penerapan KM yang efektif dalam Program YESS dapat menjadi kunci untuk membangun pembelajaran, organisasi, meningkatkan efektivitas pengelolaan proyek, serta mendukung pencapaian tujuan pembangunan pertanian dan pemberdayaan pemuda perdesaan secara berkelanjutan.

Pengelolaan Pengetahuan (*Knowledge Management*) menurut Ivan Andreev (April 2025) <https://www.valamis.com/hub/knowledge-management#what-is-knowledge-management>, merupakan aktivitas berdaur siklus yang dapat diidentifikasi ke dalam tiga tahapan strategis, yaitu : menemukan (*discover*), menangkap (*capture*), menjalankan proses (*process*) dan kemanfaatan untuk dibagikan (*benefit and share*).

Improve the quality of outcomes, 4) Reduce failure risk, and 5) Strengthen the team's collaborative capacity. Thus, effective KM implementation in the YESS Program can strengthen organizational learning, improve project management effectiveness, and support sustainable agricultural development and rural youth empowerment.

According to Ivan Andreev (April 2025) in *Knowledge Management* (<https://www.valamis.com/hub/knowledge-management#what-is-knowledge-management>), *Knowledge Management* is a cyclical activity that can be identified into three strategic stages: *discover*, *capture*, *process*, and *benefit and share*.



Gambar 2. Siklus Pengelolaan Pengetahuan (Knowledge Management) menurut Andreev (2025)
Figure 2. Knowledge Management Cycle (Andreev, 2025)

Secara singkat siklus pengelolaan pengetahuan dapat dideskripsikan sebagai berikut.

- a. Menemukan (*Discover*): Menangkap pengetahuan dan keahlian staf Program YESS yang diperoleh dari pengalaman dan praktik terbaik (*best practices*), termasuk data dan informasi yang berpotensi mendukung pengambilan keputusan apabila dianalisis lebih lanjut;
- b. Menangkap (*Capture*): Mendokumentasikan sumber dan produk pengetahuan melalui pencatatan, survei, pengelolaan dokumen, dan pemberian metadata agar informasi tersimpan secara sistematis; dan,
- c. Proses (*Process*): Menganalisis pengetahuan yang telah dikumpulkan untuk disusun menjadi data dan informasi yang terstruktur, mudah dicari, dan mudah diakses. Tahap ini mendukung pengelolaan basis data pengetahuan secara komprehensif.
- d. Berbagi (*Sharing*): Paska implementasi, Program YESS akan mendefinisikan ulang proses pendampingan program sebagai pengetahuan yang harus dipelajari dan dibagikan (*dishare*) untuk menciptakan efektivitas suasana belajar tim kerja.

Dengan demikian seluruh produk dan hasil kegiatan Program YESS harus dihimpun, diorganisir, dan distrukturkan ke dalam dokumentasi kumpulan *best practices* dan *Lesson Learned* agar dapat dimanfaatkan bagi keberlanjutan program berikutnya.

Pencapaian output dan outcome program ditransformasikan menjadi pengetahuan baru yang efektif dan inovatif, sehingga berfungsi sebagai *knowledge provider* atau *solution provider* yang berorientasi pada pengguna, khususnya pemuda pelaku utama pertanian.

B. Teori Perubahan Program YESS

Teori Perubahan Program YESS berlandaskan keyakinan bahwa membuka peluang bagi pemuda perdesaan untuk membangun

Briefly, the knowledge management cycle can be described as follows:

- a. *Discover*: Capturing the knowledge and expertise of YESS Programme staff derived from experiences and best practices, including data and information that may support decision-making when further analyzed;
- b. *Capture*: Documenting knowledge resources and products through recording, surveys, document management, and the provision of metadata to ensure information is stored systematically; and,
- c. *Process*: Analysing the collected knowledge to compile it into structured, searchable, and easily accessible data and information, thereby supporting comprehensive management of the knowledge database.
- d. *Share*: Following implementation, the YESS Programme redefines its advisory support process as a body of knowledge to be learned and shared in order to create an effective team learning environment.

Accordingly, the products and results activities of the YESS Programme must be gathered, organised, and structured into documentation containing collections of best practices and lessons learned, so that they can be utilised by users to ensure programme sustainability.

The achievement of programme outputs and outcomes is then transformed into new, effective, and innovative knowledge that serves as a knowledge provider or solution provider oriented towards the users, especially young primary actors in agriculture.

B. Theory of Change of the YESS Programme

The Theory of Change of the YESS Programme is founded on the conviction that providing opportunities for rural youth to build economic



sumber penghidupan ekonomi melalui kewirausahaan maupun pekerjaan yang layak akan mendorong keterlibatan mereka di sektor perdesaan. Hal ini diharapkan dapat mempercepat transformasi pedesaan yang berkelanjutan serta melahirkan generasi baru petani, wirausaha pertanian, dan pelaku rantai nilai komoditas pertanian di wilayah perdesaan.

Program YESS memahami bahwa untuk menarik minat dan partisipasi aktif kaum muda, dibutuhkan pendekatan yang inovatif antara lain pada penerapan teknologi, modernisasi praktik pertanian, serta penciptaan berbagai insentif yang menarik bagi mereka. Program YESS menyadari pula bahwa tidak semua pemuda akan berhasil menjadi pengusaha, karena sektor pertanian memiliki keterbatasan dalam menyediakan lapangan kerja yang memadai bagi semua pemuda, terlebih di tengah proses modernisasi.

Karena itu, Program YESS merancang strategi dengan menawarkan jalur alternatif yang dapat membuka peluang ekonomi, baik di sektor pertanian maupun di sektor-sektor pendukung lainnya dalam ekosistem ekonomi pedesaan.

YESS menegaskan pentingnya sejumlah prasyarat agar pemuda perdesaan dapat berintegrasi secara ekonomi di sektor berbasis pertanian melalui kegiatan wirausaha dan pekerjaan, yaitu:

livelihoods through entrepreneurship or decent employment will foster their engagement in the rural sector. This is expected to accelerate sustainable rural transformation and give rise to a new generation of farmers, agripreneurs, and actors within the agricultural commodity value chains in rural areas.

The YESS Programme recognizes that attracting the interest and active participation of young people requires innovative approaches, including the application of technology, modernization of agricultural practices, and the creation of various attractive incentives for youth engagement.

The Programme also acknowledges that not all young people will succeed in becoming entrepreneurs, as the agricultural sector has limitations in providing adequate employment opportunities for all youth, particularly amid the ongoing modernization process. Therefore, the YESS Programme designs strategies that offer alternative pathways to open up economic opportunities, both within the agricultural sector and in other supporting sectors within the rural economic ecosystem.

YESS emphasizes the importance of several prerequisites to enable rural youth to become economically integrated into agriculture-based sectors through entrepreneurship and employment activities, namely:

Memberikan kesempatan kepada pemuda perdesaan untuk bekerja di sektor pertanian, baik sebagai pencari kerja atau pencipta lapangan kerja yang dapat menghasilkan pendapatan dan meningkatkan mata pencaharian mereka



PENCIPTAAN PETANI ATAU WIRUSAHA MUDA DAN PEKERJA PERTANIAN PERDESAAN YANG MENJADI KUNCI PERCEPATAN PERTANIAN DAN TRANSFORMASI PERDESAAN

Gambar 3. Teori Perubahan Program YESS (sumber: YESS, 2019)

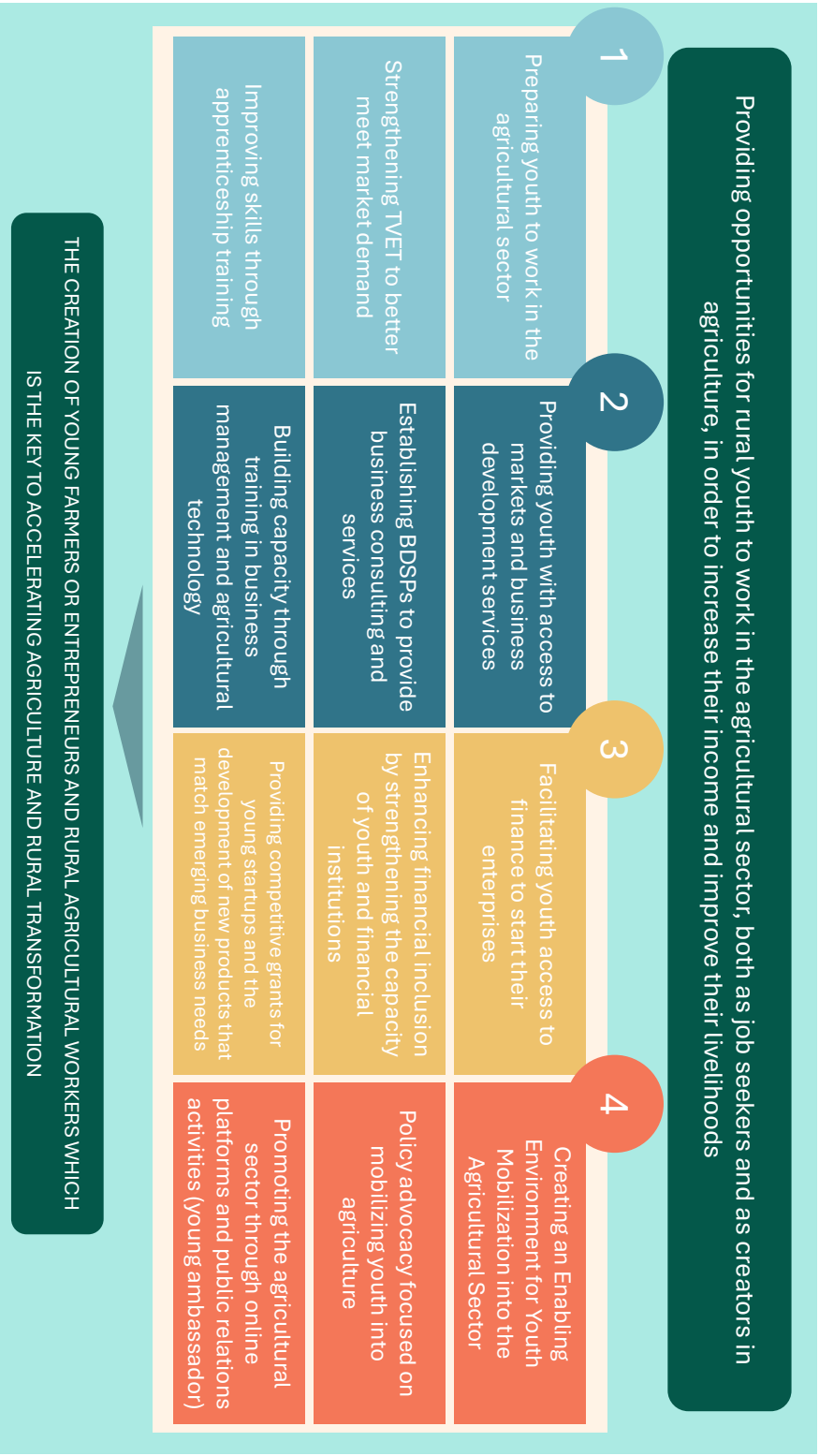


Figure 3. Theory of Change of the YESS Programme (source: YESS, 2019)

1. pemuda perdesaan memiliki keterampilan dan kesiapan kerja yang relevan untuk memanfaatkan peluang usaha dan kerja;
2. petani dan wirausahawan muda perdesaan, termasuk UMKM, memiliki akses terhadap pasar dan layanan dalam rantai nilai pertanian;
3. petani dan wirausahawan muda, termasuk kaum migran, dapat mengakses sumber pembiayaan; serta
4. tersedianya lingkungan kebijakan, kelembagaan, dan media yang kondusif untuk mendukung keterlibatan pemuda perdesaan di sektor pertanian.

Program YESS memberikan kesempatan kepada pemuda perdesaan untuk bekerja di sektor pertanian, baik sebagai pencari kerja maupun pencipta lapangan kerja guna meningkatkan pendapatan dan mata pencaharian mereka, dengan strategi yang dilaksanakan oleh 4 komponen utama Program YESS, yaitu :

1. Komponen 1 : Mempersiapkan pemuda untuk bekerja di sektor pertanian melalui peningkatan mutu TVET dan pelatihan pemagangan bersertifikat, termasuk bagi anak putus sekolah.

1. *Rural youth possess relevant skills and work readiness to seize business and employment opportunities;*
2. *Young rural farmers and agripreneurs, including Micro, Small, and Medium Enterprises (MSMEs), have access to markets and services within agricultural value chains;*
3. *Young farmers and agripreneurs, including migrants, are able to access financial resources; and*
4. *The existence of an enabling policy, institutional, and media environment to support the engagement of rural youth in the agricultural sector.*

The YESS Programme provides opportunities for rural youth to work in the agricultural sector, either as job seekers or job creators, in order to enhance their income and livelihoods, through strategies implemented under the Programme's four main components, as follows:

1. *Component 1: Preparing youth to work in the agricultural sector through improved quality of TVET and certified apprenticeship programmes, including for school dropouts.*



2. Komponen 2 : Memberikan akses terhadap pasar dan layanan bisnis dengan membangun BDSP serta pelatihan manajemen usaha dan teknologi pertanian.
3. Komponen 3 : Memfasilitasi akses keuangan bagi pemuda lewat peningkatan literasi keuangan dan penyediaan hibah kompetitif untuk mendukung usaha rintisan.
4. Komponen 4 : Mengaktifkan lingkungan kondusif yang mendukung mobilisasi pemuda ke pertanian melalui advokasi kebijakan dan promosi sektor pertanian lewat platform digital.

Program YESS berlokasi di 4 Provinsi yaitu Jawa Barat, Jawa Timur, Kalimantan Selatan dan Sulawesi Selatan mencakup 19 Kabupaten/Kota sebagaimana gambar dibawah ini.

2. *Component 2: Providing access to markets and business services through the establishment of BDSPs as well as training in business management and agricultural technology.*
3. *Component 3: Facilitating youth access to finance by improving financial literacy and providing competitive grants to support start-up enterprises.*
4. *Component 4: Activating an enabling environment that supports youth engagement in agriculture through policy advocacy and promotion of the agricultural sector via digital platforms.*

The YESS Programme operates in four provinces—West Java, East Java, South Kalimantan, and South Sulawesi—covering 19 regencies/municipalities, as illustrated in the figure below.



Gambar 4. Lokasi Program YESS

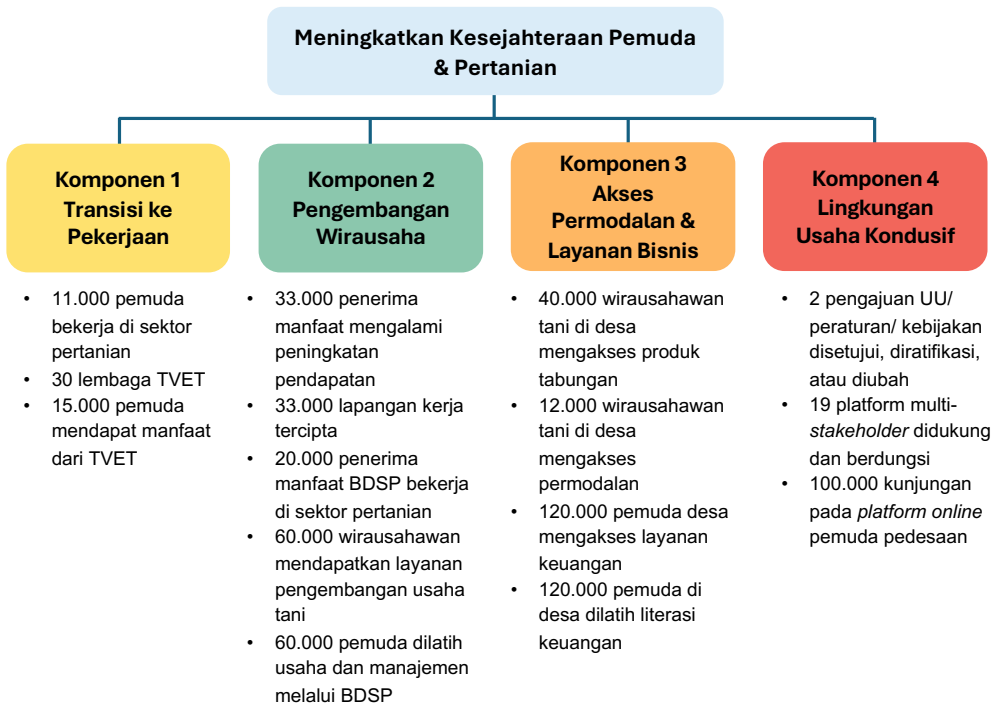
Figure 4. Locations of the YESS Programme

C. Indikator Capaian Program YESS

Selanjutnya Program YESS terdiri dari empat komponen kegiatan utama, dan masing-masing komponen kegiatan tersusun dari beberapa sub-komponen kegiatan dan indikator capaian. Komponen utama Program YESS terdiri dari : (1) Peningkatan kapasitas pemuda perdesaan di bidang pertanian; (2) Pengembangan wirausahawan muda perdesaan; (3) Fasilitasi akses permodalan; dan (4) Membangun lingkungan usaha yang kondusif.

C. Performance Indicators of the YESS Programme

Furthermore, the YESS Programme consists of four main components of activities, each of which is structured into several sub-components and corresponding achievement indicators. The main components of the YESS Programme comprise: (1) Enhancing the capacity of rural youth in the agricultural sector; (2) Developing young rural entrepreneurs; (3) Facilitating access to financing; and (4) Establishing an enabling business environment.



Gambar 5. Indikator Capaian Program YESS

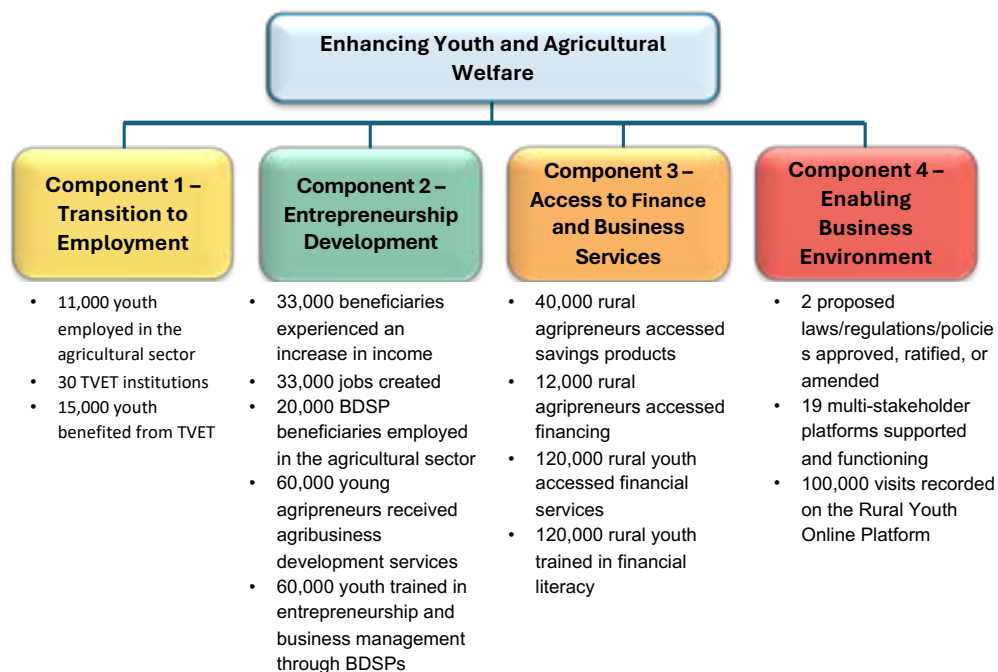


Figure 5. Performance Indicators of the YESS Programme



PEMBELAJARAN DAN HASIL- HASIL YANG DIHARAPKAN

Learning and Expected Results



A. Delapan Tema Strategis Pembelajaran Regenerasi Petani

Pembelajaran (*lesson learned*) dari hasil pendampingan Program YESS difokuskan pada delapan tema strategis yang berpengaruh selama implementasi program. Delapan tema ini menggambarkan proses regenerasi petani melalui pemberdayaan pemudaperdesaa agar mampu berperan di sektor pertanian, baik sebagai pencari kerja maupun pencipta lapangan kerja, untuk meningkatkan pendapatan dan memperluas mata pencarian.

Tema-tema pembelajaran tersebut dikelompokkan ke dalam dua bab utama. Bab III menyoroti penguatan kapasitas dan ekosistem pelatihan, meliputi:

- a. Memperkuat Kelembagaan Training dan Vokasi - TVET (*Technical Vocation Education Training*);
- b. Mengajak pemuda menata asa;
- c. Menatap pelatihan berkesinambungan; dan
- d. Membangun ekosistem agribisnis dari hulu ke hilir.

Sementara Bab IV berfokus pada inklusivitas, kolaborasi, dan keberlanjutan program meliputi:

- a. GESI, mendorong perempuan dan penyandang difabel dalam membangun agribisnis;
- b. Kolaborasi Lintas Sektor: sebuah kekuatan keberlanjutan regenerasi petani;
- c. Respon dunia usaha terhadap petani milenial; dan
- d. Menjembatani petani milenial dengan lembaga keuangan : *Step bridging* ke permodalan.

A. Eight Strategic Learning Themes on Farmer Regeneration

The lessons learned from YESS Program facilitation focus on eight strategic themes that significantly influenced program implementation. These themes illustrate the process of farmer regeneration through the empowerment of rural youth, enabling them to participate in the agricultural sector, both as job seekers and job creators, to improve income and expand livelihoods.

These learning themes are grouped into two main chapters. Chapter III highlights capacity strengthening and the training ecosystem, including

- a. Strengthening the Institutionalization of Training and Vocational Education–TVET (Technical and Vocational Education and Training);*
- b. Encouraging Youth to Rebuild Aspirations;*
- c. Organizing Continuous Training; and*
- d. Developing Agribusiness Ecosystems–Support from Upstream to Downstream.*

Meanwhile, Chapter IV focuses on program inclusiveness, collaboration, and sustainability, including:

- a. GESI–Empowering Women and Persons with Disabilities in Agribusiness Development,*
- b. Cross-Sectoral Collaboration: A Strength for Sustainable Farmer Regeneration,*
- c. The Private Sector Responding to Millennial Farmers, and*
- d. Bridging Millennial Farmers with Financial Institutions: Bridging Steps Toward Access to Finance.*



Gambar 6. Tematik Lesson Learned Program YESS
 Figure 6. Thematic Lessons Learned of the YESS Programme

B. Memperkuat Kelembagaan Training dan Vokasi Petani Milenial

Kelembagaan *Technical Vocation Education Training* (TVET) dibawah koordinasi Pusat Pendidikan Pertanian BPSDM Kementerian Pertanian , berperan strategis dalam meningkatkan kompetensi pemuda perdesaan agar menjadi petani milenial yang tangguh, produktif, dan berdaya saing. Untuk itu, peningkatan kualitas TVET, baik dari aspek pendidikan maupun pelatihan menjadi keharusan agar selaras dengan kebutuhan dunia kerja dan agribisnis modern.

Sebagai bagian dari Komponen 1 Program YESS, TVET berfungsi mendorong transisi transisi pemuda desa ke dunia kerja dan kewirausahaan pertanian melalui penguatan kapasitas dan peningkatan akses terhadap pelatihan vokasi. Target program

B. Strengthening the Institutionalization of Training and Vocational Education for Millennial Farmers

The *Technical Vocation Education Training* (TVET) institutions, under the coordination of the Agricultural Education Center of the Agricultural Human Resources Development and Extension Agency (BPPSDMP), Ministry of Agriculture, As institutions for education and training, TVET centers play a strategic role in improving the competencies of rural youth so they can become resilient, productive, and competitive young farmers. Therefore, enhancing the quality of TVET, both in education and training, is essential to align with the needs of the labor market and modern agribusiness.

As part of Component 1 of the YESS Program, TVET functions to support the transition of rural youth into agricultural employment and entrepreneurship

menetapkan terbentuknya 30 institusi TVET yang mampu mempersiapkan pemuda memasuki pasar kerja atau mengembangkan bisnis pertanian dengan manfaat bagi minimal 15.000 pemuda, serta penyediaan 15 program magang bersertifikat.

Target Program YESS terkait TVET berhasil direalisasikan dengan terbentuknya 43 Lembaga TVET dari 30 lembaga yang ditargetkan (143%). Seluruh kelembagaan TVET tersebut berhasil meluluskan 21.651 orang Pemuda (144%) dari Polbangtan/SMKPP Program YESS dan berhasil mendapatkan pekerjaan serta berwirausaha di bidang pertanian. Dengan demikian peningkatan kapasitas diharapkan terlaksana melalui kelembagaan pendidikan formal dan non formal, di Polbangtan dan SMKPP maupun di BPP dan P4S.

a. Sistem Pendukung Kelembagaan TVET

Kelembagaan TVET memiliki peran ganda sebagai penyelenggara pendidikan dan pelatihan vokasional yang dirancang untuk meningkatkan kompetensi pemuda tani. Dalam ekosistem TVET, Polbangtan dan SMKPP bertanggung jawab atas fungsi pendidikan dan pelatihan vokasional, , sedangkan Balai Penyuluhan Pertanian (BPP) dan Pusat Pelatihan Pertanian dan Perdesaan Swadaya (P4S) berfokus pada pelatihan ketrampilan teknis dan kewirausahaan di tingkat komunitas. Sinergi antar lembaga ini membentuk sistem pembelajaran berjenjang yang terintegrasi antara teori, praktik, dan wirausaha pertanian—menjadi pondasi utama keberlanjutan regenerasi petani muda.

Kelembagaan TVET memiliki peran ganda sebagai penyelenggara pendidikan dan pelatihan vokasional yang dirancang untuk meningkatkan kompetensi pemuda tani. Dalam ekosistem TVET, Polbangtan dan SMKPP bertanggung jawab atas fungsi pendidikan dan pelatihan vokasional, , sedangkan Balai Penyuluhan Pertanian (BPP) dan Pusat Pelatihan Pertanian dan Perdesaan Swadaya (P4S) berfokus pada pelatihan ketrampilan teknis dan kewirausahaan di tingkat komunitas. Sinergi antar lembaga ini membentuk

through capacity building and improved access to vocational training. The program targets the establishment of 30 TVET institutions capable of preparing youth for the labor market or developing agricultural businesses benefiting at least 15,000 young people, along with the provision of 15 certified internship programs.

The YESS Programme's targets related to TVET have been successfully realized with the establishment of 43 TVET institutions, exceeding the initial target of 30 institutions (143% achievement). All of these TVET institutions have successfully graduated 21,651 youth (144%) from Polbangtan/ SMKPP under the YESS Programme, who have subsequently secured employment or established agribusiness enterprises in the agricultural sector. Accordingly, capacity enhancement is expected to be implemented through both formal and non-formal education institutions, including Polbangtan, SMKPP, BPP, and P4S.

a. Support System of TVET Institutions

TVET institutions serve a dual role as providers of vocational education and training, with curricula designed to strengthen the competencies of young farmers. Within the TVET ecosystem, Polbangtan and SMKPP are responsible for vocational education and training functions, while the Agricultural Extension Centers (BPP) and the Farmer Agricultural Rural Training Center (FARTC) focus on technical and entrepreneurship training at the community level. The integration of these institutions creates a tiered learning system that combines theory, practice, and agripreneurship, forming a key foundation for the sustainable regeneration of young farmers.

The strengthening of TVET institutions focuses on: (1) adopting competency-based and learner-centered instructional methodologies; (2) aligning education and training curricula with labor market needs through labor market analysis; and (3) reinforcing linkages between education institutions and the agricultural business and industry sectors. One of the key instruments used to strengthen TVET capacity is

sistem pembelajaran berjenjang yang terintegrasi antara teori, praktik, dan wirausaha pertanian—menjadi pondasi utama keberlanjutan regenerasi petani muda. Salah satu instrument penting yang digunakan untuk meningkatkan kapasitas TVET adalah penguatan kurikulum melalui Program Penumbuhan Wirausaha Muda Pertanian (PWMP).

Sistem pendukung untuk meningkatkan kapasitas TVET meliputi pengembangan sumber daya manusia, kurikulum, infrastruktur pelatihan, permagangan dan PWMP serta pendampingan. Adapun Lembaga TVET yang berperan dalam Program YESS adalah Polbangtan Bogor (Jawa Barat), Polbangtan Malang (Jawa Timur), Polbangtan Gowa (Sulawesi Selatan) dan SMKPP Banjar Baru, (Kalimantan Selatan). Selain itu terdapat BPP dan P4S di level penyuluh dan komunitas.

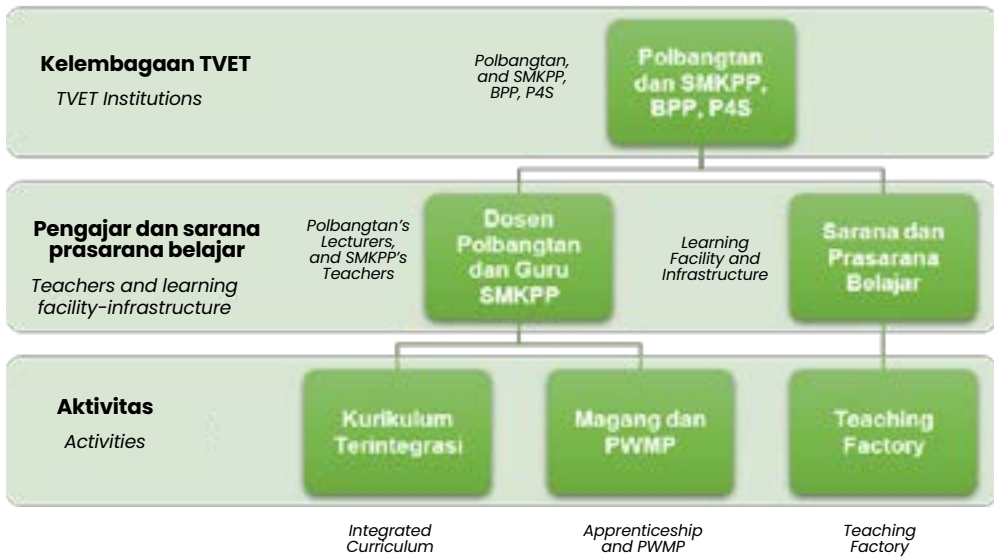
curriculum enhancement through the PWMP Program.

The support system for strengthening TVET capacity encompasses human resource development, curriculum improvement, training infrastructure, apprenticeship programmes, PWMP implementation, and advisory support. The TVET institutions actively involved in the YESS Programme include Polbangtan Bogor (West Java), Polbangtan Malang (East Java), Polbangtan Gowa (South Sulawesi), and SMK-PP Banjarbaru (South Kalimantan). In addition, BPP and P4S operate at the extension and community levels.



Gambar 7. Data Alumni TVET per Provinsi (2021–2025)

Figure 7. TVET Alumni Data by Province (2021–2025)



Gambar 8. Kelembagaan TVET Pertanian

Figure 8. Agricultural TVET Institutions

TVET berfokus pada peningkatan kompetensi dan kemandirian pemuda tani melalui pendidikan dan pelatihan yang terintegrasi.

Peningkatan kapasitas TVET meliputi peningkatan kompetensi dosen, guru, dan instruktur dalam proses pengajaran, pelatihan, dan pendampingan. Upaya ini didukung oleh penyediaan sarana dan prasarana pembelajaran yang berkualitas. Sedangkan aktivitas utama TVET terdiri dari:

- Penyusunan kurikulum terintegrasi yang menghubungkan, pendidikan dan pelatihan;
- Implementasi Program Magang dan Program Wirausaha Muda Pertanian (PWMP);
- Teaching Factory (TEFA) sebagai inkubator bisnis yang mengintegrasikan proses belajar, produksi dan kewirausahaan.

Sasaran utama peningkatan kapasitas TVET merupakan bagian dari outcome Komponen 1, yaitu Transisi Pemuda Pedesaan ke Dunia Kerja. Kegiatan ini bertujuan untuk menghubungkan pendidikan dan pelatihan pertanian yang

TVET institutions primarily focus on improving the competence and self-reliance of young farmers through integrated education and training.

TVET capacity enhancement includes strengthening the competencies of lecturers, teachers, and instructors in teaching, training, and mentoring participants, supported by high-quality learning facilities and infrastructure. The main activities of TVET consist of:

- developing an integrated curriculum linking education and training;
- implementing apprenticeship programmes and the Young Agripreneur Programme (PWMP); and
- Teaching Factory (TEFA) as a business incubator that integrates learning, production, and entrepreneurship.

The main target of TVET capacity enhancement forms part of the Component 1 outcome, namely the Transition of Rural Youth into the Labour Market, which supports activities aimed at linking agricultural

diselenggarakan lembaga TVET dengan kebutuhan pasar; dan memperluas sistem pemagangan berbasis pertanian. Untuk menarik minat pemuda terhadap sektor pertanian, TVET secara aktif menyelenggarakan kegiatan seperti *Open Day* dan *Job Fair* sebagai ajang promosi, informasi peluang kerja, serta penjangkaran peserta pelatihan dan magang.

TVET dalam bidang pendidikan difokuskan pada pembentukan tenaga kerja terampil melalui jalur pendidikan formal seperti politeknik atau sekolah kejuruan. Melalui jalur ini, peserta didik dibekali kompetensi teknis dan akademik yang relevan dengan kebutuhan dunia usaha dan industri pertanian, sehingga menghasilkan lulusan bersertifikat dan siap kerja.

Sementara itu, TVET dalam bentuk pelatihan lebih menitikberatkan pada peningkatan keterampilan praktis dan penguatan kapasitas kewirausahaan bagi petani muda. Melalui pelatihan tersebut, peserta diharapkan mampu mengembangkan usaha tani secara mandiri dan berorientasi bisnis.

Outcome dari pendekatan pendidikan dan pelatihan TVET adalah meningkatnya kompetensi, kemandirian, dan daya saing tenaga muda di sektor pertanian, yang pada akhirnya berkontribusi terhadap terbentuknya sumber daya manusia pertanian yang adaptif terhadap kebutuhan pasar dan perubahan teknologi.

Peran TVET dalam Program YESS sejalan dengan tujuan utama program untuk meningkatkan kompetensi, kemandirian, dan daya saing pemuda di sektor pertanian. Melalui lembaga pendidikan, TVET berkontribusi dalam mencetak tenaga muda pertanian yang kompeten dan siap kerja sesuai kebutuhan dunia usaha dan industri.

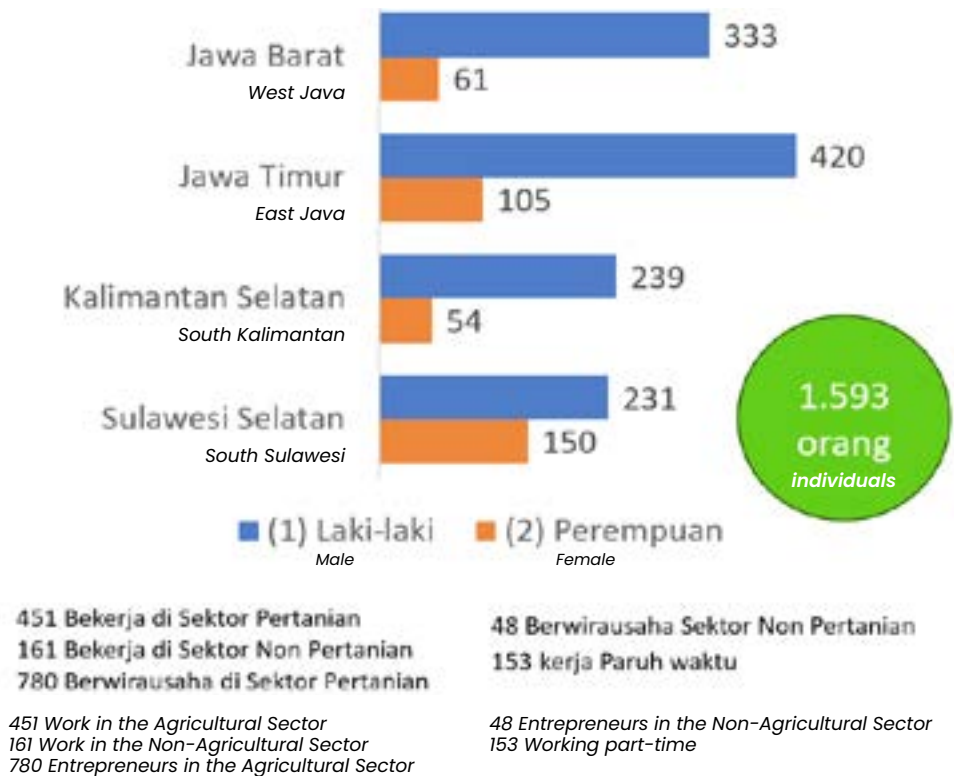
education and training provided by TVET institutions with market needs, and expanding the agriculture-based apprenticeship system. To attract youth interest in the agricultural sector, TVET actively organizes activities such as Open Days and Job Fairs as platforms for promotion, job opportunity information, and recruitment for training and internship programs.

TVET in the education domain focuses on developing a skilled workforce through formal education systems, such as polytechnics or vocational schools. Through this pathway, students are equipped with both technical and academic competencies that are relevant to the needs of agribusinesses and the agricultural industry, thereby producing certified and job-ready graduates.

Meanwhile, TVET in the training domain emphasizes enhancing practical skills and strengthening entrepreneurial capacity among young farmers. Through such training, participants are expected to develop independent and business-oriented farming enterprises.

The outcomes of the TVET education and training approach include increased competence, independence, and competitiveness among youth in the agricultural sector, which ultimately contributes to the formation of agricultural human resources that are adaptive to market needs and technological changes.

The role of TVET within the YESS Programme aligns with the programme's primary objective of improving the competence, independence, and competitiveness of youth in the agricultural sector. Through its educational institutions, TVET contributes to producing competent and job-ready young agricultural professionals who meet the needs of agribusinesses and industries.



Gambar 9. Jumlah Penerima Manfaat Permagangan TVET (2021–2025)

Figure 9. Number of TVET Apprenticeship Beneficiaries (2021–2025)

Sementara itu, melalui lembaga pelatihan, TVET memperkuat keterampilan praktis dan kewirausahaan pemuda, sehingga melahirkan wirausahawan muda muda pertanian yang berdaya saing dan berkelanjutan. Kedua peran tersebut secara langsung mendukung tercapainya outcome YESS, yakni meningkatnya akses, kapasitas, dan partisipasi pemuda dalam bekerja maupun berusaha di sektor pertanian.

Dalam Program YESS, pendekatan *Technical and Vocational Education and Training* (TVET) dijalankan secara kolaboratif melalui Polbangtan, SMK-PP, BPP, dan P4S. Keempat lembaga ini membentuk ekosistem pembelajaran pertanian yang terintegrasi, mulai dari pendidikan formal hingga pendampingan kewirausahaan.

Meanwhile, through its training institutions, TVET strengthens the practical skills and entrepreneurial capacities of youth, thereby fostering the development of competitive and sustainable young agripreneurs. Both roles directly contribute to achieving the YESS Programme's outcome—enhanced access, capacity, and participation of youth to work and engage in agribusiness within the agricultural sector.

Within the YESS Programme framework, the TVET approach is implemented collaboratively through Polbangtan, SMK-PP, BPP, and P4S, forming an integrated agricultural learning ecosystem that spans from formal education to entrepreneurship Advisory support.

Polbangan berperan sebagai lembaga pendidikan vokasi tinggi yang mengembangkan tenaga muda profesional melalui kurikulum berbasis kompetensi, riset terapan, dan pendekatan *teaching factory* (TEFA) yang mengintegrasikan pembelajaran dengan kegiatan produksi dan kewirausahaan nyata.

SMK-PP memperkuat tahap pendidikan menengah kejuruan dengan pembelajaran praktik dan TEFA yang menyiapkan lulusan sesuai kebutuhan dunia usaha dan industri. BPP berfungsi sebagai pusat pelatihan dan pendampingan teknis di tingkat wilayah, dengan mengoptimalkan peran penyuluh dan instruktur. Sementara itu, P4S menjadi wadah pelatihan berbasis praktik lapangan serta mentoring kewirausahaan yang diberikan langsung oleh pelaku usaha tani berpengalaman.

Sinergi keempat lembaga TVET-Polbangan, SMK-PP, BPP dan P4S, memastikan terselenggaranya proses pembelajaran yang berkelanjutan dan terintegrasi, mulai dari pendidikan formal hingga pendampingan kewirausahaan di tingkat lapangan. Kolaborasi ini membentuk pemuda pertanian kompeten, mandiri, dan berdaya saing, sejalan dengan tujuan utama. Program YESS.

Sebagai bagian dari Upaya peningkatan keterampilan dan citra profesional pemuda tani, Program YESS juga memperluas sistem pemagangan dalam dan luar negeri, termasuk ke Taiwan dan Jepang. Melalui program pemagangan yang dijalankan oleh Polbangan Gowa, sebanyak 1593 pemuda telah berhasil menyelesaikan pelatihan dan memperoleh pengalaman kerja langsung di bidang pertanian modern, yang menjadi modal penting bagi pengembangan wirausaha muda pertanian di tanah air.

Polbangan serves as a higher vocational education institution that develops professional young agricultural talent through a competency-based curriculum, applied research, and the teaching factory (TEFA) approach, integrating learning with real production and entrepreneurship activities. SMK-PP strengthens the secondary vocational education level through practical learning and TEFA implementation, preparing graduates to meet the needs of agribusinesses and agricultural industries. BPP functions as a regional training and technical advisory support center through maximizing the role of agricultural extension officers and instructors. P4S serves as a hands-on, field-based training and entrepreneurship mentoring directly facilitated by experienced agribusiness practitioners.

The synergy among the four TVET institutions, Polbangan, SMK-PP, BPP, and P4S, ensures a continuous and integrated learning process, from formal education to field-level entrepreneurship mentoring. This collaboration develops competent, independent, and competitive young farmers, in line with the core goals of the YESS Program.

As part of efforts to enhance youth skills and promote the professional image of young farmers, the YESS Program has also expanded domestic and overseas internship opportunities, including in Taiwan and Japan. Through internship programs implemented by Polbangan Gowa, a total of 1,593 youth have completed training and gained direct experience in modern agriculture, an essential foundation for developing young agripreneurs in Indonesia

b. Peran Dosen dan Guru Pengajar

Dalam pelaksanaan TVET pada Program YESS, dosen, pengajar, dan instruktur memiliki peran saling melengkapi. Dosen berperan dalam merancang kurikulum dan mendorong inovasi berbasis riset, pengajar bertugas mentransfer keterampilan teknis sesuai kebutuhan lapangan. Sedangkan instruktur lapangan memastikan penerapan praktis dan pembinaan kewirausahaan secara langsung.

Sinergi ketiga peran tersebut menghasilkan lulusan dan peserta pelatihan yang tidak hanya kompeten secara teknis, tapi juga memiliki jiwa kewirausahaan serta siap berkontribusi terhadap pembangunan pertanian berkelanjutan. Dalam konteks tridharma perguruan tinggi, peran dosen dalam TVET mencakup tiga pilar utama yaitu pendidikan, penelitian, dan pengabdian masyarakat. Seluruh PPIU mengoordinasikan kegiatan *Training of Master Trainer* (TOMT) bagi dosen yang terlibat dalam Program YESS sebelum mereka melatih penyuluh dan pelatih BDSP dari BPP dan P4S.

Kolaborasi antara Polbangtan, SMK-PP, BPP dan P4S menjadi pembelajaran yang menunjukkan sinergi antara peran akademisi dan praktisi dalam pelaksanaan TVET. Dalam pendekatan ini, dosen, guru dan instruktur tidak hanya berperan sebagai pengajar, tetapi juga sebagai pendidik dan pendamping teknis.

Melalui peran ganda tersebut mereka terlibat aktif dalam mendampingi penerima manfaat pelatihan TVET dan program kewirausahaan seperti PWMP, termasuk memberikan konsultasi teknis, pembimbingan, dan monitoring harian di bawah koordinasi *off-taker*.

Contoh kolaborasi efektif ditunjukkan Polbangtan Malang, yang mengintegrasikan peran dosen dengan pengajar dari BPP sesuai bidang keahlian masing-masing. Sementara itu, TVET Specialist PPIU Polbangtan Gowa menegaskan bahwa dosen yang telah mengikuti *TOT Master Trainer* kini berperan sebagai trainer dalam berbagai pelatihan Program YESS, seperti proposal bisnis, literasi keuangan, dan pemasaran.

b. Role of Lecturers and Instructors

In the implementation of TVET within the YESS Programme, lecturers, teachers, and instructors have complementary roles. Lecturers are responsible for curriculum design and promoting research-based innovation, teachers are tasked with transferring technical skills according to field requirements, while field instructors ensure practical application and direct entrepreneurship mentoring.

The synergy of these three roles produces graduates and training participants who are not only technically competent but also possess an entrepreneurial mindset and are ready to contribute to sustainable agricultural development. In the context of the university's tridharma, the role of lecturers in TVET encompasses three main pillars: education, research, and community service. All PPIUs coordinated the Training of Master Trainers (TOMT) for lecturers involved in the YESS Program before they trained extension workers and BDSP trainers from BPP and P4S.

Collaboration among Polbangtan, SMK-PP, BPP, and P4S demonstrates the synergy between academics and practitioners in TVET implementation, where lecturers, teachers, and instructors function not only as educators but also as technical mentors and facilitators. Through these dual roles, they play an active role in mentoring TVET beneficiaries and entrepreneurship programmes such as PWMP, including providing technical support, guidance, and monitoring, under the coordination of off-takers.

An example of effective collaboration is illustrated by Polbangtan Malang, which integrates the roles of lecturers with teachers from BPP according to their respective areas of expertise. Meanwhile, the TVET Specialist at PPIU Polbangtan Gowa emphasizes that lecturers who have completed the TOT Master Trainer now serve as trainers in various YESS Programme trainings, including business proposal development, financial literacy, and marketing.

Dosen Polbangtan Gowa juga aktif dalam pembimbingan mahasiswa PWMP dan tenant inkubator bisnis. Hingga saat ini, Polbangtan Gowa telah menginkubasi 28 tenant (3 pada tahun 2023 dan 25 pada tahun 2025) melalui dua metode, yaitu in-wall (di dalam kampus) dan out-wall (di lokasi usaha).

Setiap tenant memperoleh dana inkubasi sebesar Rp 65 juta dan wajib melaporkan perkembangan usaha setiap bulan. Dosen berperan dalam pembimbingan dan monitoring berkelanjutan untuk memastikan dana dimanfaatkan secara produktif dan usaha berkembang secara berkelanjutan.

c. Kurikulum Terintegrasi

Integrasi kurikulum pendidikan dan pelatihan vokasi telah dimulai sejak pelaksanaan PWMP yang dibiayai APBN, sebelum hadirnya intervensi Program YESS. Awalnya, PWMP dirancang untuk membangun inkubator bisnis, dan sejak hadirnya YESS, kegiatan inkubasi tersebut diintegrasikan dengan penguatan TVET.

Program YESS memperluas jangkauan dengan meningkatkan jumlah petani muda yang tertarik bekerja dan berwirausaha di sektor pertanian, serta memperkuat kelembagaan TVET sebagai *leading sector* pencetak petani milenial. Kebaruan (*novelty*) dari Program YESS terletak pada integrasi pendidikan, pelatihan, dan kewirausahaan dalam satu sistem kurikulum yang berkesinambungan. Model ini menghubungkan proses pembelajaran vokasional dengan *job fair* dan jejaring dunia usaha, sehingga membuka akses langsung bagi lulusan dan peserta pelatihan untuk memasuki pasar kerja dan wirausaha.

Setelah lulus dari Polbangtan atau SMK Pertanian, para alumni diarahkan untuk bergabung dengan inkubator Bisnis (Inkubi) untuk mengembangkan ide dan usaha mereka. Setelah dinilai mandiri, mereka berpeluang menjadi *Young Ambassador Agriculture* (YAA), yakni duta petani milenial yang berperan

Lecturers at Polbangtan Gowa are also actively involved in mentoring PWMP students and business incubator tenants. To date, Polbangtan Gowa has incubated 28 tenants (3 in 2023 and 25 in 2025) through two methods: in-wall (on-campus) and out-wall (at business sites).

Each tenant receives an incubation fund of IDR 65 million and is required to report business progress on a monthly basis. Lecturers play a crucial role in continuous mentoring and monitoring to ensure the funds are utilized productively and that the businesses develop sustainably.

c. Integrated Curriculum

The integration of vocational education and training curricula has been initiated since the implementation of PWMP funded by the state budget (APBN), prior to the intervention of the YESS Programme. Initially, PWMP was designed to develop business incubators, and with the advent of YESS, these incubation activities have been integrated with TVET strengthening.

The YESS Programme expands its scope by increasing the number of young farmers interested in working and engaging in entrepreneurship in the agricultural sector, while also strengthening TVET institutions as the leading sector producing millennial farmers. The novelty of the YESS Program lies in integrating education, training, and entrepreneurship into a continuous curriculum. This model links vocational learning with job fairs and business networks, providing direct access for graduates and trainees to employment and entrepreneurship opportunities.

Upon graduation from Polbangtan or Agricultural Vocational Schools (SMK Pertanian), alumni are directed to participate in Business Incubators (Inkubi) to develop their ideas and ventures. Once assessed as independent, they have the opportunity to become Young Ambassador Agriculture (YAA), serving as Millennials act as role models, inspirers, and motivators for other youth to engage in agriculture.



Kegiatan Open Day di SMKN Kalibaru Kabupaten Banyuwangi

Open Day activities at State Vocational School (SMKN) Kalibaru, Banyuwangi Regency

sebagai teladan, inspirator, dan penggerak bagi pemuda lain agar tertarik menekuni usaha pertanian.

Di Polbangtan Gowa, integrasi pembelajaran vokasi juga diterapkan melalui sistem Merdeka Belajar Kampus Merdeka (MBKM) dengan menggabungkan Program PWMP ke dalam kurikulum akademik. Mahasiswa peserta PWMP memperoleh konversi hingga 20 SKS, dan setelah menyelesaikan kuliah serta program tersebut, mereka dapat mengikuti magang dalam atau luar negeri untuk memperluas wawasan dan pengalaman usaha.

Penguatan kelembagaan TVET di bawah Komponen 1 Program YESS menjadi pintu masuk untuk mencetak petani milenial. Kolaborasi antara Pusat Pendidikan Pertanian (Pusdiktan) dan Pusat Pelatihan dan Penyuluhan (Pusluhtan) BPPSDMP, Kementerian Pertanian diarahkan untuk meningkatkan kapasitas, pengetahuan, dan keterampilan pemuda agar mampu bersaing di dunia usaha, industri, dan kerja.

Di SMK-PP Banjarbaru, kurikulum terintegrasi disusun mengacu pada kurikulum Kementerian Pendidikan yang disesuaikan dengan visi dan satuan pembelajaran sekolah. Menurut *Project Manager* PPIU SMK-PP Banjarbaru, setelah lulus para siswa diberikan tiga opsi karier dalam *tagline* BMW (Bekerja, Melanjutkan Pendidikan, Wirausaha). Alumni berprestasi mendapat kuota khusus untuk melanjutkan studi ke Polbangtan Yogyakarta-Magelang,

At Polbangtan Gowa, vocational learning integration is also applied through the Merdeka Belajar Kampus Merdeka (Independent Learning-Independent Campus, MBKM) system by incorporating the PWMP programme into the academic curriculum. Students participating in PWMP can receive credit conversion of up to 20 Credits, and upon completion of their studies and the programme, they may participate in domestic or overseas internships to broaden their knowledge and entrepreneurial experience.

Strengthening TVET institutions under Component 1 of the YESS Programme serves as an entry point for producing millennial farmers. Collaboration between the Indonesian Center for Agricultural Education (Pusdiktan) and the Training and Extension Center (Pusluhtan) is aimed at enhancing the capacity, knowledge, and skills of youth to compete in the business, industrial, and employment sectors.

At SMK-PP Banjarbaru, the integrated curriculum is developed in accordance with the Ministry of Education curriculum, adapted to the school's vision and learning units. According to the *Project Manager* of PPIU SMK-PP Banjarbaru, after graduation, students are offered three career options under the BMW (Bekerja, Melanjutkan Pendidikan, Wirausaha - Work, Continue Education, Entrepreneurship). High-achieving alumni are provided special quotas to continue studies at Polbangtan

Bogor, Malang, dan Gowa melalui seleksi khusus.

Kegiatan *Open Day* dan *Talk Show* juga dilaksanakan untuk memperkuat minat pemuda terhadap pertanian modern, diikuti oleh 450 siswa dari 10 SMP/ sederajat, dengan kegiatan berupa pameran produk dan teknologi pertanian oleh petani muda. Bagi lulusan yang memilih jalur *job seeker*, tersedia *Job Fair* sebagai sarana pendaftaran kerja ke perusahaan mitra.

Sementara di Polbangtan Malang, hasil evaluasi menunjukkan perubahan signifikan. Program PWMP, yang sebelumnya hanya dianggap kegiatan ekstrakurikuler, kini telah diintegrasikan ke dalam kurikulum akademik. Integrasi ini mendorong mahasiswa penerima hibah memiliki tanggung jawab lebih besar dalam mengembangkan usahanya.

Melalui integrasi PWMP dan sinergi antar lembaga pendidikan vokasi ini, TVET-YESS berhasil memperkuat jalur pendidikan, pelatihan, dan kewirausahaan sebagai satu sistem pembelajaran berkelanjutan. Bahkan mendorong lahirnya petani muda kompeten, adaptif, dan berdaya saing tinggi di sektor pertanian modern.

Peningkatan kapasitas TVET dalam Program YESS difokuskan pada pengembangan program yang relevan dengan kebutuhan pasar kerja, menggunakan pendekatan berbasis kompetensi dan berpusat pada peserta. Proses ini diawali dengan analisis pasar kerja, diikuti pelatihan bagi pelatih utama, dosen, dan guru untuk memastikan peningkatan keterampilan secara berkelanjutan.

Di Kabupaten Banyuwangi, Jawa Timur, peningkatan kapasitas diwujudkan melalui pelatihan berbasis kompetensi bagi guru dan instruktur serta penguatan laboratorium praktik di lembaga pendidikan kejuruan agar selaras dengan kebutuhan industri.

Yogyakarta-Magelang, Bogor, Malang, and Gowa through a selective process.

Open Day and *Talk Show* activities are also conducted to strengthen youth interest in modern agriculture, attended by 450 students from 10 junior high schools or equivalent, featuring exhibitions of agricultural products and technology by young farmers. For graduates who choose the *job seeker* track, a *Job Fair* is available as a platform for registration with partner companies.

Meanwhile, at Polbangtan Malang, evaluation results show significant changes: the PWMP Programme, previously considered merely an extracurricular activity, has now been integrated into the academic curriculum. This integration encourage grant-receiving students greater responsibility in developing their ventures.

Through the integration of PWMP and the synergy among vocational education institutions, TVET-YESS has successfully strengthened the pathway of education, training, and entrepreneurship into a continuous learning system, fostering the emergence of competent, adaptive, and highly competitive young farmers in the modern agricultural sector.

Capacity building of TVET within the YESS Programme focuses on the development of programmes relevant to labor market needs, using competency-based and learner-centered approach. The process begins with labor market analysis, followed by training for master trainers, lecturers, and teachers to ensure sustainable skill enhancement. In Banyuwangi Regency, East Java, capacity building is realized through competency-based training for teachers and instructors and strengthening of practical laboratories at vocational education institutions to align with industrial needs.

Peningkatan kapasitas Program PWMP dimulai dengan tahapan seleksi penerima manfaat, mencakup identifikasi potensi bisnis, inventarisasi sumber daya pendukung. Selain itu, sosialisasi mekanisme seleksi, penetapan peserta, serta pendampingan dan mentoring berkelanjutan hingga mencapai level mandiri, berkembang, dan berkelanjutan.

Untuk memperluas dampak, Program YESS menjalin kemitraan dengan berbagai mitra strategis dalam pelatihan, pendampingan usaha, akses permodalan, dan pemasaran. Pendidikan TVET pertanian diarahkan pada penguasaan keterampilan teknis dan praktis sesuai kebutuhan dunia usaha dan industri pertanian modern.

d. Best Practices dan Lesson Learned Peningkatan Kapasitas TVET

1. Praktik Baik Peningkatan Kapasitas TVET

- a. TVET telah berhasil menjalankan fungsi Pendidikan dan Pelatihan untuk meningkatkan pengetahuan dan ketrampilan pemuda. TVET sebagai Lembaga pendidikan dan pelatihan teknis dan vokasi yang dirancang untuk memberikan keterampilan dan pengetahuan praktis

Capacity building of the PWMP Programme begins with beneficiary selection, including identification of business potential, inventory of supporting resources, socialization of selection mechanisms, participant determination, and continuous advisory support and guidance until reaching the independent, growing, and sustainable level.

To expand impact, the YESS Programme establishes partnerships with strategic partners for training, business advisory support, access to capital, and marketing. Agricultural TVET education is directed toward mastering technical and practical skills according to the needs of the modern agricultural business and industry.

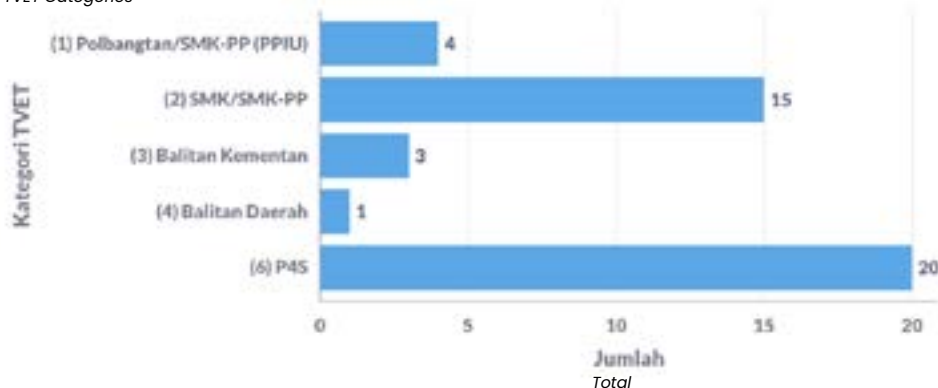
d. Best Practices and Lesson Learned in TVET Capacity Building

1. Best Practices in TVET Capacity Building

- a. TVET has been relatively successful in performing its Education and Training functions to enhance the knowledge and skills of youth. As an institution for technical and vocational education and training, TVET is designed to provide the practical skills and knowledge required by youth to enter the agricultural workforce,

Kategori TVET

TVET Categories



Gambar 10. Kategori dan Jumlah TVET

Figure 10. Categories and Number of TVET Institutions

yang dibutuhkan pemuda untuk memasuki dunia kerja di sektor pertanian telah berhasil difasilitasi pengembangannya.

Hingga kini, telah terbentuk 43 TVET dari target 30 (realisasi 143%) yang berhasil mencetak pemuda perdesaan menjadi petani profesional. Keberhasilan ini menandai fase awal Program YESS, dimana TVET berfungsi ganda sebagai lembaga pendidikan dan pelatihan. Jumlah alumni TVET mencapai 104% dari target, didukung sistem pendukung yang kuat mencakup SDM pengajar, kurikulum, infrastruktur pelatihan, dan pendampingan usaha.

Kurikulum TVET terbukti efektif dalam memperkuat kompetensi pemuda tani agar siap terhubung dengan dunia usaha dan dunia kerja. Model kurikulum di Polbangtan dan SMKPP juga telah diadaptasi dalam pelatihan di BPP dan P4S untuk mendukung pengembangan keterampilan praktis di tingkat lapangan.

b. TVET menghubungkan pendidikan dan pelatihan

melalui peran lembaga-lembaga seperti Polbangtan, SMKPP, BPP, dan P4S. Polbangtan dan SMKPP berfokus pada pendidikan vokasi, sementara BPP dan P4S memperkuat aspek pelatihan praktis di tingkat komunitas. Dosen dan guru berkolaborasi dengan instruktur lapangan untuk memastikan proses belajar yang aplikatif sesuai kebutuhan dunia usaha dan kerja.

Integrasi ini menjadikan TVET sebagai sistem yang tidak hanya mendidik, tetapi juga melatih, serta menumbuhkan kapasitas petani muda. Potret tersebut merupakan wujud integrasi kelembagaan edukasi dan training yang dibangun oleh TVET. P4S, sebagai lembaga bentukan

and its development has been successfully facilitated.

To date, 43 TVET institutions have been established from a target of 30 (143% achievement), successfully transforming rural youth into professional farmers. This achievement marks the initial phase of the YESS Programme, in which TVET functions dually as both an educational and training institution. The number of TVET alumni has reached 104% of the target, supported by a strong support system comprising teaching human resources, curriculum, training infrastructure, and business advisory support.

The TVET curriculum has proven effective in strengthening the competencies of young farmers, preparing them to be connected with the business and labor sectors. Curriculum models at Polbangtan and SMKPP have also been adapted for training at BPP and P4S to support the development of practical skills at the field level.

b. TVET connects education and training

through the role of institutions such as Polbangtan, SMKPP, BPP, and P4S. Polbangtan and SMKPP focus on vocational education, while BPP and P4S strengthen practical training aspects at the community level. Lecturers and teachers collaborate with field instructors to ensure that the learning process is applicable and aligned with the needs of business and employment.

This integration positions TVET as a system that not only educates, but also trains, while building the capacity of young farmers. This model represents the institutional integration of education and training established by TVET. P4S, as a farmer-founded institution, also plays a crucial role in enhancing practical skills and

petani, turut berperan penting dalam meningkatkan keterampilan praktis dan jiwa kewirausahaan di tingkat akar rumput.

2. Pembelajaran (Lesson Learned) yang dapat dipetik

a. Manajemen data alumni TVET harus diperbaiki melalui Optimalisasi Tracer Study Alumni.

Manajemen data Program YESS mencatat penurunan jumlah alumni TVET yang terdata, salah satunya karena beberapa alumni yang menjadi Penerima Manfaat (PM) belum tercatat dalam sistem. Untuk mengatasinya, perlu diterapkan sistem pelacakan (*tracking*) alumni yang memantau status mereka, baik yang bekerja maupun menjadi PM.

Optimalisasi *tracer study* penting dilakukan untuk menelusuri perkembangan lulusan Polbangtan/SMK-PP UPT Kementan, baik yang melanjutkan pendidikan, berwirausaha, maupun bekerja di sektor pertanian. Melalui *tracer study* yang dikelola dengan baik, TVET dapat memantau penyerapan alumni di dunia kerja, memperkuat pendampingan bagi wirausahawan muda, dan memanfaatkan hasilnya untuk meningkatkan kualitas pembelajaran serta relevansi kurikulum.

b. Alumni TVET yang bekerja dan berwirausaha di Sektor Pertanian Masih Perlu Peningkatan.

Program PWMP dibawah Program YESS khususnya di Jawa Barat belum berhasil sepenuhnya mencetak pemuda untuk bekerja di sektor pertanian. Sebagian besar alumni masih memilih untuk bekerja dibanding berwirausaha. Kondisi ini menunjukkan perlunya penguatan ekosistem kolaboratif antara penerima

entrepreneurial spirit at the grassroots level.

2. Lessons Learned

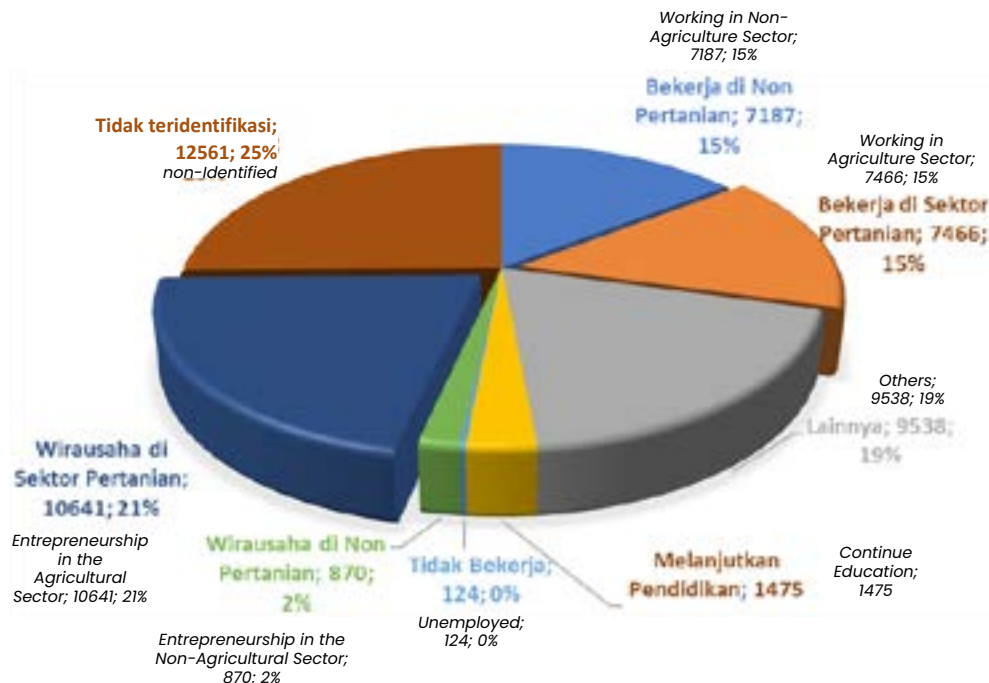
a. Improvement of TVET Alumni Data Management through Optimization of Alumni Tracer Study.

The management of TVET alumni data needs improvement through the optimization of alumni tracer studies. Data management in the YESS Programme has recorded a decline in the number of documented TVET alumni, partly due to some alumni who became Programme Beneficiaries (PM) not yet being recorded in the system. To address this, a tracking system should be implemented to monitor alumni status, both those who are employed and those who are programme beneficiaries.

Optimizing the tracer study is essential to track the development of Polbangtan/SMK-PP, Technical Implementation Units (UPT) of the Ministry of Agriculture graduates, including those who continue their education, engage in entrepreneurship, or work in the agricultural sector. With a more effective tracer study, TVET can monitor alumni employment absorption, strengthen advisory support for young entrepreneurs, and utilize the results to enhance the quality of learning and the relevance of the curriculum.

b. TVET Alumni Working and Engaged in Agricultural Entrepreneurship Still Require Improvement.

The PWMP under the YESS Programme, particularly in West Java, has not fully succeeded in producing youth for employment in the agricultural sector. Most of the alumni still choose employment over entrepreneurship. This indicates the need to strengthen the collaborative ecosystem among PWMP



Gambar 11. Data Alumni TVET (sumber: MIS Oktober 2025)

Figure 11. TVET Alumni Data (Source: MIS, October 2025)

PWMP, alumni TVET, dan pelaku bisnis sukses agar dapat saling berbagi pengalaman dan memperluas peluang usaha.

Secara nasional, jumlah kumulatif alumni TVET yang bekerja atau berwirausaha di sektor pertanian terus meningkat, dari 1.437 orang pada 2020 menjadi 12.473 orang pada 2025, menunjukkan tren positif keterlibatan pemuda di sektor pertanian. Namun jika dilihat dari presentase, alumni TVET yang berwirausaha di sektor pertanian lebih besar (21%) ketimbang yang bekerja di sektor pertanian (15%). Selebihnya 15 % bekerja di sektor lain.

participants, TVET alumni, and successful business actors to share experiences and expand business opportunities.

Nationally, the cumulative number of TVET alumni working or engaged in agricultural entrepreneurship has increased from 1,437 individuals in 2020 to 12,473 individuals in 2025, showing a positive trend of youth involvement in the agricultural sector. However, when seen from the percentage, TVET alumni engaged in agricultural entrepreneurship are higher (21%) compared to those employed in the agricultural sector (15%), while the remaining 15% work in other sectors.

c. Peningkatan Fungsi kelembagaan TVET.

Masih banyak jumlah pemuda yang bekerja di sektor pertanian (meskipun telah diarahkan untuk berwirausaha), menunjukkan bahwa peningkatan kapasitas TVET belum sepenuhnya optimal mendorong kewirausahaan. Namun inisiatif pemuda berwirausaha sudah mulai tumbuh. Untuk itu, diperlukan identifikasi tantangan untuk memperkuat motivasi kewirausahaan pemuda.

Program Alumni, Magang, dan Inkubator Bisnis sudah berjalan baik, namun masih ada beberapa kelemahan kelembagaan, antara lain:

1. Sistem data dan tracer alumni belum berfungsi dan di-up date,
2. Kapasitas guru dan pengajar perlu diperkuat dengan informasi terbaru dan bimbingan karier berbasis kebutuhan pasar,
3. Link and match dengan dunia industry dan dunia kerja masih terbatas karena minimnya mitra industri dan ketidaksesuaian kompetensi,
4. Job fair belum terintegrasi dengan platform digital dan jejaring usaha pertanian,
5. Kolaborasi antar lembaga TVET belum rutin, sehingga praktik baik belum tersebar merata.
6. Diperlukan pembentukan forum sharing dan benchmarking untuk memperkuat jejaring dan berbagi praktik baik antar TVET.

d. Kualitas Inkubasi Tenant.

Program inkubasi sudah berjalan, namun jumlah tenant yang mampu bertahan dan berkembang masih terbatas. Diperlukan pendampingan lanjutan (aftercare) agar tenant dapat kapasitas usaha, memperluas jaringan bisnis, serta tumbuh menjadi wirausaha mandiri dan berkelanjutan.

c. Enhancement of TVET Institutional Function

A significant number of youth are still working in the agricultural sector (despite being guided toward entrepreneurship), indicating that TVET capacity building has not yet fully optimized entrepreneurial development. Nevertheless, youth entrepreneurship initiatives are beginning to emerge. Challenges must be identified to strengthen youth entrepreneurial motivation. Alumni, Internship, and Business Incubator programmes have been functioning well, but there remain institutional weaknesses, including:

1. The alumni data and tracer system is not yet functional and updated;
2. Teacher and instructor capacity needs strengthening with up-to-date information and market-oriented career guidance;
3. Link and match with industry and the labor market is limited due to the scarcity of industry partners and competency mismatches;
4. Job fairs are not yet integrated with digital platforms and agricultural business networks;
5. Collaboration among TVET institutions is not routine, so best practices are not evenly disseminated; and
6. The establishment of sharing and benchmarking forums is required to strengthen networks and share best practices among TVET institutions.

d. Quality of Tenant Incubation

The incubation programme is ongoing, but few tenants manage to sustain and grow. Ongoing aftercare helps enhance their business capacity, networks, and fosters sustainable, independent entrepreneurship.

c. Mengajak Pemuda Menata Asa

a. Pertumbuhan Penerima Manfaat

Program YESS bertujuan mendorong keterlibatan pemuda dalam sektor pertanian untuk memastikan regenerasi petani dan mendukung transformasi ekonomi nasional sesuai dengan RPJPN 2025–2045. Peningkatan produktivitas dan kesejahteraan petani menjadi kunci utama menuju Indonesia Emas 2045, dengan salah satu strategi utamanya adalah regenerasi petani dan penguatan pendidikan vokasi pertanian.

Secara nasional, berdasarkan *logical framework* Program YESS menargetkan jangkauan sebanyak 220.000 pemuda sebagai penerima manfaat yang diarahkan untuk bekerja atau berwirausaha di sektor pertanian, dengan 50% diantaranya adalah perempuan. Target ini sejalan dengan kebijakan pembangunan SDM pertanian berdasarkan Keputusan Menteri Pertanian No. 04 Tahun 2019 dan Undang-Undang Kepemudaan.

Sasaran program meliputi pemuda berusia 17–39 tahun, terutama mereka yang miskin atau rentan secara ekonomi, termasuk yang hidup di bawah garis kemiskinan nasional (pendapatan < USD 3,1/hari). Kelompok lain yang disasar adalah pemuda berkembang, yaitu mereka yang memiliki potensi menjadi petani inti atau local champion, serta kelompok inklusif seperti perempuan, masyarakat adat, penyandang disabilitas, dan pemuda di wilayah terpencil.

Kriteria utama penerima manfaat mencakup: (1) Pemuda laki-laki dan perempuan yang mencari peluang kehidupan layak di pedesaan melalui kerja atau wirausaha pertanian, (2) Siswa SMK dan perguruan tinggi pertanian yang ingin meningkatkan kapasitas dan berkarier di sektor pertanian, (3) Pemuda yang telah keluar dari pendidikan formal namun ingin mengembangkan keterampilan melalui pelatihan atau magang.

C. Encouraging Youth to Rebuild Aspirations

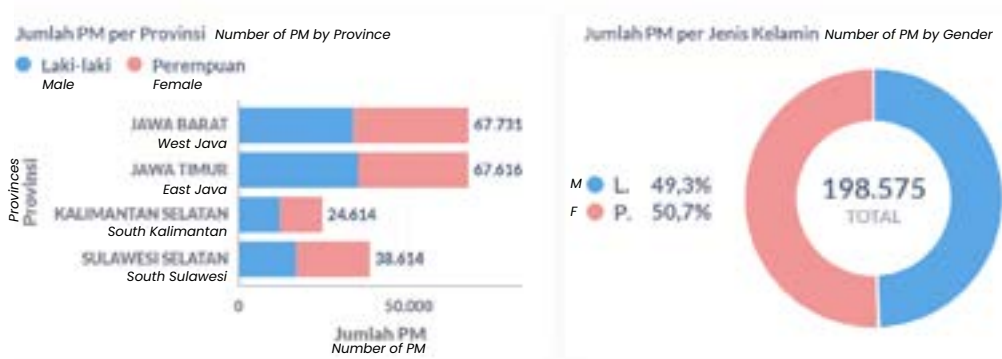
a. Growth of Programme Beneficiaries

The YESS Programme aims to promote youth engagement in the agricultural sector to ensure the regeneration of farmers and support the national economic transformation in accordance with the RPJPN 2025–2045. Enhancing farmer productivity and welfare is a key milestone toward Golden Indonesia 2045, with one of the main strategies being farmer regeneration and strengthening agricultural vocational education.

Nationally, based on the logical framework of the YESS Programme, the target outreach is 220,000 youth as beneficiaries, guided to work or engage in entrepreneurship in the agricultural sector, with 50% of them being female. This target aligns with agricultural human resource development policies as stipulated in Minister of Agriculture Decree No. 04 of 2019 and the Youth Law.

The programme targets youth aged 17–39 years, particularly those who are economically disadvantaged or vulnerable, including individuals living below the national poverty line (income < USD 3.1/day). Other target groups include emerging youth, i.e., those with potential to become core farmers or local champions, as well as inclusive groups such as women, indigenous communities, persons with disabilities, and youth in remote areas.

The main criteria for programme beneficiaries include: 1) Male and female youth seeking decent livelihoods in rural areas through agricultural employment or entrepreneurship; 2) Vocational high school (SMK) and agricultural university students wishing to enhance capacity and pursue careers in the agricultural sector; 3) Youth who have left formal education but wish to develop skills through training or internships.



Gambar 12. Data Terpilah Jumlah Penerima Manfaat PerProvinsi
 Figure 12. Disaggregated Data of Number of Beneficiaries by Province

Selama program berjalan, ditargetkan 15.000 peserta lulus dari TVET dan 1.500 mengikuti program magang bersertifikat. Hingga September 2025, tercatat 198.575 penerima manfaat berasal dari pemuda pedesaan telah diintervensi, dengan 50,7% di antaranya perempuan, dari total 315.605 pemuda yang terlibat dalam kegiatan pertanian dan kewirausahaan tani.

Adapun proses perekrutan dilaksanakan sejak tahun 2021-2025 dengan sejumlah persyaratan minimal adalah anak-anak muda milenial yang berusia 19-39 tahun.

Hasil rekrutmen massif untuk Kewirausahaan Pemuda menunjukkan bahwa jumlah Penerima Manfaat (PM) terus mengalami peningkatan dari tahun ke tahun, meskipun sempat menurun pada tahun 2023. Penurunan

During the programme, a target of 15,000 participants graduates from TVET and 1,500 participants in certified internship programmes has been set. As of September 2025, a total of 198,575 rural youth beneficiaries have been reached, with 50.7% female, out of 315,605 youth engaged in agricultural and agribusiness activities.

The recruitment process was conducted from 2021 to 2025, with a minimum requirement that candidates be millennial youth aged 19-39 years.

Mass recruitment for Youth Entrepreneurship shows a year-on-year increase in Beneficiaries (PM), despite a dip in 2023 due to YESS



Gambar 13. Fluktuasi Jumlah Penerima Manfaat Tahun 2021-2025
 Figure 13. Fluctuation in Beneficiary Numbers, 2021-2025

Tabel 1. Total Penjangkauan (Outreach) Program YESS*Table 1. Total Outreach of the YESS Programme*

Provinsi Province	Penerima Manfaat Beneficiaries				Total
	Laki-laki Male	% Laki-laki % Male	Perempuan Female	% Perempuan % Female	
Jawa Barat/ <i>West Java</i>	61,607	52.93%	54,790	47.07%	116,397
Jawa Timur/ <i>East Java</i>	54,787	53.53%	47,562	46.47%	102,349
Kalimantan Selatan <i>South Kalimantan</i>	16,957	50.32%	16,740	49.68%	33,697
Sulawesi Selatan <i>South Sulawesi</i>	27,828	47.21%	31,114	52.79%	58,942
Total	161,179	51.76%	150,206	48.24%	311,385

tersebut terjadi karena Program YESS sedang dalam proses mobilisasi dan penyesuaian penganggaran. Pada tahun 2024 setelah pembiayaan untuk peningkatan dialokasikan dan kebijakan akselerasi recruitment diterapkan, jumlah PM berhasil meningkat tajam hingga mencapai 111.754 orang dengan total kumulatif 194.012 PM.

Program YESS menjangkau penerima manfaat melalui lulusan yang mendapatkan manfaat TVET, Program Pelatihan di BDSP, Permagangan, Program Hibah Kualitatif (HK), serta spill-over tenaga kerja muda dengan total 311.385 PM. Distribusi penerima manfaat menurut provinsi dan kesetaraan gender antara lain: Jawa Barat: 116.397 PM (52,93% laki-laki, 47,07% perempuan), Jawa Timur: 102.349 PM (53,53% laki-laki, 46,47% perempuan), Kalimantan Selatan: 33.697 PM (50,32% laki-laki, 49,68% perempuan) – hampir seimbang dan Sulawesi Selatan: 58,942 PM (47,21% laki-laki, 52,79% perempuan).

Data ini menunjukkan program tidak hanya menjangkau banyak PM, tetapi juga memperhatikan kesetaraan gender dalam distribusi penerima manfaat. Untuk mencapai target penerima manfaat sesuai target program dibutuhkan upaya rekrutmen yang serius dan berkomitmen guna mendukung tujuan utama program

Program mobilization and budget adjustments. In 2024, after additional funding and accelerated recruitment policies were implemented, the number of PM rose sharply to 111,754, bringing the cumulative total to 194,012.

The YESS Programme reaches beneficiaries through TVET graduates, BDSP training programmes, apprenticeship, Competitive Grant Programmes (HK), as well as the spill-over effect of young labor, totaling 311,385 beneficiaries. The distribution of beneficiaries by province and gender equality is as follows: West Java: 116,397 beneficiaries (52.93% male, 47.07% female); East Java: 102,349 beneficiaries (53.53% male, 46.47% female); South Kalimantan: 33,697 beneficiaries (50.32% male, 49.68% female) – nearly balanced; South Sulawesi: 58,942 beneficiaries (47.21% male, 52.79% female)

These data demonstrate that the programme not only reaches a large number of beneficiaries but also ensures gender equality in the distribution of beneficiaries. To achieve the targeted beneficiaries,

yaitu penanggulangan kemiskinan, regenerasi petani, pencapaian swasembada pangan, serta mewujudkan kesejahteraan petani.

Adapun persyaratan untuk menjadi PM dalam kewirausahaan pemuda tani diatur dalam Panduan Implementasi Program (*Project Implementing Mannual*). Para pemuda yang menjadi target Sasaran utama program adalah pemuda perdesaan dengan kondisi tertentu sebagaimana dijelaskan pada bagian sebelumnya.

Kriteria Penerima Manfaat dalam Program YESS berubah rentang usia menjadi pemuda berusia antara 19 - 39 tahun. Berdasarkan analisis data *Management Information System (MIS)*, sampai dengan tahun 2025 Penerima Manfaat terbesar direkrut pada tahun 2024 di semua provinsi karena terdapat kebijakan nasional untuk mengakselerasi output penerima manfaat.

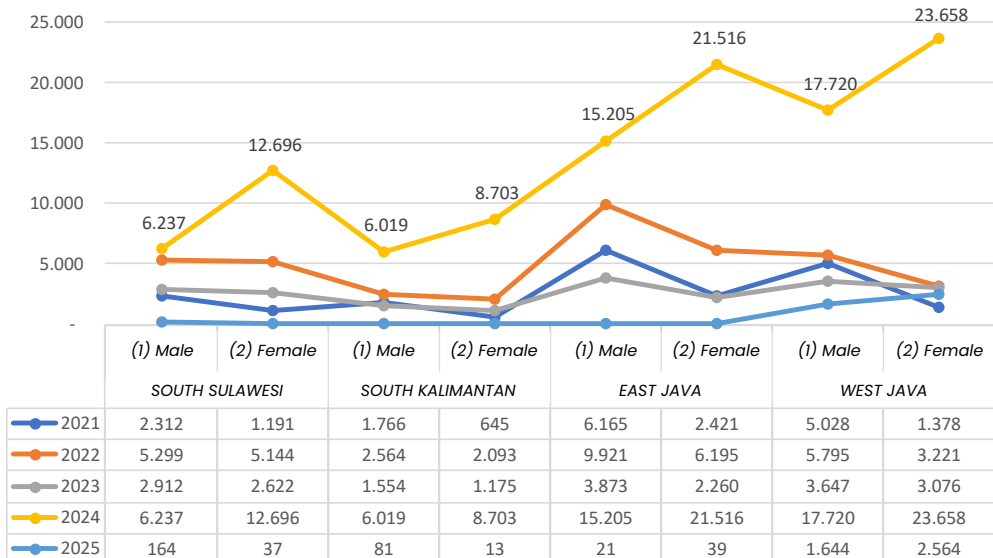
Penyebab utama meningkatnya jumlah penerima manfaat baru terjadi pada tahun 2024 adalah karena tahun 2023 program YESS sedang mengalihkan fokus peningkatan kapasitas kepada kegiatan lain sehingga rekrutmen penerima manfaat melimpah ke tahun setelahnya, yakni tahun 2024.

serious and commit to advancing the program's objectives: reducing poverty, renewing the farming workforce, achieving food self-sufficiency, and enhancing farmers' well-being

The requirements to become a beneficiary in youth agricultural entrepreneurship are regulated in the Project Implementation Manual. The main target of the program is rural youth meeting certain criteria, as outlined above.

The criteria for beneficiaries in the YESS Programme were adjusted to include youth aged 19–39 years. Based on Management Information System (MIS) data analysis, the largest number of beneficiaries was recruited in 2024 across all provinces due to national policies to accelerate beneficiary output.

The main reason for the increase in new beneficiaries in 2024 was that in 2023, the YESS Programme focused on capacity development activities, causing the recruitment of beneficiaries to spill over into the following year, namely 2024.



Gambar 14. Fluktuasi dan Pertumbuhan Jumlah Penerima Manfaat Program YESS Setiap Tahun

Figure 14. Annual Fluctuation and Growth in the YESS Programme Beneficiaries

Pertumbuhan penerima manfaat pada tahun 2024 menuju 2025 cenderung meningkat. Hanya pada menjelang akhir 2024 sempat mengalami penurunan sebelum naik lagi. Faktor pemicunya penurunan jumlah pemuda berwirausaha saat itu adalah iklim usaha nasional yang lesu dan menurunnya dukungan pemda. Sehingga capaian program tidak ideal.

Selanjutnya Program YESS diredesain lebih terstruktur, berkolaborasi dengan berbagai pihak untuk meningkatkan proses rekrutmen Penerima Manfaat (PM). Rekrutmen juga dijalankan berbasis pada kearifan lokal dan beradaptasi dengan budaya setempat. Berikut ini strategi dan mekanisme yang dapat dijadikan sebagai pembelajaran dalam merekrut pemuda yang tertarik untuk bekerja dan berwirausaha di sektor pertanian.

b. Rekrutmen Fasilitator Muda sebagai Strategi Peningkatan Penerima Manfaat

Salah satu strategi Program YESS meningkatkan penerima manfaat dilakukan melalui rekrutmen Fasilitator Muda. Sebagai contoh, berikut ini potret fasilitasi di Jawa Barat. Pengalaman rekrutmen penerima manfaat (PM) berbasis komunitas di Cianjur dan Sukabumi, Jawa Barat, menunjukkan sejumlah tantangan unik.

Pada awal program, banyak pemuda kurang tertarik bergabung karena menilai manfaat Program YESS hanya dari sisi finansial dan menganggapnya sebagai “proyek bagi-bagi uang”. Akibatnya, muncul pola pikir money oriented serta keinginan agar pelatihan dilakukan secara instan tanpa proses panjang.

Pada tahap awal, PPIU Jawa Barat merekrut sekitar 4.000 calon penerima manfaat untuk data baseline, namun sebagian datanya kurang akurat karena proses pendataan awal tahun 2020 dilakukan penyuluh yang sudah memiliki beban kerja tinggi.

The growth of beneficiaries from 2024 to 2025 tended to increase. Only towards the end of 2024 did the number temporarily decline before rising again. The main factors triggering the decrease in young entrepreneurs at that time were the sluggish national business climate and the reduced support from local governments, resulting in suboptimal programme outcomes.

Subsequently, the YESS Programme was redesigned in a more structured manner, collaborating with various stakeholders to improve the recruitment process for Beneficiaries (PM). Recruitment was also conducted based on local wisdom and adapted to local cultural contexts. The following outlines strategies and mechanisms that can serve as lessons for recruiting youth interested in working and engaging in entrepreneurship in the agricultural sector.

b. Recruitment of Young Facilitators as a Strategy to Increase Beneficiaries

One of the YESS Programme strategies to increase beneficiaries was through the recruitment of Young Facilitators. For example, the facilitation process in West Java illustrates this approach. The experience of community-based recruitment of beneficiaries (PM) in Cianjur and Sukabumi, West Java, revealed several unique challenges.

At the initial stage of the programme, many youth were reluctant to join, perceiving the YESS Programme benefits solely from a financial perspective and considering it a “cash handout project.” This resulted in a money-oriented mindset and a desire for instant training without a long-term process.

At the early stage, the PPIU in West Java recruited approximately 4,000 prospective beneficiaries for the baseline data, but some of the data were inaccurate because the initial 2020 data collection was conducted by extension officers with high workloads.

Untuk memperbaiki hal ini, pada akhir 2020 PPIU merekrut mobilizer berpengalaman dalam pemberdayaan masyarakat, yang berhasil meningkatkan jumlah penerima manfaat hingga 10.000 orang. Meski begitu, rekrutmen besar-besaran ini sempat dikritik karena lebih menekankan kuantitas daripada kualitas penerima manfaat. Sebagai respons, Program YESS melakukan sejumlah perbaikan, antara lain:

1. Penambahan Fasilitator Pemuda (Fasmud). Sebanyak 316 fasmud direkrut di empat kabupaten, yang berhasil meningkatkan minat pemuda, terutama di Cianjur dan Sukabumi.
2. Resosialisasi Program. Dilakukan secara intensif dengan dukungan mobilizer dan fasmud. Meskipun kuota pelatihan terbatas, hadirnya Program Hibah Kompetitif (HK) kembali menarik minat pemuda untuk bergabung.
3. Rekrutmen Berbasis Komunitas dan Lembaga Lokal. Melibatkan karang taruna, majelis taklim, pemerintah desa, kelompok tani, dan sekolah pertanian secara partisipatif. Pendekatan ini membuat rekrutmen lebih inklusif dan tepat sasaran, serta meningkatkan partisipasi pemuda perempuan dan efektivitas pendampingan di tingkat lokal.

c. Perekrutan Penerima Manfaat berbasis Kelembagaan Lokal

Salah satu praktik baik perekrutan berbasis kelembagaan lokal terlihat di Kabupaten Pasuruan. Proses rekrutmen calon penerima manfaat dilakukan melalui pendekatan bertahap, dimulai dari pendekatan personal (*door to door*) untuk membangun kepercayaan, kemudian dilanjutkan dengan sosialisasi berbasis komunitas.

Kegiatan sosialisasi dilaksanakan dengan memanfaatkan forum keagamaan rutin, seperti Rutinan Burdah dan Sholawatan yang diikuti muda-mudi setiap minggu. Melalui kegiatan ini, pemuda yang memenuhi kriteria usia dan bergerak di bidang pertanian direkrut menjadi Penerima Manfaat (PM).

To address this, by the end of 2020, the PPIU recruited experienced mobilizers in community empowerment, successfully increasing the number of beneficiaries to 10,000. However, this large-scale recruitment was criticized for prioritizing quantity over quality of beneficiaries. In response, the YESS Programme implemented several improvements, including:

1. *Addition of Youth Facilitators (Fasmud): A total of 316 Fasmud were recruited across four regencies, successfully increasing youth interest, particularly in Cianjur and Sukabumi.*
2. *Programme Resocialization: Conducted intensively with support from mobilizers and Fasmud. Despite limited training quotas, the presence of the Competitive Grant Programme (HK) renewed youth interest in participating.*
3. *Community- and Local Institution-Based Recruitment. Involving youth organizations (karang taruna), religious councils (majelis taklim), village governments, farmer groups, and agricultural schools in a participatory manner. This approach made recruitment more inclusive and targeted, enhancing female youth participation and the effectiveness of local-level facilitation.*

c. Beneficiary Recruitment Based on Local Institutional Mechanisms

One of the good practices of recruitment based on local institutional mechanisms can be observed in Pasuruan Regency. The recruitment process for prospective beneficiaries was carried out through a gradual approach, beginning with personal (door-to-door) outreach to build trust, and subsequently followed by community-based socialization.

The socialization activities were conducted by utilizing regular religious forums such as Rutinan Burdah and Sholawatan attended by youth every week. Through these activities, young people who met the age criteria and were engaged in the agricultural sector were recruited as Beneficiaries (PM).



Sosialisasi dan Rekrutmen Penerima Manfaat melalui Forum Keagamaan
Socialization and Beneficiary Recruitment through Religious Forums

Selain itu, rekrutmen juga melibatkan organisasi masyarakat seperti Gerakan Pemuda (GP) Anshor, yang menyediakan ruang sosialisasi dalam setiap pertemuan rutinnya. Pendekatan ini terbukti efektif menjangkau pemuda desa sekaligus memperkuat legitimasi sosial Program YESS di tingkat komunitas.

Sebelum rekrutmen, dilakukan sosialisasi untuk memastikan calon penerima manfaat memahami Program YESS. Kegiatan ini dilaksanakan setelah kelompok sasaran ditetapkan agar lebih terarah. Sosialisasi dilaksanakan setelah kelompok sasaran ditetapkan agar lebih terarah dan tepat guna. Kegiatan dilakukan secara tatap muka maupun melalui media komunikasi, dengan pendekatan interaktif seperti roadshow Karang Taruna dan pameran kewirausahaan yang dirancang untuk menarik minat pemuda serta memperkenalkan berbagai peluang usaha di sektor pertanian.

d. Perekrutan Penerima Manfaat didukung Sosialisasi via Media Sosial

Sosialisasi Program YESS juga dilakukan melalui media sosial seperti Instagram dan Facebook untuk menjangar minat pemuda, disertai pendaftaran secara daring (Google Form) dan luring dengan pendampingan Fasilitator Pemuda (Fasmud). Upaya optimalisasi rekrutmen dilakukan melalui:

In addition, the recruitment process also involved community organizations such as Gerakan Pemuda (GP) Anshor, which provided a platform for socialization during each of its regular meetings. This approach proved effective in reaching rural youth while simultaneously strengthening the social legitimacy of the YESS Programme at the community level.

Prior to recruitment, socialization was conducted to ensure that prospective beneficiaries understood the YESS Programme. This activity was implemented after the target group had been determined to ensure that it was more focused. Outreach is implemented once target groups are identified, using face-to-face and media-based interactive activities like Karang Taruna roadshows and entrepreneurship fairs to engage youth and showcase agricultural business opportunities.

d. Beneficiary Recruitment Supported by Social Media-Based Socialization

Socialization of the YESS Programme was also conducted through social media platforms such as Instagram and Facebook to capture the interest of young people, accompanied by both online registration (via Google Form) and offline registration facilitated by Youth Facilitators (Fasmud). Efforts to optimize recruitment were undertaken through:



Sosialisasi dan Rekrutmen Penerima Manfaat melalui Organisasi Kepemudaan
Socialization and Recruitment of Beneficiaries through Youth Organizations

- a. Kerja sama dengan Pemda dan seluruh stakeholder (Dinas Pertanian, BPP, BDSP, PPL, P4S, pemerintah desa) agar sasaran sesuai kriteria usia dan inklusivitas.
 - b. Pemantauan lintas OPD (Pertanian dan UMKM) bersama BDSP untuk validasi calon penerima manfaat melalui asesmen lapangan dan wawancara, kemudian didistribusikan sesuai kluster komoditas potensial di wilayah masing-masing.
- e. Pembelajaran yang dapat dipetik**
- 1. Praktik baik Rekrutmen berbasis Komunitas dan Kelembagaan Lokal**
 - a. Rekrutmen berbasis komunitas dan kelembagaan lokal.
 Cara ini terbukti efektif karena menggunakan pendekatan “jemput bola” langsung ke lingkungan pemuda seperti komunitas, organisasi kepemudaan, dan forum aktivitas lokal. Model ini menghasilkan jumlah PM yang lebih besar dan lebih tepat sasaran. Praktik baik rekrutmen yang diterapkan di Kabupaten Tulungagung (Jawa Timur), Cianjur (Jawa Barat), dan Banjarbaru (Kalimantan Selatan) menunjukkan bahwa pendekatan ini bersifat inklusif. Pemuda dari kelompok rentan secara ekonomi, perempuan, dan penyandang disabilitas lebih mudah teridentifikasi untuk
- a. Collaboration with local governments and all stakeholders (Agricultural Office, BPP, BDSP, Field Agricultural Extension Officer/PPL, P4S, and village governments) to ensure that the target groups met the age and inclusivity criteria.
 - b. Cross-monitoring by Regional Government Agencies (OPD) (Agriculture and MSME) together with BDSP for the validation of prospective beneficiaries through field assessments and interviews, which are then distributed according to the potential commodity clusters in each respective area.
- e. Lessons Learned**
- 1. Good Practices in Community- and Local Institution-Based Recruitment**
 - a. Community- and Local Institution-Based Recruitment.
 This approach has proven effective by actively reaching youth in communities, youth organizations, and local activity forums. It results in a larger and more targeted number of beneficiaries. Good recruitment practices in Tulungagung (East Java), Cianjur (West Java), and Banjarbaru (South Kalimantan) show that the approach is inclusive, allowing easier identification and prioritization of economically vulnerable youth, women, and persons with disabilities. This

dprioritaskan dalam proses seleksi. Pendekatan ini layak direplikasi dan dikembangkan lebih lanjut di lokasi lainnya.

b. Rekrutmen melalui P4S

Seleksi peserta akan lebih mudah apabila calon-calon penerima manfaat yang menjadi peserta pelatihan tersebut diseleksi melalui lembaga pelatihan P4S. Di dalam lembaga tersebut terdapat kurikulum materi motivasional yang mendorong minat di bidang pertanian. P4S adalah komunitas yang dibentuk oleh para petani. Memfungsikan P4S sebagai garda depan dalam perekrutan memberikan nilai tambah yang signifikan. Melalui proses pembelajaran dan motivasi bisnis mekanisme ini menghasilkan dua output sekaligus dalam satu langkah yaitu tersedianya calon penerima manfaat yang lebih siap dan termotivasi, serta meningkatnya kapasitas peserta melalui pelatihan yang telah mereka ikuti. Pendekatan ini membuat proses rekrutmen lebih efisien, terarah, dan berkualitas.

c. Rekrutmen berbasis komunitas dan kelembagaan lokal

Cara ini merupakan inovasi untuk mengatasi kendala perekrutan reguler, antara lain:

- a. Keterbatasan Data calon penerima manfaat (CPM). Banyak kabupaten tidak memiliki data CPM, yaitu pemuda di rentang usia 17–39 tahun yang memerlukan pembinaan usaha, sehingga proses verifikasi menjadi sulit. Sehingga, pengumpulan data yang terpusat melalui Balai Penyuluh Pertanian (BPP) belum sepenuhnya lengkap dan masih perlu disempurnakan agar sesuai dengan kebutuhan program.
- b. Rendahnya Kepercayaan Pemuda. Pemuda. Untuk mendorong CPM berpartisipasi dalam sistem, fasilitator

approach is suitable for replication and further development in other locations.

b. Recruitment through P4S.

The selection of participants becomes more efficient when prospective beneficiaries participating in training are selected through P4S training institutions. Within these institutions, there is a curriculum that includes motivational materials to encourage interest in the agricultural sector. P4S is a community established by farmers. Utilizing P4S as the front line in Positioning P4S at the recruitment forefront ensures motivated, better-prepared beneficiaries and improves participant capacity, making the process more efficient and targeted.

c. Community- and Local Institution-Based Recruitment as an innovation to address regular recruitment constraints, including:

- a. Limited Data on Prospective Beneficiaries (CPM). Many regencies lack sufficient data on CPM, namely youth aged 17–39 years who require business development support, making verification difficult. Consequently, data collection centralized through the Agricultural Extension Centre (BPP) remains incomplete and still requires further improvement to align with the programme's needs.
- b. Low Youth Trust. To encourage CPM participation, young facilitators engage directly with local communities, including

muda melakukan pendekatan langsung dengan komunitas lokal. Komunitas religi, adat, kelompok tani, Kelompok Wanita Tani (KWT), komunitas disabilitas, dan kelompok perempuan, menjadi forum bagi pemuda untuk lebih terbuka berdiskusi dan mengungkapkan kebutuhan mereka. Pendekatan ini terbukti efektif meningkatkan partisipasi pemuda dan memastikan data CPM lebih akurat dan inklusif.

2. Pembelajaran (Lesson Learned) untuk diperbaiki dalam rekrutmen

- a. Diperlukan Perencanaan diseminasi dan sosialisasi secara matang.

Dengan strategi yang tepat, kegiatan sosialisasi dapat menjangkau sasaran secara lebih efektif. Perencanaan tersebut harus memasukkan pendekatan partisipatif dengan melibatkan para pemangku kepentingan, karena hal ini akan memengaruhi efektifitas sosialisasi dan rekrutment CPM. Secara nasional rekomendasi pembelajaran terkait rekrutmen ini dapat dituangkan dalam Desain Nasional Strategi Sosialisasi dan diseminasi untuk optimalisasi rekrutmen Penerima Manfaat.

- b. Optimalisasi Peran Fasmud dalam sosialisasi.

Optimalisasi rekrutmen penerima manfaat terpotret dari jumlah penerima manfaat yang berhasil direkrut yang notabene adalah potensi bonus demografi yang tidak boleh dilewatkan. Namun tidak mudah mengambil hati para pemuda agar berminat bekerja di sektor pertanian mengingat para pemuda setelah mendapatkan peningkatan kapasitas tidak memilih bekerja di sektor pertanian tetapi di sektor lain. Hal ini harus diantisipasi mengingat peningkatan kapasitas kewirausahaan ditujukan untuk memperbanyak pemuda yang

religious groups, traditional communities, farmer groups, and Women Farmer Groups (KWT), disability communities, and women's groups—served as forums for youth to engage in open discussions and express their needs. This approach has proven effective in increasing youth participation and ensuring that CPM data are more accurate and inclusive.

2. Lessons Learned for Improvement in Recruitment

- a. *The Need for Comprehensive Dissemination and Socialization Planning.*

With the right strategy, outreach activities can reach targets more effectively. Planning should include a participatory approach involving stakeholders, as this will influence the effectiveness of both socialization and recruitment of CPM. At the national level, the lessons learned and recommendations related to recruitment can be outlined in a National Design of Socialization and Dissemination Strategy to optimize the recruitment of Beneficiaries.

- b. *Optimization of the Role of Fasmud in Socialization.*

The optimization of beneficiary recruitment can be observed from the number of beneficiaries successfully recruited—representing a demographic bonus potential that should not be overlooked. However, it is not easy to attract the interest of youth to work in the agricultural sector, as many youth, after receiving capacity-building support, prefer to work in other sectors rather than in agriculture. This condition must be anticipated, as entrepreneurial capacity-building is intended to increase the number of youth

berminat pada usaha tani dan bekerja di sektor pertanian.

c. **Desain Nasional Strategi Sosialisasi dan Diseminasi**

Strategi sosialisasi yang efektif perlu dituangkan ke dalam panduan rekrutmen PM agar lebih efektif menjangkau berbagai kelompok masyarakat dan merekrut para calon penerima manfaat sesuai target.

Langkah-langkah teknis sosialisasi Program YESS dapat mengacu pada pengalaman mobilizer dan fasilitator yang selama ini bekerja menggunakan pendekatan berbasis kearifan lokal. Karena belum ada strategi sosialisasi terstruktur sebelumnya, maka perlu dirancang strategi nasional sebagai berikut:

1. Pengembangan Peran Mobilizer dan Fasilitator Muda

Muda berperan dalam dua hal utama, yaitu a) Melakukan sosialisasi dan diseminasi program secara lebih intensif, b) Mengembangkan strategi sosialisasi yang adaptif agar

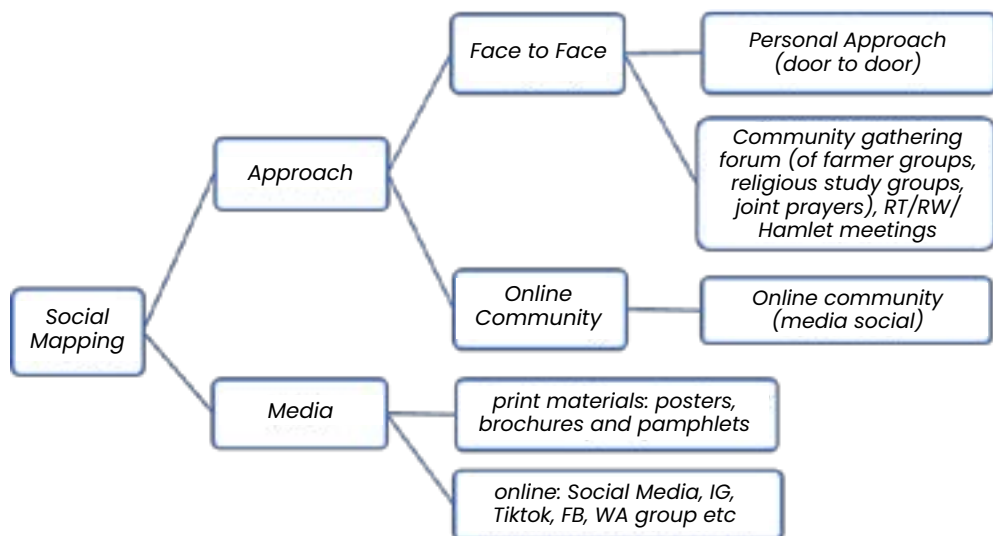
interested in agribusiness and engaged in the agricultural sector.

c. **National Design of Socialization and Dissemination Strategy.**

An effective socialization strategy needs to be incorporated into the Beneficiary Recruitment Guideline to ensure that the socialization process can reach various community groups and recruit prospective beneficiaries in accordance with the established targets.

The technical steps for YESS Programme socialization can refer to the experiences of mobilizers and facilitators who have been working using approaches rooted in local wisdom. Since there has been no structured socialization strategy previously, a national strategy needs to be designed as follows:

1. Enhancement of the Role of Mobilizers and Youth Facilitators. Mobilizers and Youth Facilitators play two key roles: a) Conducting programme socialization and dissemination more intensively;



Gambar 15. Strategi Sosialisasi dan Diseminasi untuk Optimalisasi Penerima Manfaat
Figure 15. Outreach and Dissemination Strategy for the Optimising Beneficiary Coverage

pemuda tertarik berwirausaha dan bekerja di sektor pertanian. Strategi tersebut perlu disusun berdasarkan hasil pemetaan sosial (*social mapping*) agar sesuai dengan karakter sosial dan budaya masyarakat setempat.

2. **Pemetaan Sosial (*Social Mapping*)**.

Pemetaan ini bertujuan untuk memahami kondisi sosial masyarakat, seperti pola interaksi, profesi utama, struktur kekerabatan, nilai dan norma yang berlaku, serta media komunikasi yang efektif. Hasilnya digunakan untuk menentukan pendekatan sosialisasi yang tepat. Beberapa pendekatan yang dapat digunakan antara lain:

- a. Pendekatan personal (*door to door*) atau melalui forum komunitas seperti pertemuan kelompok tani, kegiatan keagamaan, dan rapat RT/RW. Pendekatan ini dinilai efektif untuk mengubah pola pikir dan meningkatkan minat pemuda bergabung sebagai penerima manfaat.
- b. Pendekatan berbasis komunitas. Untuk mengatasi sikap apatis, fasilitator dan mobilizer bekerja sama dengan *stakeholder* lokal seperti Dinas Pertanian, Dinas Koperasi dan UMKM, akademisi, serta pelaku usaha. Para tokoh masyarakat dan lembaga lokal kemudian dilibatkan untuk menyampaikan pesan program melalui forum-forum desa.
- c. Melalui kolaborasi ini, pesan program lebih mudah diterima dan kepercayaan masyarakat meningkat, sehingga semakin banyak pemuda yang tertarik ikut serta dalam Program YESS.

and b) Developing adaptive socialization strategies to encourage youth to engage in entrepreneurship and work in the agricultural sector. These strategies should be developed based on social mapping results to align with the local community's social and cultural characteristics.

2. **Social Mapping.** This mapping aims to understand the social conditions of the community, such as patterns of interaction, main occupations, kinship structures, prevailing values and norms, and effective communication media. The results are then used to determine the most appropriate socialization approach. Several approaches that can be applied include:

- a. Personal Approach (*Door-to-Door*) or through community forums such as farmer group meetings, religious gatherings, and neighborhood (RT/RW) meetings. This approach has proven effective in changing mindsets and increasing youth interest in participating as beneficiaries.
- b. *C o m m u n i t y - B a s e d Approach.* To overcome apathy, facilitators and mobilizers collaborate with local stakeholders such as the Agricultural Office, the Office of Cooperatives and MSMEs, academia, and business actors. Community leaders and local institutions are then engaged to deliver programme messages through village forums.
- c. Through this collaboration, programme messages are more easily received, and community trust is strengthened, resulting in an increasing number of youth interested in participating in the YESS Programme.

D. Menata Pelatihan Berkesinambungan

a. Implementasi Pelatihan

Program YESS bertujuan meningkatkan kesejahteraan petani sekaligus menanggulangi kemiskinan di perdesaan. Untuk mencapai tujuan tersebut, para petani milenial difasilitasi melalui berbagai bentuk pelatihan dan peningkatan kapasitas yang terstruktur.

Kelompok sasaran utama Program YESS terdiri atas dua target grup, yaitu:

- a. Anak muda yang telah memilih mata pencaharian menguntungkan di sektor pertanian dan membutuhkan dukungan untuk memperluas usaha atau meningkatkan profesionalitasnya;
- b. Anak muda yang masih memerlukan peningkatan kapasitas lebih lanjut agar siap berwirausaha atau bekerja di sektor pertanian.

Minat para pemuda (baik perempuan maupun laki-laki) diseleksi untuk memastikan mereka memiliki komitmen terhadap pengembangan usaha pertanian yang produktif. Peserta yang memilih berwirausaha atau bekerja di sektor pertanian diprioritaskan agar dapat beralih dari sistem pertanian subsisten, yakni model usaha yang hanya ditujukan untuk memenuhi kebutuhan pangan keluarga tanpa orientasi pasar. Mendorong generasi muda keluar dari pertanian subsisten diharapkan mampu menumbuhkan kreativitas dan mempercepat transformasi sektor pertanian menjadi lebih inovatif dan berdaya saing.

Bagi pemuda yang memerlukan peningkatan kapasitas, sasaran diarahkan pada siswa SMK dan mahasiswa pertanian yang ingin memperdalam kompetensi kerja, serta pemuda nonsekolah yang dilatih melalui magang (*on the job training*) untuk memperkuat ekonomi lokal.

D. Structuring Continuous Training

a. Implementation of Training

The YESS Programme aims to improve the welfare of farmers while simultaneously addressing poverty in rural areas. To achieve these objectives, millennial farmers are facilitated through various structured forms of training and capacity-building initiatives. The main target groups of the YESS Programme consist of two categories:

- a. Young people who have chosen profitable livelihoods in the agricultural sector and require support to expand their enterprises or enhance their professionalism; and*
- b. Young people who still require further capacity enhancement to become ready to engage in entrepreneurship or employment within the agricultural sector.*

The interests of young people (both female and male) are assessed to ensure that they possess a firm commitment to developing productive agricultural enterprises. Participants who choose to engage in entrepreneurship or employment in the agricultural sector are given priority so that they can transition from subsistence farming systems—an agricultural model aimed solely at meeting household food needs without market orientation. Encouraging the younger generation to move beyond subsistence farming is expected to foster creativity and accelerate the transformation of the agricultural sector toward greater innovation and competitiveness.

For youth requiring capacity enhancement, the target groups include SMK students and agricultural university students seeking to deepen their technical competencies, as well as out-of-school youth who are trained through internships (on-the-job training) to strengthen local economies.

Secara umum, *Outcome* Komponen 2 Program YESS melampaui target, dengan lebih dari 33.000 wirausaha muda perdesaan tumbuh, termasuk sekitar 20.000 alumni BDSP yang kini aktif di sektor pertanian. Keberhasilan ini menegaskan efektivitas program dalam menumbuhkan motivasi dan keterlibatan pemuda desa di bidang pertanian.

Adapun struktur materi pelatihan yang diberikan dalam Program YESS kepada anak-anak muda calon petani milenial dalam realisasinya ditata sebagai berikut :

1. Materi Literasi Keuangan Dasar

Literasi Keuangan Dasar merupakan salah satu materi awal dalam Program YESS yang berfungsi membekali peserta dengan kemampuan dasar pengelolaan keuangan (*finance*). Tujuannya adalah agar para penerima manfaat memiliki kemampuan untuk mengatur, mengelola, dan memanfaatkan sumber daya keuangan secara bijak sehingga usaha yang dijalankan mampu menghasilkan keuntungan yang berkelanjutan dan terus berkembang.

Keuntungan dan hasil positif yang diperoleh diharapkan dapat memotivasi para penerima manfaat untuk menumbuhkan gagasan kreatif dalam mengembangkan usahanya. Adapun aspek-aspek penting dalam Literasi Keuangan Dasar meliputi:

- a. Materi Manajemen Ekonomi Rumah Tangga. Peserta diberikan pemahaman dasar tentang cara mengelola keuangan rumah tangga, seperti mengatur waktu, mencari peluang tambahan penghasilan, mengendalikan pengeluaran, dan berkomunikasi keuangan dalam keluarga. Selain itu, peserta juga belajar tentang manajemen sumber daya, penyusunan anggaran, kebiasaan menabung, serta pemanfaatan layanan perbankan.
- b. Pelatihan Berbasis Komunitas dan *Online*. Materi Literasi Keuangan Dasar disampaikan melalui pertemuan komunitas pemuda desa, bukan hanya

In general, the Outcome of Component 2 of the YESS Programme has exceeded its target, with more than 33,000 rural youth entrepreneurs emerging, including approximately 20,000 BDSP alumni who are now actively engaged in the agricultural sector. This achievement affirms the effectiveness of the Programme in fostering motivation and participation among rural youth in agriculture.

The structure of training materials provided under the YESS Programme for young prospective millennial farmers in its implementation is organized as follows:

1. Basic Financial Literacy Materials

Basic Financial Literacy constitutes one of the initial training modules within the YESS Programme, designed to equip participants with fundamental financial management skills. The objective is to enable beneficiaries to organize, manage, and utilize financial resources wisely so that their enterprises can generate sustainable and growing profits. The profits and positive outcomes achieved are expected to motivate beneficiaries to develop creative ideas for expanding their businesses.

The key aspects of the Basic Financial Literacy module include the following:

- a. *Household Economic Management Module.* Participants are provided with foundational knowledge on managing household finances, such as time management, identifying additional income opportunities, controlling expenses, and communicating about finances within the family. In addition, participants also learn about resource management, budgeting, saving habits, and the use of banking services.
- b. *Community-Based and Online Training.* The Basic Financial Literacy materials are delivered through village youth community meetings, not limited to classroom sessions.

di ruang kelas. Metode ini membuat pembelajaran lebih relevan dengan kondisi usaha peserta. Materi juga membahas berbagai layanan keuangan yang bisa dimanfaatkan dalam berwirausaha. Untuk mempermudah, peserta dapat belajar mandiri melalui *platform Learning Management System (LMS)*.

- c. Peningkatan Kapasitas Ekonomi Rumah Tangga. Materi ini membantu peserta meningkatkan pendapatan dan kesejahteraan keluarga. Di Kalimantan Selatan, pelatihan ini mendapat sambutan positif, terutama dari peserta perempuan, karena membantu mereka memprediksi keuntungan usaha dan merencanakan keuangan dengan lebih baik.

2 Workshop Jalur Motivasi Berusaha (Business Motivation Pathway-BMP).

Kegiatan *Business Motivation Pathway (BMP)* bertujuan memperkuat motivasi pemuda perdesaan untuk mengembangkan usaha pertanian, baik secara individu maupun berkelompok. Pelaksanaan BMP dilakukan melalui dua pendekatan utama, yaitu identifikasi peserta pelatihan dan penyediaan model bisnis yang relevan.

Pada tahap pertama, peserta diidentifikasi melalui metode Kualitas Kewirausahaan Pribadi (KKP) untuk memetakan bakat, minat, dan kompetensi kewirausahaan mereka. Hasil penilaian ini membantu peserta menentukan jenis usaha yang sesuai dengan potensi dan kondisi wilayahnya.

Proses pengumpulan dan input data KKP difasilitasi oleh Fasilitator Muda (Fasmud). Setelah itu, peserta memperoleh motivasi dan pembekalan dasar mengenai pengelolaan keuangan serta semangat berwirausaha di sektor pertanian.

This method makes learning more relevant to participants' business contexts. The materials also cover various financial services that can be utilized for entrepreneurship. To facilitate learning, participants can also engage in self-study through the Learning Management System (LMS) platform.

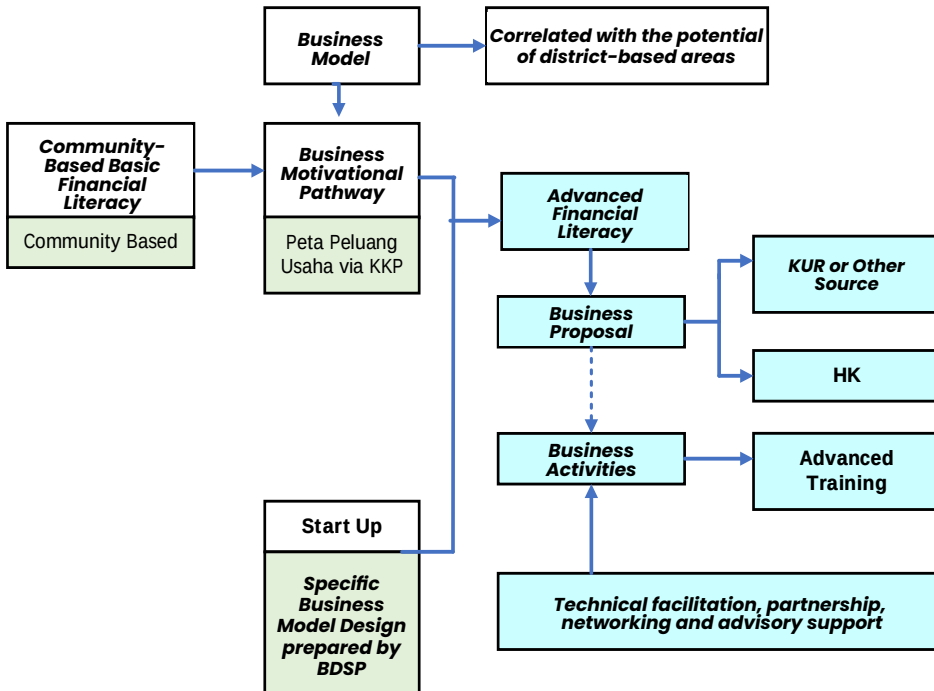
- c. *Enhancing Household Economic Capacity. This module assists participants in increasing their income and improving family welfare. In South Kalimantan, this training received positive responses, particularly from female participants, as it helped them project business profits and plan their finances more effectively.*

2. Business Motivation Pathway (BMP) Workshop

The Business Motivation Pathway (BMP) aims to strengthen the motivation of rural youth to develop agricultural enterprises, both individually and collectively. The implementation of BMP is carried out through two main approaches: participant identification and the provision of relevant business models.

In the first stage, participants are identified through the Personal Entrepreneurial Quality (KKP) method to map their entrepreneurial talents, interests, and competencies. The results of this assessment assist participants in determining the type of enterprise most suitable to their potential and regional conditions.

The process of collecting and inputting PEQ data is facilitated by Youth Facilitators (Fasmud). Subsequently, participants receive motivational guidance and basic training on financial management and entrepreneurial spirit in the agricultural sector.



Gambar 16. Alur Pelatihan Kewirausahaan Program YESS

Figure 16. YESS Programme Entrepreneurship Training Flow

Tahap berikutnya, peserta difasilitasi dengan beragam model bisnis potensial yang disusun BDSP sesuai kondisi agroklimat dan peluang pasar setempat. Model bisnis tersebut berfungsi sebagai acuan bagi penerima manfaat untuk menemukan ide usaha yang layak, memahami kebutuhan teknis dan manajerial, serta menjajaki akses pembiayaan melalui lembaga keuangan atau sumber modal lainnya. Selain itu, memastikan penyiapan model bisnis komoditas oleh BDSP sejalan dengan rencana pengembangan klaster komoditas untuk mengisi rantai nilai pada klaster komoditas.

In the following stage, participants are facilitated with a variety of potential business models developed by BDSPs in accordance with local agro-climatic conditions and market opportunities. These business models serve as a reference for beneficiaries to identify viable business ideas, understand technical and managerial requirements, and explore access to financing through financial institutions or other capital sources. The preparation of commodity business models by BDSPs is ensured to align with the commodity cluster development plans, thereby strengthening the value chain within each cluster.

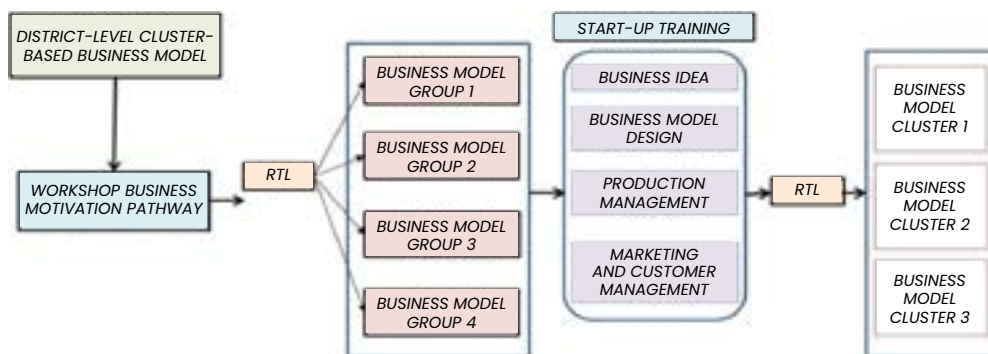
Setelah jenis usaha penerima manfaat teridentifikasi melalui pemetaan minat yang dikaitkan dengan rantai nilai berbasis klaster komoditas, dilakukan pengelompokan arah pengembangan sesuai potensi peserta. *Mobilizer* berperan penting dalam mengarahkan penerima manfaat potensial yang berminat merintis usaha agar melanjutkan ke Pelatihan *Start-Up*.

Sementara itu, bagi calon penerima manfaat yang lebih berminat untuk bekerja di sektor pertanian, diarahkan mengikuti program permagangan guna memperoleh keterampilan praktis sesuai standar kebutuhan pasar tenaga kerja.

Melalui *Workshop* BMP para penerima manfaat di Kalimantan Selatan, Sulawesi Selatan, Jawa Barat, dan Jawa Timur teridentifikasi minat dan kecenderungan kewirausahaannya, baik di hulu—seperti budidaya, penyediaan agro input dan jasa alsintan, maupun di hilir seperti pengolahan hasil, pemasaran dan peningkatan nilai tambah produk. Beberapa hal perlu diperhatikan dalam pelaksanaan *workshop* BMP, agar proses pemetaan (*mapping*) berjalan optimal. Selain itu, apabila hasil

Once the types of beneficiary enterprises are identified through interest mapping linked to commodity cluster-based value chains, participants are categorized according to their development potential. *Mobilizers* play a crucial role in guiding potential beneficiaries who are interested in starting their own businesses to proceed to the *Start-Up Training*. Meanwhile, prospective beneficiaries who are more inclined to work in the agricultural sector are directed to participate in apprenticeship programmes in order to gain practical skills aligned with the standards and requirements of the labor market.

Through BMP workshops, beneficiaries in South Kalimantan, South Sulawesi, West Java, and East Java were assessed for their entrepreneurial interests, both upstream, such as cultivation, agro-input supply, and machinery services, and downstream, like



Gambar 17. Keterkaitan *Workshop* BMP dengan Pelatihan *Start-Up* dalam rangka Pengembangan Klaster Komoditas

Figure 17. Linkage Between BMP Workshop and Start-Up Training in the Context of Commodity Cluster Development

pemetaan menunjukkan adanya penerima manfaat yang tidak berminat berwirausaha namun ingin menjadi pekerja di sektor pertanian. mereka tetap diberikan kesempatan untuk mengikuti pelatihan sesuai kebutuhan kompetensinya.

3. Pelatihan Start Up

Pelatihan *start-up* dilaksanakan di seluruh lokasi Program YESS, termasuk di Jawa Timur dan Jawa Barat, melalui dua set modul utama, yaitu (1) Dasar Manajemen Usaha yang mencakup model bisnis, pemasaran, dan manajemen produksi, serta (2) Manajemen Produksi dan Implementasi Tematik yang disesuaikan dengan model bisnis, jenis usaha, dan kelompok sasaran di bidang pertanian.

Model bisnis hasil pelatihan diarahkan untuk dapat direalisasikan sebagai usaha berbasis klaster komoditas unggulan. Pelatihan ini bertujuan membekali petani dan wirausahawan muda dengan pengetahuan dan keterampilan manajerial untuk memulai, mengelola, dan mengembangkan usaha pertanian secara mandiri maupun berkelompok. Setiap peserta difasilitasi dalam menyusun rencana bisnis (*business plan*) yang layak, prospektif, dan berpotensi diajukan kepada lembaga keuangan formal guna memperoleh pembiayaan usaha.

4. Pelatihan Literasi Keuangan Lanjutan

Literasi Keuangan Lanjutan merupakan komponen untuk membangun kemampuan keuangan lanjutan bagi penerima manfaat, sebagaimana disampaikan oleh *Project Manager* PPIU Jawa Barat. Modul literasi keuangan lanjutan mencakup pengetahuan tentang berbagai produk tabungan, pinjaman, serta hak dan kewajiban sebagai peminjam. Modul ini juga

processing, marketing, and product value addition. To ensure optimal mapping, certain aspects of workshop implementation must be considered. Beneficiaries uninterested in entrepreneurship but seeking employment in the agricultural sector are still given opportunities to join training aligned with their competency needs.

3. Start-Up Training

Start-up training is implemented across all YESS Programme locations, including East Java and West Java, through two sets of main modules, namely: (1) Basic Business Management, which includes business models, marketing, and production management; and (2) Production Management and Thematic Implementation, which are adjusted according to the business models, types of enterprises, and target groups in the agricultural sector.

The business models resulting from the training are directed to be realized as enterprises based on leading commodity clusters. This training aims to equip young farmers and agripreneurs with the managerial knowledge and skills necessary to initiate, manage, and develop agricultural enterprises either independently or in groups. Each participant is facilitated in preparing a feasible and prospective business plan that has the potential to be submitted to formal financial institutions to obtain business financing.

4. Advanced Financial Literacy Training

Advanced Financial Literacy constitutes a component aimed at developing advanced financial capabilities among beneficiaries, As stated by the Project Manager of PPIU West Java, the advanced financial literacy module covers

membahas produk dan layanan keuangan lainnya seperti asuransi, pinjaman untuk berinvestasi, serta penggunaan agunan. Selain itu, materi mencakup manajemen keuangan untuk kegiatan berbasis pertanian, pembukuan dasar, serta perencanaan anggaran usaha tani. Melalui pembelajaran ini, penerima manfaat diharapkan terhubung dengan perbankan dan fasilitas pembiayaan lainnya guna mendukung pengembangan usaha pertanian mereka.

5. Pelatihan Proposal Bisnis

- a. Pelatihan Proposal Bisnis bertujuan meningkatkan kompetensi penerima manfaat (PM) dalam menyusun rencana usaha yang layak dan menarik bagi lembaga keuangan. Hasil *assessment* menunjukkan sebagian besar PM masih minim pengalaman berwirausaha, sehingga perlu difasilitasi akses pembiayaan ke instansi keuangan. Pembiayaan dapat diperoleh

savings and loan products, borrower rights and obligations, as well as other financial services like insurance, investment loans, and collateral use. It also includes financial management for agriculture-based activities, basic bookkeeping, and farm budgeting. Through this training, beneficiaries are expected to connect with banks and other financing facilities to support the development of their agricultural enterprises.

5. Business Proposal Training

- a. The Business Proposal Training aims to improve beneficiaries' competencies in preparing feasible and attractive business plans for financial institutions. The assessment results indicate that most beneficiaries still have limited entrepreneurial experience; therefore, it is necessary to facilitate access to financing from financial institutions. Financing can be obtained through KUR scheme, and for



melalui KUR, dan bagi yang belum dapat mengakses KUR, dapat mendaftarkan proposal bisnisnya untuk mengajukan Hibah Kompetitif Program YESS.

- b. Melalui pelatihan ini, peserta dilatih membuat proposal bisnis yang mencakup analisis sederhana prospek usaha, profil bisnis, serta kebutuhan modal. Kegiatan ini diutamakan bagi peserta yang telah mengikuti Literasi Keuangan Lanjutan atau telah memiliki usaha berjalan.
- c. Untuk menjamin mutu pelatihan, peningkatan kapasitas dalam Program YESS dikendalikan melalui mekanisme monitoring dan evaluasi yang menitikberatkan pada pencapaian target kualitatif maupun kuantitatif, sehingga standar kualitas pelatihan tetap terjaga.

those who are not yet able to access KUR, they may submit their business proposals to apply for the YESS Programme Competitive Grant.

- b. Through this training, participants are trained to develop business proposals that include simple business prospect analysis, business profiles, and capital requirements. This activity is prioritized for participants who have completed Advanced Financial Literacy Training or who already have an ongoing enterprise.*
- c. To ensure the quality of the training, capacity development under the YESS Programme is managed through a monitoring and evaluation mechanism that focuses on achieving both qualitative and quantitative targets, thereby maintaining the overall standard and quality of training delivery.*



b. Best Practices dan Lesson Learned**1. Praktik baik Pelatihan Berkesinambungan****a. Korelasi antar komponen.**

Secara daur program, Program YESS telah cukup ideal karena dapat menunjukkan keterkaitan antar komponen dalam fase pendampingan yakni : (1) Peningkatan Kapasitas Pemuda Pertanian melalui pelatihan, mentoring, dan pendampingan usaha; (2) Penciptaan Lapangan Kerja dan Wirausaha baru di sepanjang rantai nilai usaha pertanian serta (3) Penguatan Ekosistem Agribisnis Lokal yang mendorong kolaborasi antara pemerintah, swasta, lembaga pendidikan terutama pendidikan vokasi, dan komunitas. Alur tersebut telah dicoba hubungkan melalui proses pelatihan terintegrasi.

Kesinambungan tidak hanya pada komponen program tetapi juga terlihat pada Desain Pelatihan kewirausahaan yang memiliki sejumlah materi yang berkaitan antara satu materi dengan yang lain. Meski merupakan hal yang baru dalam peningkatan kapasitas namun melalui Program YESS kesinambungan materi mulai dari pelatihan di dalam kelas hingga praktik pendampingan usaha. Seluruh materi pelatihan dirancang untuk meningkatkan keterampilan dan pengetahuan bagi pemuda pedesaan yang akan bekerja dan berwirausaha di sektor pertanian.

Materi Pengelolaan Bisnis untuk membekali peserta dengan keterampilan mengelola usaha pertanian secara profesional seperti materi BMP, *Startup*, *Smart Farming*, *Advance Training* dan Pelatihan dalam bentuk pendampingan khusus ekspor dan juga kakao. Literasi Keuangan dan proposal bisnis untuk meningkatkan

b. Best Practices and Lessons Learned**1. Best Practices in Continuous Training****a. Correlation among**

Components In terms of the program cycle, the YESS Programme has been relatively ideal as it demonstrates clear linkages among components throughout phases of the advisory support, namely: (1) *Capacity Building for Rural Youth through training, mentoring, and enterprise advisory support*; (2) *Creation of Employment and New Entrepreneurship Opportunities along the agricultural value chain*; and (3) *Strengthening of the Local Agribusiness Ecosystem that promotes collaboration among government, the private sector, educational institutions (particularly vocational education), and the community*. These components have been interconnected through an integrated training process.

Continuity is not only reflected in the program components but also in the design of the entrepreneurship training, which features a series of interrelated training materials. Although this approach is relatively new in capacity development, through the YESS Programme, the continuity of learning materials has been successfully established—from classroom-based training to practical business advisory support. All training modules are designed to enhance the skills and knowledge of rural youth who will work or engage in entrepreneurship in the agricultural sector.

The Business Management module equips participants with skills to manage agricultural enterprises professionally, including materials such as BMP, *Start-Up*, *Smart Farming*, *Advanced Training*, and specialized advisory support on export-oriented agribusiness and cocoa. The Financial Literacy and Business Proposal modules aim to improve participants'

pemahaman peserta tentang manajemen keuangan dan perencanaan bisnis.

b. Pendampingan Usaha

Materi pelatihan tidak dapat sepenuhnya dipahami tanpa praktik langsung, sementara praktik yang efektif memerlukan pendampingan dalam pengelolaan usaha nyata. Karena itu, pola pendampingan Program YESS dikoordinasikan oleh NPMU sesuai panduan, dengan menekankan pelatihan tematik berkelanjutan serta kewajiban narasumber untuk mendampingi dan bermitra pascapelatihan guna menjamin keberlanjutan program. Pendampingan ini diharapkan dapat mendorong kemitraan antara penerima manfaat dan narasumber, termasuk dalam pemanfaatan alsintan bersama BDSP.

Meskipun demikian, hasil pembelajaran menunjukkan bahwa pelatihan belum sepenuhnya mampu mengaitkan data peserta dengan perubahan signifikan pada *mindset*, perilaku, maupun peningkatan pendapatan. Di Jawa Barat, BDSP berperan penting dalam penyusunan rancangan model bisnis berbasis kecamatan.

Melalui *workshop*, berbagai model bisnis dikembangkan agar pelatihan *start-up* lebih implementatif. Setiap calon penerima manfaat dapat memilih model bisnis yang sesuai dengan kondisi lokal dan potensinya, untuk kemudian dikembangkan lebih lanjut dengan bimbingan BDSP dan pendamping lapangan.

c. Model usaha yang Relevan

Model bisnis yang disediakan BDSP telah disesuaikan dengan kebutuhan pengembangan usaha tani, sehingga penerima manfaat yang direkrut tinggal mengisi

understanding of financial management and business planning.

b. Business Advisory Support

Training materials cannot be fully understood without direct practice, while effective practice requires advisory support in the management of real enterprises. Therefore, the YESS Programme's advisory support scheme is coordinated by the NPMU in accordance with the established guidelines, emphasizing continuous thematic training and requiring trainers to provide post-training mentoring and partnership support to ensure program sustainability. This advisory support mechanism is expected to foster partnerships between beneficiaries (PM) and trainers, including collaboration in the joint utilization of agricultural machinery and equipment (alsintan) facilitated through BDSPs.

Nevertheless, lessons learned indicate that the training has not yet fully succeeded in linking participant data with significant changes in mindset, behavior, or income improvement. In West Java, BDSPs play an important role in designing district-based business models.

Through workshops, various business models are developed to make the Start-Up training more practical and implementable. Each prospective beneficiary can select a business model that aligns with local conditions and potentials, which is subsequently further developed under the guidance of BDSPs and field facilitators.

c. Relevant Business Models

The business models provided by BDSPs have been tailored to meet the needs of farm enterprise development, allowing recruited beneficiaries to fill and develop specific business opportunities within

peluang-peluang usaha yang dapat dikembangkan dalam model bisnis tersebut melalui *Workshop* BMP. Melalui *Workshop* BMP, jenis usaha para penerima manfaat disesuaikan dengan peta usaha berbasis komoditas yang dapat dikembangkan.

Untuk mendukung pelaksanaan *Workshop* BMP disediakan data tentang model bisnis yang potensial untuk dipilih oleh peserta yang selanjutnya dijadikan sebagai ide bisnis yang akan dikembangkan. Untuk itu harus dipastikan bahwa Model bisnis potensial yang ditawarkan kepada peserta telah terlebih dahulu diproses melalui *Workshop* Penyusunan Model Bisnis yang dilaksanakan oleh PPIU, DIT dan *stakeholder*.

the prepared business model through the BMP Workshop. Through the BMP Workshop, the types of enterprises of the beneficiaries are aligned with commodity-based business mapping that can be further developed. To support the implementation of the BMP Workshop, data on potential business models are provided for participants to select from, which then serve as the foundation for the business ideas to be developed. It must be ensured that the potential business models offered to participants have been previously formulated through the Business Model Development Workshop conducted by PPIUs, DIT, and relevant stakeholders.





d. Kesadaran terhadap Potensi Daerah dan Terbangunnya Minat Usaha

Kesadaran terhadap potensi daerah dan potensi diri para calon penerima manfaat akan muncul setelah mereka ditunjukkan potensi bisnis dan rantai pasok wirausaha di Kabupaten setempat. Apalagi peta bisnis berbasis komoditas dari hulu ke hilir tersebut disajikan per kecamatan. *Preview* tersebut akan meningkatkan kesadaran (*awareness*) para penerima manfaat akan potensi usaha di tempat mereka tinggal.

Selain itu, setelah para penerima manfaat menyadari potensinya pada rantai pasok mana akan berperan, Pada gilirannya mereka akan berpeluang untuk memilih posisi dengan tepat pada rantai nilai (*value chain*) yang ditawarkan setelah mina

d. Awareness of Regional Potential and the Development of Entrepreneurial Interest

Awareness of regional potential and self-potential among prospective beneficiaries emerges after they are introduced to business opportunities and the entrepreneurial supply chain within the respective regencies. Moreover, the commodity-based business maps, covering the entire chain from upstream to downstream, are presented by district.

This preview increases beneficiaries' awareness of business opportunities within their own localities. Furthermore, once beneficiaries recognize where their potential lies within the supply chain, they will, in turn, have the opportunity to identify and choose their position appropriately within the offered value chain once their entrepreneurial interest has been developed.

e. Motivasi dan Kemandirian dalam menentukan Pilihan Usaha

Pelatihan yang dirancang secara berkesinambungan dalam Program YESS terbukti mampu mentransformasi penerima manfaat (PM) secara signifikan. Mereka yang sebelumnya bimbang dalam menentukan masa depan kini memiliki dua jalur pilihan: *job seeker* (melalui program magang/*on the job training*) dan *job creator* (melalui paket pelatihan kewirausahaan). Bagi *job creator*, intervensi diberikan melalui pelatihan manajerial, penyusunan proposal bisnis, serta literasi keuangan lanjutan, sehingga penerima manfaat memiliki kompetensi sesuai minat dan jalur kariernya.

Model pembelajaran YESS mengombinasikan pendekatan klasikal, berbasis komunitas, dan digital platform, sehingga peserta dapat memahami teori sekaligus praktik langsung, terutama dalam aspek pendirian usaha, pembukuan, akses permodalan, dan pemasaran. Pendampingan pasca-pelatihan diberikan mentor dan pendamping termasuk fasilitator muda, mobilizer yang mendampingi teknis usaha dan *financial advisor* (FA) yang membantu strategi pembiayaan. Namun, jumlah tenaga pendamping masih perlu ditingkatkan agar seimbang dengan jumlah penerima manfaat yang terus bertambah.

Pelatihan *Business Motivational Pathway* (BMP) menjadi salah satu intervensi paling efektif dalam membangkitkan minat pemuda di sektor pertanian. Di Kabupaten Tulungagung, BMP mencatat partisipasi tertinggi dibanding pelatihan lainnya karena mampu mengubah mindset dan meningkatkan

e. Motivation and Self-Reliance in Determining Business Choices

The continuously designed training under the YESS Programme has proven capable of significantly transforming beneficiaries (PM). Those who were previously uncertain about their future now have two alternative pathways: *job seeker* (through internship/*on-the-job training programmes*) and *job creator* (through entrepreneurship training packages). For *job creators*, intervention is provided through managerial training, business proposal development, and advanced financial literacy, enabling beneficiaries to gain competencies aligned with their interests and career pathways.

The YESS learning model integrates classical, community-based, and digital platform approaches, enabling participants to understand both theory and direct practice—particularly in the aspects of business establishment, bookkeeping, access to finance, and marketing. Post-training advisory support is provided by mentors and facilitators, including youth facilitators (*fasilitator muda*), mobilizers who assist with technical business operations, and financial advisors (FA) who provide support on financing strategies. However, the number of facilitators still needs to be increased to match the continuously growing number of beneficiaries.

The Business Motivation Pathway (BMP) training has become one of the most effective interventions in stimulating youth interest in the agricultural sector. In Tulungagung Regency, BMP recorded the highest participation rate compared to

kepercayaan diri peserta. Melalui asesmen Kualitas Kewirausahaan Pribadi (KKP), peserta dapat mengidentifikasi potensi dan menentukan jenis usaha yang sesuai. Pada fase start-up training, penerima manfaat diarahkan untuk segera merintis usaha berbasis komoditas unggulan, menyusun rencana bisnis, serta mengelola dan mengevaluasi kinerja usahanya secara mandiri.

f. Manfaat berlimpah bagi Pengelolaan Usaha

Pelatihan manajerial dalam *start-up* dan Literasi Keuangan *Advanced* menjadi paket lanjutan yang berdampak nyata bagi pengembangan usaha penerima manfaat Program YESS. Melalui pelatihan ini, peserta dibimbing untuk menemukan ide bisnis potensial, merancang model usaha menggunakan *Business Model Canvas* (BMC), serta memahami manajemen produksi, strategi pemasaran, dan pengembangan bisnis berkelanjutan.

Agar ilmu yang diperoleh dapat diterapkan secara efektif, program juga menghadirkan sistem pendampingan terpadu. Para peserta didampingi sejak tahap awal pendirian usaha, pencatatan keuangan, akses permodalan, hingga perluasan pasar. Pendampingan dilakukan mentor, mobilizer, financial advisor dan fasilitator muda yang membantu penerima manfaat meningkatkan kinerja usaha, omzet dan kepercayaan diri dalam berwirausaha.

other trainings, as it succeeded in transforming participants' mindsets and improving their self-confidence.

Through the Personal Entrepreneurial Quality (KKP) assessment, participants were able to identify their potentials and determine the type of business most suitable to them. During the Start-Up Training phase, beneficiaries were guided to immediately initiate enterprises based on leading commodities, develop business plans, and independently manage and evaluate their business performance.

f. Substantial Benefits for Enterprise Management

Managerial training within the Start-Up and Advanced Financial Literacy modules serves as a follow-up package that has had tangible impacts on the business development of YESS Programme beneficiaries. Through these trainings, participants are guided to identify potential business ideas, design business models using the Business Model Canvas (BMC), and gain understanding of production management, marketing strategies, and sustainable business development.

To ensure that the acquired knowledge can be effectively applied, the Programme also introduces an integrated advisory support system. Participants receive mentoring from the initial stages of business establishment, financial recording, access to capital, and market expansion. Advisory support is provided by mentors, mobilizers, financial advisors (FA), and youth facilitators, who assist beneficiaries in improving their business performance, turnover, and confidence in entrepreneurship.

g. Monitoring Peningkatan Kegiatan Kapasitas Kewirausahaan

Secara nasional Monitoring Program YESS difokuskan pada pengendalian pencapaian tujuan pembelajaran, khususnya pada kegiatan pelatihan. Tujuannya adalah memperoleh umpan balik terhadap kebutuhan proses pembelajaran pada tahapan input, proses, dan output.

Kegiatan monitoring mencakup: (1) analisis kebutuhan peningkatan k a p a s i t a s , (2) penyelenggaraan pelatihan, (3) evaluasi pascapelatihan, dan (4) bimbingan tindak lanjut.

Monitoring dan Evaluasi pelatihan di semua PPIU dilaksanakan secara terencana dan sistematis untuk mengukur perubahan pengetahuan, keterampilan, dan sikap peserta; peningkatan kemampuan fasilitator; kualitas penyelenggaraan; dampak pascapelatihan; serta mutu pelaporan kegiatan.

Contoh praktik baik terdapat di Kabupaten Malang. *Monitoring* dilakukan terhadap perkembangan kompetensi penerima manfaat sebelum dan sesudah pelatihan. Peserta dipetakan melalui *Youth Profiling* untuk mengidentifikasi minat, latar belakang, dan potensi wirausaha ke dalam tiga kategori: job seeker, calon agripreneur, dan agripreneur eksisting.

Data hasil *profiling* penerima manfaat diinput ke dalam *platform monitoring* oleh *Mobilizer* dan Fasilitator Muda. Data ini digunakan untuk menyusun Rencana Usaha serta menganalisis kebutuhan peningkatan kapasitas berdasarkan minat, keterampilan, sarana, akses keuangan, dan jejaring pasar.

g. Monitoring of Entrepreneurial Capacity Building Activities

At the national level, the monitoring of the YESS Programme focuses on controlling the achievement of learning objectives, particularly within training activities. The objective is to obtain feedback regarding learning process requirements at the stages of input, process, and output. Monitoring activities include: (1) Capacity-building needs analysis; (2) Training implementation; (3) Post-training evaluation; and (4) Follow-up guidance.

Monitoring and evaluation of training activities across all PPIUs are conducted in a planned and systematic manner to measure changes in participants' knowledge, skills, and attitudes; improvements in facilitator competencies; quality of implementation; post-training impacts; and the quality of activity reporting.

A good practice example can be found in Malang Regency, where monitoring is conducted to assess the development of beneficiaries' competencies before and after training. Participants are mapped through *Youth Profiling* to identify their interests, backgrounds, and entrepreneurial potential into three categories: job seekers, prospective agripreneurs, and existing agripreneurs.

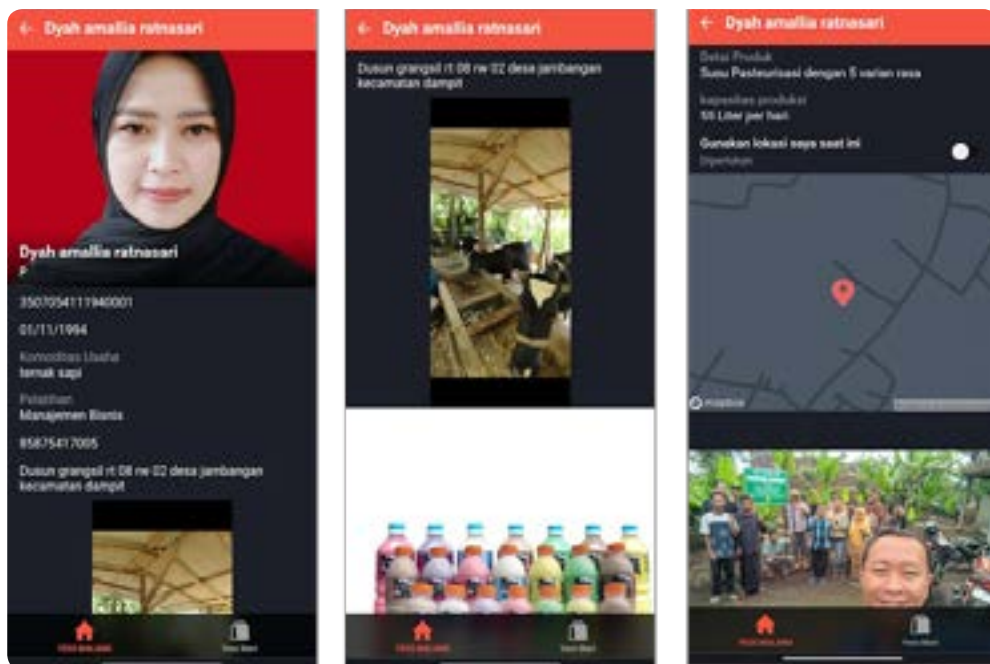
Beneficiary profiling data are input into the monitoring platform by Mobilizers and Youth Facilitators (Fasmud). These data are used to develop business plans and analyze capacity-building needs based on interests, skills, facilities, access to finance, and market networks.



Gambar 18. Hasil Assessment Kualitas Kewirausahaan para Penerima Manfaat Nasional
Figure 18. Results of the Personal Entrepreneurial Quality Assessment of National Beneficiaries

Hasil skoring pada tahap rekrutmen awal terlihat menunjukkan bahwa kemampuan para penerima manfaat dalam memastikan menetapkan penetapan tujuan, ketekunan, komitmen pada konsensus serta kegigihan mendapatkan memperoleh skor tertinggi. Semua penerima manfaat dimonitor sesuai perkembangan usahanya, dan data diperbaharui secara berkala oleh Fasilitator Pemuda untuk memastikan intervensi tetap *on the track*. Di Jawa Timur, seluruh tahapan proses tersebut terdokumentasi dengan baik dalam *platform* sistem monitoring, yang tidak hanya digunakan sebagai pelaporan berkala, tetapi juga menjadi sebagai dasar perencanaan pelatihan dan untuk pelatihan dan seleksi hibah kompetitif.

Initial recruitment scoring shows that beneficiaries scored highest in goal-setting, perseverance, commitment to consensus, and tenacity. All beneficiaries are monitored according to their business progress, with data regularly updated by youth facilitators to ensure interventions stay on track. In East Java, all process stages are well-documented in the monitoring system platform, which serves not only for regular reporting but also as a basis for training planning and competitive grant selection.



Gambar 19. Monitoring dan Evaluasi Perkembangan Usaha Penerima Manfaat (PM) Berbasis Platform
Figure 19. Platform-Based Monitoring and Evaluation of Beneficiaries' (PM) Business Development

2. Pembelajaran yang dapat Dipetik

a. Konsistensi dalam Mempraktekkan Materi

Kemampuan para penerima manfaat untuk meningkatkan kapasitas pengelolaan keuangan perlu ditindaklanjuti dengan praktik-praktik pencatatan dan pembukuan usaha serta dipantau sejauh mana sudah diterapkan dalam kegiatan usahanya.

Sejumlah monitoring dan evaluasi menemukan bahwa masih terdapat penerima manfaat tidak menerapkan pencatatan pembukuan dengan baik sehingga kesulitan ketika ditanya cashflow, omzet yang diperoleh, maupun keuntungan usaha. Direkomendasikan untuk menyediakan platform pencatatan keuangan yang ringkas dan mudah digunakan. Selain itu, perlu dilakukan pendampingan berkelanjutan agar pelaku usaha dapat mengelola aspek keuangannya dengan lebih baik.

b. Meningkatkan Kemampuan Menyusun Proposal Bisnis.

Para penerima manfaat dilatih agar mampu menyerap dan mengintegrasikan seluruh materi pelatihan, mulai dari literasi keuangan dasar, *start up*, dan literasi keuangan lanjut, ke dalam penyusunan proposal bisnis sebagai bagian strategis dari perencanaan manajemen usaha. Proposal tersebut menjadi dasar untuk mendapatkan akses Hibah Kompetitif (HK), Kredit Usaha Rakyat (KUR), kerja sama dengan dunia Usaha (CSR), serta akses ke lembaga keuangan lain. Oleh karenanya diperlukan penilaian tersendiri dengan indikator evaluasi yang terukur dan dituangkan dalam instrumen penilaian untuk melihat sejauh mana kemampuan peserta dalam penyusunan proposal bisnis telah memenuhi *passing grade* yang ditetapkan.

2. Lessons Learned

a. Consistency in Practicing the Materials

The capacity of the beneficiaries to improve their financial management skills needs to be followed up with consistent practices of business bookkeeping and record-keeping, and monitored to assess the extent to which these practices have been applied in their business activities. Several monitoring and evaluation activities have found that a number of beneficiaries have not yet implemented proper bookkeeping, resulting in difficulties when asked about their cash flow, turnover, or business profits. It is recommended to provide a concise and user-friendly financial recording platform. In addition, continuous advisory support is required to enable entrepreneurs to manage their financial aspects more effectively.

b. Enhancing the Ability to Develop Business Proposals

Beneficiaries are trained to integrate all training materials, from basic financial literacy and startup concepts to advanced financial literacy, into business proposals as part of strategic business management planning. These proposals serve as a basis for accessing Competitive Grants (HK), Microenterprise Loans (KUR), partnerships with businesses (CSR), and other financial institutions. Therefore, a dedicated assessment with measurable indicators is required to evaluate whether participants' proposals meet the established passing grade

Program YESS menyediakan berbagai paket pelatihan bagi calon penerima manfaat, mencakup pelatihan dasar hingga tingkat lanjut seperti pengelolaan bisnis, *start-up*, literasi keuangan, penyusunan proposal bisnis, advanced training, smart farming, dan partnership training. Kunci dari seluruh pelatihan terletak pada penyusunan proposal bisnis, yang menjadi sarana bagi peserta untuk merancang prospek dan proyeksi usaha sesuai potensi masing-masing.

The YESS Programme provides various training packages for prospective beneficiaries, covering basic to advanced levels, such as business management, start-up, financial literacy, business proposal development, advanced training, smart farming, and partnership training. The key aspect of all trainings lies in the development of business proposals, which serve as a means for participants to design their business prospects and projections in accordance with their respective potential.

E. Ekosistem Agribisnis: Dukungan Hulu ke Hilir

Dalam ekosistem agribisnis, petani muda penerima manfaat Program YESS memerlukan dukungan multipihak agar mampu berperan di seluruh rantai pasok pertanian, dari hulu hingga hilir. kompleksitas pembangunan pertanian menghadirkan tantangan sekaligus peluang bagi generasi muda untuk berkontribusi secara aktif.

Hasil riset UGM (2024) menunjukkan bahwa 21,93% petani di Indonesia merupakan generasi milenial berusia 19–39 tahun, atau sekitar 6,18 juta orang. Melalui 2 komponen Program YESS yang berfokus pada pengembangan wirausaha muda perdesaan, ditargetkan terbentuk 33.000 usaha baru dan 33.000 lapangan kerja di sektor pertanian. Keduanya telah tercapai.

Data *Annual Outcome Survey* (AOS) menunjukkan bahwa 59,2% dari 684 responden mengalami peningkatan laba usaha, sejumlah 28,4% mengalami penurunan, dan 12,4% tetap stabil. Temuan ini mencerminkan tumbuhnya petani muda sebagai pelaku utama rantai nilai pertanian, mulai dari hulu (penyediaan benih, pupuk, dan pembiayaan), *on-farm* (penerapan teknologi cerdas seperti IoT dan *smart farming*), hingga

E. Agribusiness Ecosystem: Upstream-to-Downstream Support

Within the agribusiness ecosystem, young farmers who are beneficiaries of the YESS Programme require multi-stakeholder support in order to play an active role across the entire agricultural supply chain, from upstream to downstream. The complexity of agricultural development presents both challenges and opportunities for the younger generation to contribute meaningfully. Research conducted by UGM (2024) indicates that 21.93% of farmers in Indonesia are millennials aged 19–39 years, totaling approximately 6.18 million individuals. Through Component 2 of the YESS Programme, which focuses on the development of rural youth entrepreneurship, the target was set to establish 33,000 new enterprises and 33,000 employment opportunities in the agricultural sector. Both targets have been successfully achieved.

Data from the *Annual Outcome Survey* (AOS) shows that 59.2% of 684 respondents reported an increase in business profits, 28.4% experienced a decline, and 12.4% remained stable. These findings reflect the emergence of young farmers as key actors within the agricultural value chain, spanning upstream (provision of seeds, fertilizers, and financing), on-farm operations (implementation of smart technologies

hilir (pengolahan, pengemasan, dan pemasaran produk). Dengan kolaborasi dan akses modal yang semakin kuat, petani muda berpotensi menciptakan nilai tambah sekaligus mempercepat transformasi pertanian berkelanjutan di perdesaan.

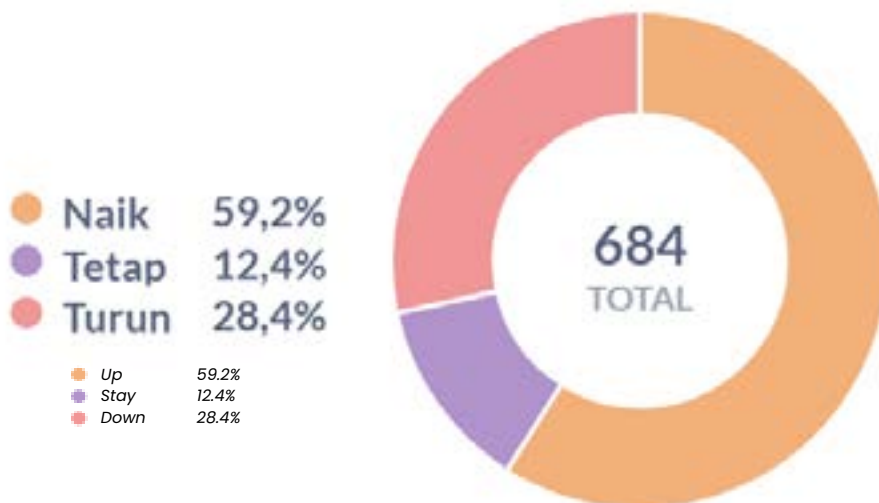
Sebelum memulai usaha, calon penerima manfaat Program YESS mendapatkan pelatihan dasar kewirausahaan, khususnya mengenai pembiayaan dan pengelolaan keuangan usaha. Mereka kemudian diarahkan untuk bergabung dalam klaster usaha atau kelembagaan korporasi petani guna memperkuat kolaborasi dan efisiensi produksi.

Produk yang dihasilkan dikurasi dan disertifikasi agar memenuhi standar mutu dan keamanan pangan, serta memiliki kemasan dan label yang layak jual. Untuk memperluas akses pasar, petani muda menjalin kemitraan dengan UMKM, *off-taker*, dan perusahaan melalui skema *contract farming* serta kerja sama pemasaran terpadu dengan UMKM, *off-taker*, dan perusahaan melalui skema *contract farming*, serta memasarkan produk lewat *marketplace*, *e-commerce*, hingga ekspor.

such as IoT and smart farming), and downstream activities (processing, packaging, and marketing of products). With strengthened collaboration and improved access to capital, young farmers have the potential to generate added value while accelerating the sustainable transformation of agriculture in rural areas.

Prior to commencing their businesses, prospective beneficiaries of the YESS Programme undergo foundational entrepreneurship training, with a particular focus on business financing and financial management. They are subsequently guided to join business clusters or farmer corporate institutions to enhance collaboration and production efficiency.

The products produced are curated and certified to meet quality and food safety standards and are equipped with marketable packaging and labeling. To expand market access, young farmers establish partnerships with MSMEs, *off-takers*, and companies through contract farming schemes, integrated marketing collaborations, and by marketing their products via marketplaces, e-commerce platforms, and export channels.

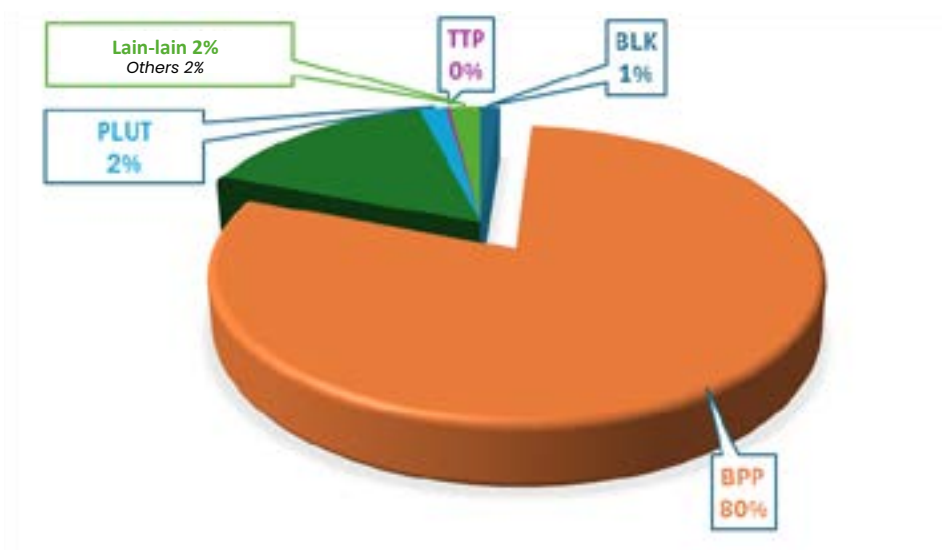


Gambar 20. Persentase Responden yang Berwirausaha Melaporkan Peningkatan Keuntungan

Figure 20. Percentage of Entrepreneurial Respondents Reporting Increased Profits

Dalam rantai nilai agribisnis, penerima manfaat Program YESS didukung oleh *Business Development Service Provider* (BDSP) yang berfungsi sebagai pusat informasi, konsultasi bisnis, dan pelatihan. Secara nasional, sekitar 80% BDSP merupakan Balai Penyuluh Pertanian (BPP), sementara sebagian kecil berasal dari Pusat Layanan Usaha Terpadu (PLUT) dan Balai Latihan Kerja (BLK), serta sejumlah sangat terbatas berasal dari Taman Teknologi Pertanian (TTP).

Within the Agribusiness Value Chain, YESS Programme beneficiaries are supported by Business Development Service Providers (BDSP), which function as centers for business information, consultancy, and training. Nationally, approximately 80% of BDSPs are Agricultural Extension Centers (BPP), while a smaller proportion originates from Integrated Business Service Centers (PLUT) and Vocational Training Centers (BLK), with a very limited number coming from Agricultural Technology Parks (TTP).



Gambar 21. Komposisi Lembaga BDSP sebagai pusat konsultasi bisnis (sumber: MIS, September 2025)

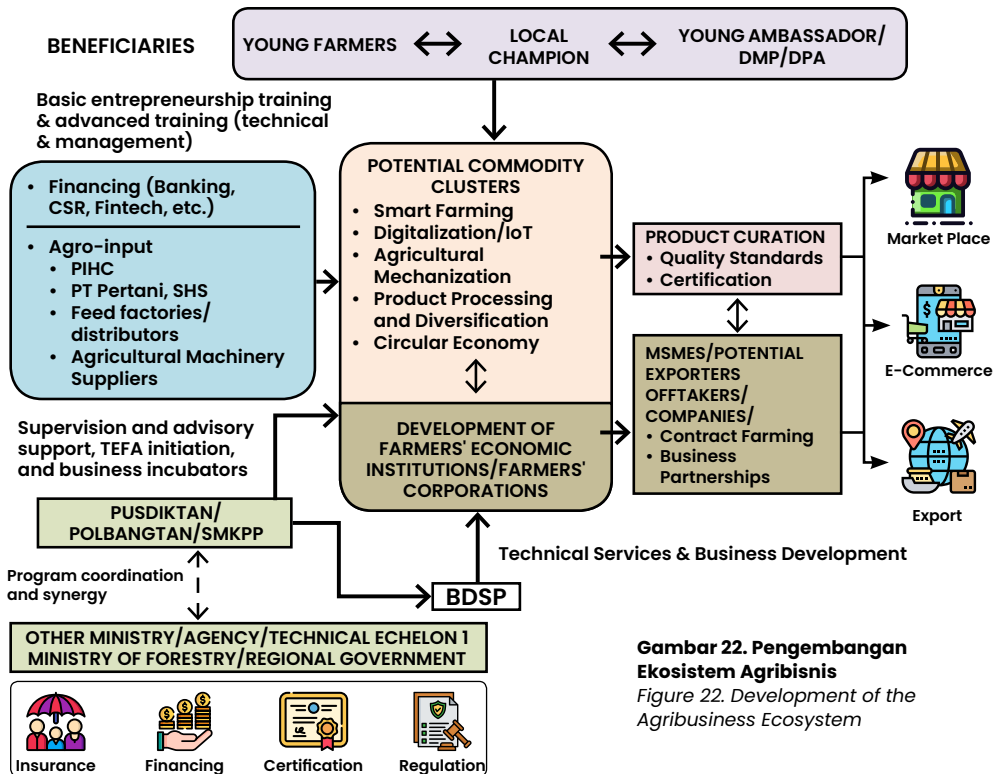
*Figure 21. Composition of BDSP Institutions as Business Consultancy Centers
(Source: MIS, September 2025)*

Sebagai pusat pelatihan, BDSP berperan mensosialisasikan Program YESS, membantu pemuda mengidentifikasi model bisnis yang sesuai, serta meningkatkan kapasitas melalui *Business Model Plan* (BMP), baik untuk usaha pertanian maupun non-pertanian (*off farm*).

BDSP berperan penting dalam memfasilitasi penyusunan *Business Model Canvas* (BMC) yang mencakup sembilan komponen utama bisnis. Calon penerima manfaat yang baru merintis usaha diarahkan mengikuti *Business Motivation Program* (BMP), sementara yang telah memiliki usaha didorong mengakses Kredit Usaha

As training centers, BDSPs play a role in disseminating information about the YESS Programme, assisting youth in identifying suitable business models, and enhancing capacity through *Business Model Planning* (BMP), applicable to both agricultural and non-agricultural (*off-farm*) enterprises.

BDSPs are instrumental in facilitating the preparation of the *Business Model Canvas* (BMC), which encompasses nine key business components. Prospective beneficiaries who are initiating new enterprises are guided to participate in the *Business Motivation Program* (BMP), whereas those who already operate businesses are encouraged to



Gambar 22. Pengembangan Ekosistem Agribisnis

Figure 22. Development of the Agribusiness Ecosystem

Rakyat (KUR) atau Hibah Kompetitif untuk pengembangan.

KUR menjadi sumber permodalan berkelanjutan dengan pendampingan langsung dari BDSP dan lembaga keuangan, sedangkan Hibah Kompetitif berfungsi sebagai stimulan peningkatan produktivitas dan skala usaha. Beberapa BDSP unggulan seperti BDSP Pakisaji dan BDSP Lawang di Kabupaten Malang terbukti efektif menerapkan model pembelajaran replikatif, karena memiliki keunggulan dalam peningkatan kapasitas petani muda, layanan konsultasi bisnis, serta dukungan pengembangan kewirausahaan pertanian.

Program YESS membangun ekosistem agribisnis terpadu dari hulu hingga hilir yang dijalankan wirausahawan muda pertanian. Untuk mendukung pengembangannya, Program YESS menyediakan Hibah Kompetitif sebagai bantuan modal bagi pemuda perdesaan yang baru memulai usaha pertanian dan membutuhkan pembiayaan.

access People's Business Credit (KUR) or Competitive Grants for business development.

KUR serves as a sustainable source of capital with direct advisory support from BDSPs and financial institutions, while Competitive Grants act as a stimulant for increasing productivity and business scale. Several exemplary BDSPs, such as BDSP Pakisaji and BDSP Lawang in Malang Regency, have proven effective in implementing a replicative learning model, due to their strengths in enhancing the capacity of young farmers, providing business consultancy services, and supporting the development of agricultural entrepreneurship.

The YESS Programme establishes an integrated agribusiness ecosystem from upstream to downstream, operated by young agricultural entrepreneurs. To support its development, the YESS Programme provides Competitive Grants as capital assistance for rural youth who are initiating agricultural enterprises and require financing. Business proposals

Tabel 2. Role Model BDSP Kecamatan Lawang dan Pakisaji Kabupaten Malang

No	BDSP	Peningkatan kapasitas petani	Pusat konsultasi bisnis	Pengembangan kewirausahaan	Dukungan terhadap petani milenial Program YESS
1	BDSP Lawang Kabupaten Malang	a. Pelatihan Teknis dan Manajerial: Fokus pada perkebunan teh, kopi, dan sapi perah yang menjadi komoditas unggulan Lawang. b. Pelatihan meliputi budidaya tanaman, perkebunan, pengelolaan sapi perah, manajemen usaha, literasi keuangan, dan digital marketing. c. Pendampingan penyusunan <i>Business Model Canvas</i> dan proposal bisnis untuk akses hibad dan KUR Mikro. d. Monitoring usaha oleh BDSP dan fasilitator pemuda memastikan keberlanjutan dan inovasi produk.	a. Klinik Agribisnis Perkebunan dan Peternakan. Menjadikan konsultasi bagi petani teh dan sapi perah, serta pengolahan produk turunan (teh kering, susu olahan). b. Akses Modal dan Pasar: BDSP Lawang menggandeng Bank Jatim dan BRI, memfasilitasi pembukaan rekening dan KUR, serta menghubungkan petani dengan koperasi dan offtaker susu serta teh. c. Mendorong pemasaran digital melalui marketplace dan media sosial.	a. Inkubasi Usaha Komoditas Perkebunan dan Susu: Membimbing petani muda mengembangkan inovasi olahan teh premium dan produk susu pasteurisasi. b. Klaster wirausaha Lawang diarahkan pada rantai nilai susu segar dan produk minuman siap saji. c. Sesi "sharing season" yang dilakukan mobilizer digelar di kebun teh dan peternakan sapi perah sebagai ajang berbagi pengalaman bisnis.	a. Menjadi bagian penting rantai hulu ke hilir YESS melalui klaster perkebunan dan peternakan. b. Menghubungkan petani milenial Lawang ke program kemitraan <i>closed loop</i> hortikultura dan pasar susu regional. c. Menyediakan mentoring intensif untuk peserta magang dan penerima hibah kompetitif yang berasal dari Lawang, termasuk dukungan pemasaran ke koperasi Agrimuda.
2	BDSP Pakisaji Kabupaten Malang	a. Pelatihan Agribisnis Hortikultura & Peternakan Unggas: Menitikberatkan pada komoditas sayuran dataran rendah, cabai, serta ayam pedaging/petelur. b. Materi pelatihan mencakup budidaya cabai dan hortikultura intensif, pakan unggas, manajemen kandang, manajemen keuangan, dan digital marketing. c. BDSP melakukan pendampingan bisnis hingga pengajuan hibah kompetitif untuk kelompok tani muda.	a. Klinik Agribisnis Unggas dan Hortikultura: Menjadi pusat konsultasi bagi pemuda yang mengembangkan usaha ayam pedaging/petelur dan sayuran pasar modern. b. Memfasilitasi pertemuan dengan koperasi dan offtaker telur/daging ayam serta distributor sayur. c. Pendampingan akses KUR Mikro dan literasi keuangan untuk usaha skala kecil-menengah.	a. Klaster Unggas dan Hortikultura: BDSP Pakisaji membentuk kelompok wirausaha muda yang fokus pada produksi ayam pedaging dan budidaya cabai-pasir. b. Inovasi produk olahan seperti abon ayam dan sambal kemas dan difasilitasi untuk meningkatkan nilai tambah. c. Pengadakan sesi berbagi pengalaman di kandang ayam modern dan lahan cabai sebagai sarana pembelajaran antarpetani muda.	a. Menguatkan rantai hulu ke hilir YESS melalui dukungan klaster unggas dan hortikultura. b. Menghubungkan petani milenial Pakisaji ke koperasi Agrimuda Jaya Bersama untuk akses saproten dan pemasaran produk. c. Memberikan pendampingan bagi penerima hibah kompetitif dan peserta magang dalam mengembangkan skala usaha ayam dan sayur, termasuk koneksi ke pasar ritel modern.

Table 2. Role Model of BDSP in Lawang and Pakisajti Districts, Malang Regency

No.	BDSP	Farmer Capacity Building	Business Consultation Centre	Entrepreneurship Development	Support for Millennial Farmers under the YESS Programme
1	BDSP Lawang, Malang Regency	a. Technical and Managerial Training: Focused on tea, coffee, and dairy cattle commodities as Lawang's leading products. b. Training covered plantation crop cultivation, dairy cattle management, business management, financial literacy, and digital marketing. c. Advisory support in preparing Business Model Canvas and business proposals for grant and Micro-KUR access. d. Business monitoring by BDSP and youth facilitators ensured sustainability and product innovation.	a. Agribusiness Clinic for Plantation and Livestock: Serves as a consultation hub for tea and dairy farmers, including processing of derivative products (dried tea, processed milk). b. Access to Capital and Markets: BDSP Lawang partnered with Bank Jatim and BRI to facilitate account opening and KUR access, and connected farmers with cooperatives and milk/tea off-takers. c. Promoted digital marketing through marketplaces and social media.	a. Incubation for Plantation and Dairy Commodities: Mentoring young farmers in developing innovations such as premium tea and pasteurized milk products. b. The Lawang entrepreneurship cluster focuses on the value chain of fresh milk and ready-to-drink beverages. c. "Sharing Sessions" conducted by mobilizers were held at tea plantations and dairy farms as platforms for business experience exchange.	a. Plays a crucial role in the upstream-to-downstream value chain of YESS through plantation and livestock clusters. b. Connects Lawang's millennial farmers to horticultural closed-loop partnership schemes and regional milk markets. c. Provides intensive mentoring for internship participants and competitive grant recipients from Lawang, including marketing support through the Agrimuda Cooperative.
2	BDSP Pakisajti, Malang Regency	a. Horticulture and Poultry Agribusiness Training: Focused on lowland vegetables, chili, and broiler/layer poultry commodities. b. Training materials included intensive chili and horticultural cultivation, poultry feed, cage management, financial management, and digital marketing. c. BDSP provided business advisory support up to the submission of competitive grant proposals for youth farmer groups.	a. Agribusiness Clinic for Poultry and Horticulture: Serves as a consultation centre for youth developing broiler/layer and modern-market vegetable enterprises. b. Facilitated meetings with cooperatives and egg/chicken meat off-takers as well as vegetable distributors. c. Advisory supported with Micro-KUR access and financial literacy for small- and medium-scale agribusinesses.	a. Poultry and Horticulture Clusters: BDSP Pakisajti formed youth entrepreneurship groups focusing on broiler production and chili cultivation. b. Facilitated innovation in value-added products such as shredded chicken and packaged chili sauce. c. Organized peer-learning sessions at modern poultry farms and chili fields as learning exchanges among young farmers.	a. Strengthened the upstream-to-downstream YESS value chain through poultry and horticulture clusters. b. Connected Pakisajti's millennial farmers to the Agrimuda Jayo Bersama Cooperative for access to agricultural inputs and product marketing. c. Provided advisory support for competitive grant recipients and internship participants in scaling up poultry and vegetable enterprises, including linkages to modern retail markets.



Gambar 23. Mesin Vakum (kiri) dan Mesin Continuous Brand Sealer (kanan) hasil Bantuan Kemitraan dengan CSR

Figure 23. Vacuum Machine (left) and Continuous Brand Sealer Machine (right) provided through CSR Partnership Assistance

Proposal usaha diarahkan terlebih dahulu untuk mengakses Kredit Usaha Rakyat di perbankan. Jika tidak disetujui, pembiayaan dapat diberikan melalui hibah tersebut. Skema ini mendorong lahirnya agribusiness muda yang mandiri dan akuntabel.

Pada awalnya, Hibah Kompetitif diberikan secara individual kepada Penerima Manfaat. Namun, seiring meningkatnya motivasi, kapasitas, dan modal usaha, para PM kemudian dihipunkan dalam kluster dan korporasi petani. Pendekatan ini menciptakan keterpaduan antara produksi, pengolahan, dan pemasaran dalam satu sistem usaha berbasis kluster.

Contohnya terlihat di Kabupaten Tulungagung. Sektor swasta turut berperan melalui kemitraan strategis. PT Jasa Tirta I, melalui program CSR, mendukung Koperasi Agritama YESS kluster olahan dengan penyediaan mesin vakum sealer dan continuous brand sealer, sehingga memperkuat kapasitas produksi dan nilai tambah hasil olahan.

Di sisi hilir, Koperasi Agritama YESS di Kab Tulungagung mengembangkan usaha olahan hasil pertanian untuk meningkatkan nilai tambah produk. Pemasaran dilakukan melalui jejaring toko lokal dan platform digital, serta

are initially directed to access People's Business Credit (KUR) through banking institutions, and if not approved, financing may be provided through the grant. This scheme encourages the emergence of young agribusiness entrepreneurs who are independent and accountable.

Initially, Competitive Grants were provided individually to Beneficiaries (PM). However, as motivation, capacity, and business capital increased, beneficiaries were then grouped into clusters and farmer corporations. This approach creates integration among production, processing, and marketing within a single cluster-based business system.

An example can be observed in Tulungagung Regency, where the private sector also participates through strategic partnerships. PT Jasa Tirta I, through its CSR program, supported the Agritama YESS Cooperative processing cluster by providing vacuum sealers and continuous brand sealers, thereby strengthening production capacity and the added value of processed products.

Downstream, the Agritama YESS Cooperative in Tulungagung Regency develops processed agricultural products to increase product value. Marketing is conducted through networks of local shops and digital platforms, supported by joint promotion with local government.

didukung promosi bersama pemerintah daerah. Kolaborasi berbagai pihak ini membentuk rantai nilai yang terhubung dan berkelanjutan, menjadikan klaster petani milenial Tulungagung sebagai model agribisnis terpadu yang efektif.

Akses pasar dan jaringan distribusi menjadi kunci penguatan ekosistem agribisnis bagi wirausaha muda Program YESS. Mitra seperti Indomaret, Alfamart, dan Paskomnas membantu memperluas jangkauan produk melalui kemitraan pembelian saprodi, kontrak jual-beli, dan fasilitasi pemasaran.

Menurut Analisis Multidimensi UGM (2024), keberhasilan ekosistem agribisnis dari hulu hingga hilir ditopang oleh empat faktor utama yaitu (1) Akses terhadap lahan, air, dan pembiayaan, (2) Iklim usaha yang kondusif, (3) Dukungan regulasi, (4) Peningkatan kapasitas SDM. Keempat faktor tersebut menjadi fondasi keberlanjutan dan daya saing agribisnis muda di pedesaan.

This multi-stakeholder collaboration forms a connected and sustainable value chain, making the Tulungagung millennial farmers' cluster an effective model of integrated agribusiness.

Market access and distribution networks are key to strengthening the agribusiness ecosystem for YESS Programme young entrepreneurs. Partners such as Indomaret, Alfamart, and National Commodity Market (Paskomnas) help expand product reach through input supply partnerships, purchase-sale contracts, and marketing facilitation.

According to UGM's Multidimensional Analysis (2024), the success of an upstream-to-downstream agribusiness ecosystem is supported by four main factors: (1) access to land, water, and financing; (2) a conducive business climate; (3) regulatory support; and (4) human resource capacity development. These four factors form the foundation for the sustainability and competitiveness of young agribusiness in rural areas.



Gambar 24. Dimensi Hulu-Hilir dalam Regenerasi Petani

Figure 24. Upstream-Downstream Dimensions in Farmer Regeneration

Program YESS di Kabupaten Malang berhasil membangun jejaring pemuda pelaku usaha melalui pembentukan komunitas usaha muda (klaster). Proses ini diawali dengan pengorganisasian penerima manfaat dalam sebuah kelembagaan agar mereka dapat berkolaborasi dan mengonsolidasikan potensi agribisnis.

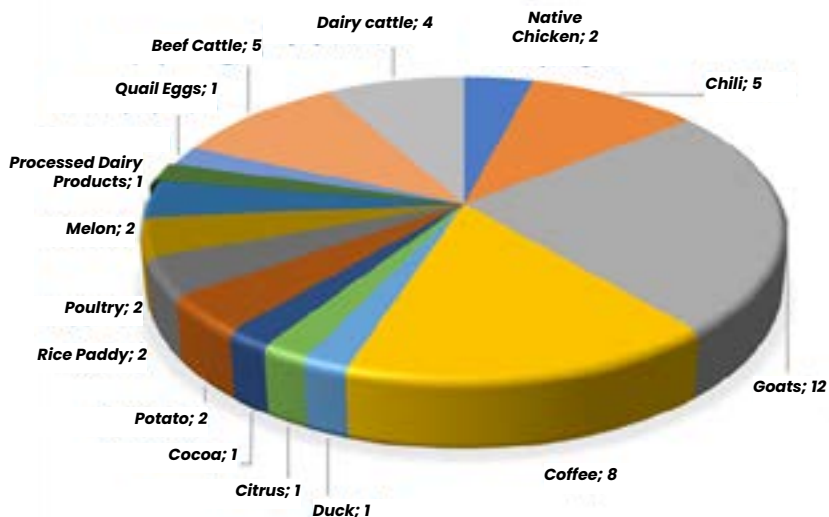
Klaster dibentuk baik berdasarkan usaha sejenis maupun usaha yang berbeda tetapi saling terkait, sehingga tercipta rantai nilai yang saling menguatkan. Terbentuknya klaster-klaster ini kemudian mendorong berdirinya koperasi Program YESS, yang berfungsi sebagai wadah jejaring dan penguatan usaha bersama. Berikut disajikan data komunitas usaha muda (klaster) yang terbentuk di Kabupaten Malang, berdasarkan komoditas yang diusahakan.

Klaster Petani Milenial terdiri dari minimal lima anggota. Setidaknya satu diantaranya merupakan penerima manfaat Program YESS, *Local Champion*, atau *Young Ambassador YESS*. Mereka membentuk jejaring komunitas usaha berbasis komoditas potensial, baik yang homogen (satu jenis komoditas) maupun heterogen (usaha berbeda dalam satu rantai nilai dari hulu hingga hilir).

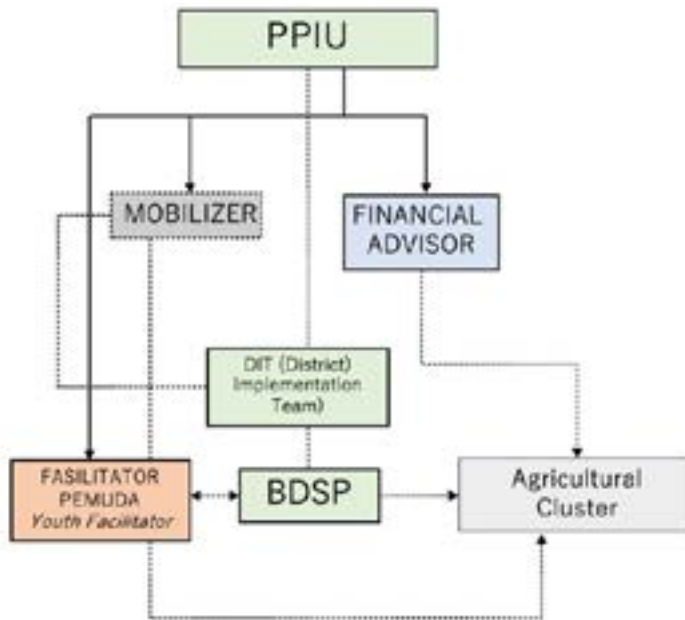
In Malang Regency, the YESS Programme has successfully established a network of young entrepreneurs through the formation of youth business communities (clusters). This process begins with organizing beneficiaries into institutional structures to enable collaboration and consolidate agribusiness potential.

Clusters are formed based on either similar or complementary business types, creating mutually reinforcing value chains. The establishment of these clusters subsequently encourages the formation of YESS Programme cooperatives, which serve as networking and business strengthening platforms. The following presents data on youth business communities (clusters) formed in Malang Regency, categorized by the commodities cultivated.

Millennial Farmer Clusters consist of a minimum of five members, with at least one being a YESS Programme Beneficiary, Local Champion, or Young Ambassador of YESS. They form a community network of businesses based on potential commodities, either homogeneous (single commodity type) or heterogeneous (different enterprises within a single value chain from upstream to downstream).



Gambar 25. Data Klaster Komoditas Petani Milenial Kabupaten Malang
Figure 25. Data on Millennial Farmer Commodity Clusters in Malang Regency.



ACTIVITIES

- Identification and initiation of *off-takers* for Agribusiness Cluster Products
- Consolidation of Farmers within the Cluster
- Business Model Review
- Mapping of Agricultural Commodity Value Chains
- Preparation of Business Plans
- Cluster Financing Access
- Cluster Development
- Establishment and strengthening of formal institutions

Gambar 26. Mekanisme Kerja Pendampingan Lapangan Program YESS
Figure 26. Field Assistance Working Mechanism of the YESS Programme

Klaster Daun Bawang Cipanas

Cipanas Spring Onion Cluster

Klaster Bawang Daun Cipanas di Kabupaten Cianjur menjadi contoh sukses kolaborasi petani muda dalam membangun agribisnis berkelanjutan. Melalui inisiatif Allva Fresh yang digagas Malahudin, terbentuk sistem usaha terstruktur dan berorientasi pasar. Anggota klaster tidak hanya menanam, tetapi juga mengelola pemasaran, membangun jaringan, dan menerapkan teknologi budidaya modern. Dengan manajemen dan diferensiasi produk yang baik, Allva Fresh mampu meningkatkan nilai tambah hasil panen dan memperluas pasar, mulai dari pasar tradisional hingga platform daring seperti Sayur Box, dengan produksi mencapai 30 ton per musim.

Klaster ini berkembang melalui kolaborasi seluruh pelaku rantai nilai, mencakup 1.542 petani di lahan seluas 452 hektare dengan dukungan P4S Agropolitan, koperasi, BRIN, Dinas Pertanian, UMKM, *offtaker*, distributor, lembaga keuangan (BRI, BNI, Mandiri), serta pemerintah pusat dan daerah. Tujuannya membangun sistem pertanian yang terintegrasi, efisien, dan berkelanjutan.

Program YESS berperan penting dalam memperkuat klaster ini melalui dukungan permodalan, penyediaan sarana produksi, pendampingan teknis dan pemasaran, serta fasilitasi legalitas usaha. Pendampingan tersebut juga meningkatkan literasi keuangan dan jejaring bisnis, sehingga Allva Fresh semakin mandiri. Dalam lima tahun terakhir, Allva Fresh menunjukkan kemajuan nyata: luas lahan meningkat dari 1,5 menjadi 2 hektare, tenaga kerja bertambah dari 10 menjadi 16 orang, omzet per musim naik dari Rp15 juta menjadi Rp29 juta, dan produk kini telah dikemas serta dipasarkan secara lebih profesional.



The Cipanas Spring Onion Cluster in Cianjur Regency serves as a successful example of young farmers' collaboration in developing a sustainable agribusiness. Through the Allva Fresh initiative founded by Malahudin, a structured and market-oriented business system has been established. Members of the cluster are not only engaged in cultivation but also manage marketing, build networks, and apply modern cultivation technologies. With sound management and effective product differentiation, Allva Fresh has been able to increase the added value of its harvests and expand its market reach – ranging from traditional markets to online platforms such as Sayur Box – achieving a production volume of up to 30 tons per season.

This cluster continues to grow through collaboration among all actors within the value chain, involving 1,542 farmers across 452 hectares of land, with support from P4S Agropolitan, cooperatives, BRIN, the Department of Agriculture, MSMEs, off-takers, distributors, financial institutions (BRI, BNI, Mandiri), as well as central and local governments. The objective is to develop an integrated, efficient, and sustainable agricultural system.

The YESS Programme plays a significant role in strengthening this cluster through support for capital access, provision of production facilities, technical and marketing advisory support, as well as facilitation of business legality. The advisory support has also improved financial literacy and business networking, thereby enabling Allva Fresh to become increasingly self-reliant. Over the past five years, Allva Fresh has demonstrated tangible progress: the cultivated area expanded from 1.5 to 2 hectares, the workforce increased from 10 to 16 persons, the turnover per season rose from IDR 15 million to IDR 29 million, and its products are now packaged and marketed in a more professional manner.



Selain itu, para penerima manfaat juga telah menjalin kemitraan usaha dengan berbagai pihak, termasuk off-taker, lembaga pembiayaan, dan mitra bisnis lainnya, guna memperkuat pengembangan dan keberlanjutan usaha mereka.

Pembentukan jejaring pemuda dan komunitas usaha muda dalam klaster komoditas di Kabupaten Malang menjadi embrio korporasi petani milenial berbasis koperasi, yang memiliki fungsi strategis dalam membangun kolaborasi dengan berbagai pihak. Proses pembentukan klaster diawali dengan identifikasi dan pemetaan minat serta potensi agribisnis oleh fasilitator pemuda dan mobilizer.

Berdasarkan sektor unggulan tiap kecamatan, peserta dikelompokkan ke dalam klaster komoditas, seperti hortikultura, peternakan, pekebunan, ruminansia, unggas, dan aneka ternak. Saat ini, terdapat lebih dari 50 klaster komoditas di Kabupaten Malang, dan masing-masing klaster didampingi seorang *business advisor*.

Beberapa klaster aktif dan solid telah berkembang menjadi koperasi pemuda berbadan hukum, seperti Koperasi Agrimuda Jaya Bersama di Kabupaten Malang, yang menjadi representasi jejaring usaha muda terstruktur dan berorientasi pasar. Pembentukan koperasi dilakukan melalui konsolidasi klaster dan didampingi *mobilizer* sebagai *business advisor* serta *financial advisor* untuk menyusun rencana bisnis, legalitas, dan strategi pemasaran.

Perkembangan ini menunjukkan tren positif bagi usaha anggota klaster, yaitu : (1) Omzet meningkat, terutama bagi yang memiliki kontrak kemitraan dengan off-taker lokal dan regional, (2) Produk unggulan seperti kripik sayur, pupuk organik, dan olahan hasil pertanian telah memasuki pasar retail dan digital dan (3) Kemitraan antar PM terbukti meningkatkan pendapatan operasional (*revenue*) sebelum dikurangi biaya.

Secara umum semua klaster mengalami pertumbuhan usaha antara 5-60 % setelah pendampingan. Pendampingan ini secara otomatis juga meningkatkan pertumbuhan usaha petani milenial yang tergabung ke dalam klaster dengan jumlah keanggotaan mencapai lebih dari 250 Penerima Manfaat (PM).

Furthermore, beneficiaries have established business partnerships with various stakeholders, including off-takers, financial institutions, and other business partners, to strengthen the development and sustainability of their enterprises.

The establishment of youth networks and young business communities within commodity clusters in Malang Regency serves as the embryo of a millennial farmer cooperative-based corporation, strategically functioning to facilitate collaboration with multiple parties. The process begins with the identification and mapping of interests and agribusiness potential by youth facilitators and mobilizers.

Based on the leading sector of each district, participants are grouped into commodity clusters, such as horticulture, livestock, plantations, ruminants, poultry, and other animal husbandry. Currently, there are over 50 commodity clusters in Malang Regency, and each cluster guided by a dedicated business advisor.

Several active and robust clusters have evolved into legally established youth cooperatives, such as Koperasi Agrimuda Jaya Bersama in Malang Regency, representing a structured and market-oriented young business network. The formation of cooperatives is carried out through cluster consolidation and is supported by Mobilizers acting as business advisors, as well as financial advisors, to develop business plans, legal compliance, and marketing strategies.

This development indicates a positive trend for cluster members' enterprises, namely: (1) an increase in turnover, particularly for those with partnership contracts with local and regional off-takers; (2) flagship products, such as vegetable chips, organic fertilizers, and processed agricultural products, entering retail and digital markets; and (3) inter-beneficiary partnerships demonstrably increasing operational revenue prior to cost deductions.

In general, all clusters experienced business growth ranging at 5% to 60% after the advisory support, which automatically also increases the growth of millennial farmers enterprises within the clusters, with membership exceeding 250 Beneficiaries (PM).

Hingga saat ini, jumlah anggota koperasi terus bertambah, didominasi oleh PM penerima hibah kompetitif. Sinergi antar anggota dan antar-klaster juga semakin kuat, dibuktikan dengan pelaksanaan forum bisnis, pelatihan bersama, serta ekspansi pasar berbasis kelompok.

a. Praktik Baik dalam Membangun Ekosistem Agribisnis

- 1. Klaster Komoditas Pertanian Meningkatkan Kemandirian Usaha Tani** dan mendukung ekosistem Agribisnis yang dibangun oleh klaster-klaster pertanian tersebut. Keberhasilan para petani milenial berkelompok dalam klaster dan mengorganisir diri dalam korporasi petani yang dibadanhukumkan dalam koperasi menjadi bukti bahwa pendekatan pembentukan klaster dan korporasi merupakan strategi yang efektif dalam mendorong kemandirian ekonomi pemuda desa dalam menciptakan regenerasi petani melalui model agribisnis kolaboratif.

Dengan membangun kelembagaan berbadan hukum koperasi, para petani milenial memiliki peluang besar untuk berjejaring dengan berbagai pihak (*stakeholders*) yang mendukung pengembangan produksi, pengembangan jejaring, perluasan pemasaran, dan peningkatan pendapatan.

- 2. Soliditas Kelompok akan Meningkatkan Kepercayaan (trust).** Kolaborasi yang dikembangkan oleh Kelembagaan Klaster Petani Pemuda milenial Kabupaten Malang terlihat jelas dari jejaring kemitraan yang berhasil dibangun. Semakin solid kelembagaan tersebut, semakin tinggi pula tingkat kepercayaan dari pihak luar karena integritas kelompok dapat dibuktikan melalui kinerja dan komitmen bersama. Dalam dunia bisnis dan pemberdayaan, kepercayaan (*trust*) merupakan faktor utama yang menentukan keberhasilan kerja sama, baik dengan institusi

To date, cooperative membership continues to grow, predominantly comprising recipients of Competitive Grants. Synergy among members and between clusters is increasingly strengthened, as evidenced by the implementation of business forums, joint training sessions, and group-based market expansion.

a. Best Practices in Building an Agribusiness Ecosystem

- 1. Agricultural Commodity Clusters Enhance Farm Business Independence and Support the Agribusiness Ecosystem.**

Agricultural commodity clusters increase farm business independence and support the agribusiness ecosystem developed by these agricultural clusters. The success of millennial farmers operating collectively within clusters and organizing themselves into legally established farmer corporations through cooperatives demonstrates that the cluster and corporate formation approach is an effective strategy to promote the economic independence of rural youth, facilitating farmer regeneration through a collaborative agribusiness model. By establishing a legally recognized cooperative institution, Millennial Farmers can more easily network with various stakeholders that support production development, network expansion, market access, and income enhancement.

- 2. Group Solidarity Strengthens Trust.** *The collaboration developed by the Millennial Youth Farmers Cluster in Malang Regency is evident from the partnerships they have built. The stronger the institution, the higher the external trust, as group integrity is demonstrated through performance and shared commitment. In business and empowerment, trust is a key factor for successful cooperation with government, academia, and the private sector. Through these institutional elements, youth-led agricultural businesses can access markets, business development,*

pemerintahan, akademisi maupun dunia usaha. Melalui ketiga unsur kelembagaan tersebut, bisnis pertanian yang dijalankan para pemuda berpotensi mendapatkan akses pemasaran, pengembangan bisnis, peningkatan produktivitas, sharing pengetahuan dan akses pembiayaan.

Di Jawa Timur, dengan terbentuknya koperasi milenial semakin menarik Perhatian, maka dunia usaha, dan didukung oleh menjadi semakin tertarik, apalagi pemerintah daerah dan pemerintah provinsi. juga memberikan support, antara lain para penerima manfaat bahan dihubungkan dengan program strategis nasional seperti Koperasi Merah Putih dan Makan Bergizi Gratis.

3. Meningkatkan Kolaborasi dengan Pemangku Kepentingan Lokal.

Selama periode 2020–2025, Program YESS Kabupaten Malang berhasil membangun kolaborasi strategis dengan berbagai pemangku kepentingan lokal, yang berperan penting dalam mendukung pelaksanaan program. Kolaborasi ini melibatkan instansi pemerintah, lembaga pendidikan, lembaga keuangan, koperasi, serta kelompok tani. Kolaborasi tersebut tidak hanya bersifat dukungan administratif, tetapi juga langsung menyentuh aspek pelatihan, pendampingan, hingga pembiayaan dan pemasaran usaha pemuda.

4. Meningkatkan Kapitalisasi Modal Usaha.

Tahun 2021 dan 2022 HK berbasis individu berdasarkan proposal bisnis yang diajukan. Namun keberhasilan untuk mengkapitalisasi modal secara masif kurang kuat. Sehingga diinisiasi untuk mengembangkan usaha berbasis klaster. Pada tahun 2022 dilakukan FGD pembentukan klaster komoditas. Komoditas diidentifikasi untuk dicari hubungannya dengan YESS.

increased productivity, knowledge sharing, and financing.

In East Java, the establishment of millennial cooperatives has attracted growing attention from the business sector, supported by local and provincial governments. Beneficiaries are also linked to national strategic programs such as the Merah Putih Cooperative and Free Nutritious Meals

3. Enhancing Collaboration with Local Stakeholders.

During the 2020–2025 period, the YESS Programme in Malang Regency successfully established strategic collaborations with various local stakeholders, which played a crucial role in supporting program implementation. This collaboration involved government agencies, educational institutions, financial institutions, cooperatives, and farmer groups. The collaboration extended beyond administrative support to directly address training, advisory support, as well as financing and marketing of youth enterprises.

4. Increasing Business Capitalization.

In 2021 and 2022, Competitive Grants were awarded individually based on submitted business proposals. However, the success in massively capitalizing business was limited. Therefore, the initiative was undertaken to develop cluster-based enterprises. In 2022, focus group discussions (FGDs) were conducted to establish commodity clusters. Commodities were identified and mapped for alignment with YESS objectives.

Sebagai contoh di Kabupaten Subang tidak ada kelompok petani muda padi yang mengajukan hibah kompetitif klaster, padahal komoditas padi menjadi unggulan di kabupaten ini. Jumlah petani milenial yang tertarik untuk budidaya padi terbatas. Pada akhirnya di setiap kabupaten dilaksanakan *focus group discussion* (FGD) pembentukan klaster dengan mengundang para petani milenial, dinas pertanian, dinas peternakan, komoditas apa yang digemari para pemuda.

Akhirnya muncul klaster-klaster berdasarkan hasil FGD. Hasil FGD dirumuskan ke pemerintah daerah untuk dilegalakan dan menjadi dasar dikeluarkannya Surat Keputusan (SK) Bupati. Tujuannya agar memperkuat dasar hukum untuk pendampingan. Tahun 2023 terbit Hibah Kompetitif Klaster. Sebagai dasar pengajuan Hibah Kompetitif Klaster dipersyaratkan dukungan pemerintah berupa SK Bupati yang menetapkan program unggulan daerah.

- 5. Kluster Pertanian Ideal Mampu Membangun Ekosistem Agribisnis.** Percontohan klaster Nanas di Kabupaten Subang Jawa Barat memperlihatkan potret ekosistem agribisnis ideal dari hulu ke hilir. Klaster yang berlokasi di Kecamatan Cijambe ini menjadi contoh nyata keberhasilan Program YESS dalam membangun ekosistem pertanian terpadu. Dengan luas lahan produktif sekitar 1.630 hektar dan produksi mencapai 187 ribu ton per tahun, para petani milenial tak hanya fokus pada budidaya, tetapi juga mengembangkan hilirisasi produk seperti kerupuk dan sale nanas, serta mengolah limbah daun menjadi serat bernilai ekspor ke Jepang dan Eropa.

Melalui pendampingan PPIU Jawa Barat, BDSP, dan dukungan pembiayaan program YESS, klaster ini berhasil meningkatkan pendapatan petani, membuka lapangan kerja lokal, dan melahirkan generasi muda yang

For instance, in Subang Regency, there were no young rice farmer groups submitting cluster-based competitive grant proposals, despite rice being a leading commodity in the regency. The number of millennial farmers interested in rice cultivation was limited. Ultimately, in each regency, FGDs were conducted to form clusters, inviting millennial farmers, agricultural offices, livestock offices, and identifying commodities preferred by youth. Cluster formations emerged based on the FGD outcomes. The FGD results were submitted to the local government for legalization, forming the basis for issuing the Regent's Decree (Surat Keputusan/Bupati). The aim was to strengthen the legal basis for activities of advisory support. In 2023, cluster-based Competitive Grants were issued. As a prerequisite for applying for cluster-based Competitive Grants, government support in the form of a Regent's Decree designating regional flagship programs was required.

- 5. Agricultural Clusters as an Ideal Model for Building an Agribusiness Ecosystem.** The pilot Pineapple Cluster in Subang Regency, West Java, illustrates the ideal agribusiness ecosystem from upstream to downstream. The cluster located in Nanas, Cijambe District, Subang Regency, exemplifies the success of the YESS Program in developing an integrated agribusiness ecosystem. With approximately 1,630 hectares of productive land and an annual production of 187,000 tons, millennial farmers focus not only on cultivation but also on downstream product development such as pineapple crackers and dried pineapple, as well as processing leaf waste into export-quality fibers for Japan and Europe.

Through the advisory support from the West Java PPIU, BDSP, and financing support from the YESS Programme, this cluster has succeeded in increasing farmer incomes, creating local employment, and nurturing a generation of youth managing agriculture in a modern,



Klaster Nanas Kabupaten Subang Jawa Barat : Mengisi rantai nilai nanas dari hulu ke hilir
Pineapple Cluster in Subang Regency, West Java; Filling the pineapple value chain from upstream to downstream

mengelola pertanian secara modern, berkelanjutan, dan berorientasi pasar. Salah satu rumah produksi olahan limbah bahkan mampu mengolah sekitar 3,2 ton limbah daun nanas per bulan menjadi 50–60 kg serat, yang selanjutnya diekspor ke Jepang, Jerman, Belanda.

sustainable, and market-oriented manner. One of the processing houses is even capable of converting approximately 3.2 tons of pineapple leaf waste per month into 50–60 kg of fiber, which is subsequently exported to Japan, Germany, and the Netherlands.

b. Pembelajaran yang Dapat Dipetik

1 Persaingan Bisnis dalam Klaster.

Persaingan bisnis dalam klaster menjadi salah satu tantangan pada pelaksanaan HK Klaster. Tantangan muncul ketika anggota memiliki usaha dalam rantai pasok yang sama tanpa adanya pembagian peran yang jelas. Kondisi tersebut dapat memicu kompetisi internal yang kontraproduktif terhadap tujuan pembentukan klaster, yang seharusnya mempercepat proses usaha dari hulu ke hilir serta menjadi wadah penyelesaian masalah bersama. Kurangnya perencanaan yang matang juga berpotensi menimbulkan kondisi di mana terlalu banyak anggota menghasilkan *output* yang sama

b. Lessons Learned

1. Business Competition within Clusters. Business competition within clusters is a key challenge in implementing Cluster Competitive Grants (HK). Challenges arise when members operate in the same supply chain without clear role differentiation, potentially causing counterproductive internal competition. This undermines the cluster's goal of streamlining upstream-to-downstream operations and serving as a platform for joint problem-solving. Poor planning may also lead to multiple members producing the same output.

Kemunculan Hibah Kompetitif Klaster bermaksud untuk menjadikan para PM saling mengenal, saling terhubung, lebih terorganisasi dan menjalankan usaha bersama. Untuk itu diperlukan ada perencanaan bersama, beraktivitas bersama, ada *job desc*, pencatatan bersama. Dipastikan kelembagaan yang dibuat harus *established* baru didukung pembiayaan. Pembentukan kelembagaan klaster diatur dalam Pedoman Hibah Kompetitif Klaster. Hibah Kompetitif Klaster dan idealnya dilegalkan dalam pencatatan notariat agar memiliki status badan hukum atau lembaga formal yang sah.

2 Kolaborasi antara Petani yang baru Dibentuk perlu Peningkatan Kohesivitas.

Klaster yang terbentuk secara alami atas inisiatif anggota lebih efektif dan berkelanjutan dibandingkan klaster *top-down* yang baru dibentuk oleh program secara instan. Klaster yang tumbuh secara organik terbukti mampu memenuhi kebutuhan dan memecahkan masalah secara kolektif, sehingga memiliki modal sosial berupa solidaritas, tanggung jawab, dan saling percaya yang kuat. Sebaliknya, kelompok yang dibentuk non-instan atau semata-mata untuk kepentingan proyek cenderung kurang bertahan karena kurangnya keterlibatan berbasis kesadaran dan komitmen anggota.

Karena itu, desain klaster pada tahapan seleksi dan penetapan sebaiknya dipersiapkan dengan matang menyesuaikan kebutuhan anggota guna mendukung keberlanjutan agribisnis dan memastikan setiap anggota dapat berperan optimal dalam rantai nilai ekosistem agribisnis.

The emergence of cluster-based Competitive Grants aims to foster mutual recognition, connectivity, better organization, and collaborative business operations among beneficiaries. This requires joint planning, coordinated activities, defined job descriptions, and shared record-keeping. It is ensured that the institution created must be established before financing support is provided. The formation of cluster institutions is regulated under the Cluster Competitive Grant Guidelines. Ideally, cluster-based Competitive Grants should be formalized through notarial registration under a legal entity or formal institution.

2. Collaboration among Newly Formed Farmers Requires Cohesiveness Enhancement.

Naturally formed clusters initiated by members are more effective and sustainable compared to top-down clusters created instantly by programs. Clusters that grow organically have proven able to meet needs and solve problems collectively, thus possessing social capital in the form of strong solidarity, responsibility, and mutual trust. Conversely, non-instant or project-driven groups tend to be less sustainable due to limited member engagement based on awareness and commitment.

Therefore, cluster design during the selection and establishment phase should be carefully prepared according to member needs to support agribusiness sustainability and ensure that each member can contribute optimally within the agribusiness ecosystem value chain.

GENDER EQUALITY DAN SOCIAL INCLUSION, KUNCI INKLUSIVITAS PROGRAM

*Gender Equality and Social Inclusion as
the Key to Programme Inclusivity*



A. GESI: Mendorong Perempuan dan Difabel Membangun Agribisnis

Gender dan Inklusi Sosial (GESI) adalah prinsip dasar Program YESS yang memastikan penerima manfaat dari kelompok termarginalkan dan sering tertinggal dalam pembangunan—seperti perempuan, kelompok rentan, komunitas masyarakat adat dan pemilik tradisi tertentu—mendapatkan prioritas.

Program YESS tercatat telah menjangkau beberapa komunitas suku asli seperti komunitas Kampung Naga dan Kasepuhan Sinar Resmi di Jawa Barat, Kampung Amatoa atau Kajang di Sulawesi Selatan, serta Dayak Meratus di Kalimantan Selatan. Pelatihan inklusif literasi keuangan yang dilakukan di wilayah sekitar Suku Kajang bahkan melibatkan masyarakat dari desa-desa sekitar, sehingga memberikan akses yang lebih luas bagi kelompok rentan untuk meningkatkan kapasitas dan partisipasi dalam pembangunan pertanian.

Pada tahun 2024 Program YESS telah menjangkau 192.238 orang Penerima Manfaat dengan tingkat partisipasi perempuan mencapai 47%. Data di *dashboard* MIS (*Management Information system*), hingga tahun 2025 jumlah total Penerima Manfaat Program YESS yang berhasil direkrut hingga tahun 2025 adalah 198.575 orang (sejumlah 50,7 % diantaranya perempuan).

Dengan demikian dari aspek kesetaraan gender, gender, partisipasi perempuan dalam Program YESS secara kuantitatif melampaui 50%. Adapun jumlah penerima manfaat disabilitas di tingkat nasional sebanyak 910 orang atau sekitar 0,5% dari total peserta (*dashboard* MIS 2025).

GESI dalam Program YESS dimaknai sebagai pendekatan inklusi sosial tidak hanya berfokus pada sebatas isu kesetaraan gender, tetapi juga pada perluasan akses bagi kelompok rentan. Ruang lingkup GESI mencakup perempuan—yang memiliki kontribusi

A. GESI: Empowering Women and Persons with Disabilities in Agribusiness Development

Gender and Social Inclusion (GESI) is a core principle of the YESS Program, ensuring that beneficiaries from marginalized and often disadvantaged groups, such as women, vulnerable populations, indigenous communities, and traditional landowners, are given priority.

The YESS Programme has reported outreach to several indigenous communities, such as the Kampung Naga and Kasepuhan Sinar Resmi communities in West Java, the Amatoa or Kajang community in South Sulawesi, and the Dayak Meratus community in South Kalimantan. Inclusive financial literacy training conducted around the Kajang Tribe, including nearby villages, vulnerable groups gain broader access to build capacity and engage in agricultural development.

By 2024, the YESS Programme had reached 192,238 beneficiaries, with female participation at 47%. Data from the Management Information System (MIS) dashboard indicates that as of 2025, the total number of recruited YESS Programme beneficiaries reached 198,575 individuals, of whom 50.7% are women.

Thus, in terms of gender, women's participation in the YESS Program exceeds 50%. Nationally, 910 beneficiaries are persons with disabilities, representing about 0.5% of total participants (MIS dashboard, 2025).

In the YESS Program, GESI (Gender and Social Inclusion) is understood as a social inclusion approach that goes beyond gender equality to expand access for vulnerable groups. Its scope includes women—who contribute significantly to agricultural enterprise

yang besar terhadap pengembangan usaha pertanian meskipun perannya belum setara dengan laki-laki—serta kelompok yang kerap tertinggal dalam proses Pembangunan, seperti penyandang disabilitas, masyarakat adat, dan mereka yang tinggal di wilayah terpencil (remote area). Dengan Prinsip GESI, Program YESS memastikan bahwa perempuan, kelompok marginal, kelompok

development despite unequal roles, as well as often marginalized groups such as persons with disabilities, indigenous communities, and residents of remote areas. Through the GESI principle, YESS ensures that women and marginalized groups receive priority

Jumlah PM Disabilitas

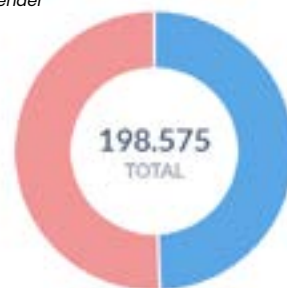
Number of PM with Disabilities



Perempuan, 41,1% Laki-laki, 58,9%
Female, 41,1% Male, 58,9%

Jumlah PM per Jenis Kelamin

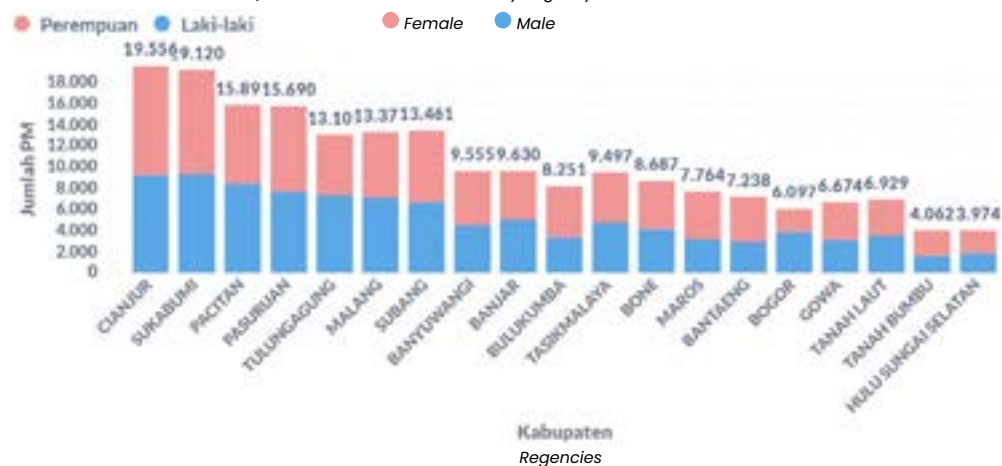
Number of PM by Gender



Perempuan, 50,7% Laki-laki, 49,3%
Female, 50,7% Male, 49,3%

Jumlah PM Berdasar Kabupaten

Number of PM by Regency



Gambar 27. Data Terpilah Jumlah Penerima Manfaat dan Disabilitas Nasional dan per Kabupaten/Kota Intervensi YESS

Figure 27. Disaggregated Data on the Beneficiaries and Persons with Disabilities (National and by Regencies/Cities-Level) under YESS Intervention.

Perempuan dalam Program YESS masih menghadapi berbagai hambatan, baik dari faktor internal maupun lingkungan sosial, yang membuat mereka ragu untuk memulai usaha. Para perempuan di wilayah PPIU Cianjur, misalnya, banyak perempuan kesulitan mengikuti pelatihan karena bekerja di pabrik. Sementara di Kabupaten Bulukumba, Banjarbaru, dan Maros, perempuan membutuhkan dukungan dan keyakinan diri yang kuat untuk berani berwirausaha dan mengembangkan usaha secara mandiri.

Penelitian yang dilakukan oleh PPIU YESS Kalimantan Selatan menunjukkan adanya pengaruh signifikan antara kesetaraan gender dengan pemilihan subsektor dan komoditas pertanian. Perempuan dan laki-laki memiliki kecenderungan berbeda dalam menentukan jenis usaha pertanian yang digeluti. Hasil riset mengungkap bahwa :

- Perempuan lebih banyak memilih komoditas berskala kecil yang dapat dikelola di tingkat rumah tangga.
- Laki-laki cenderung memilih komoditas yang memerlukan sumber daya dan tenaga lebih besar.
- Jagung menjadi komoditas yang paling umum diusahakan oleh kedua kelompok, menunjukkan sifatnya yang inklusif dan mudah diakses.
- Kacang tanah dan kedelai lebih banyak dipilih Perempuan dibandingkan laki-laki, meskipun kecenderungan ini dapat dipengaruhi oleh modal dan keterbatasan akses terhadap sumber daya.

Women participating in the YESS Programme continue to face various barriers, stemming both from internal factors and social environments, which cause hesitation in starting and developing their own enterprises. In the PPIU Cianjur area, for example, a lot of women encounter difficulties in attending training sessions due to work commitments in factories. Meanwhile, in the districts of Bulukumba, Banjarbaru, and Maros, women require strong support and self-confidence to dare to engage in entrepreneurship and to develop their own businesses.

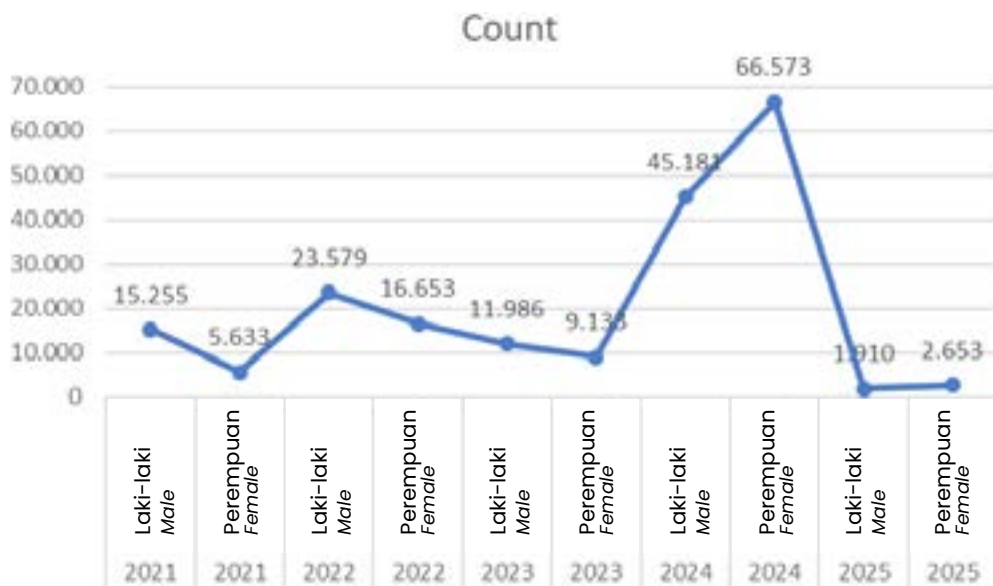
Research conducted by PPIU YESS South Kalimantan indicates a significant influence of gender equality on the selection of subsectors and agricultural commodities. Women and men tend to differ in determining the types of agricultural enterprises they engage in. The research findings show that:

- Women tend to choose small-scale commodities that can be managed at the household level.
- Men tend to select commodities that require greater resources and labor.
- Corn emerges as the most commonly cultivated commodity by both groups, demonstrating its inclusivity and accessibility.
- Women prefer peanuts and soybeans more than men, although this tendency may be influenced by capital and limited access to resources.



Gambar 28. Jumlah Jangkauan (Outreach) Penerima Manfaat berdasarkan gender (2021-2025)

Figure 28. Outreach of Beneficiaries by Gender (2021-2025)



Gambar 29. Jumlah Jangkauan (Outreach) Penerima Manfaat berdasarkan Jenis Kelamin (2021–2025)

Figure 29. Outreach of Beneficiaries by Gender (2021–2025)

Temuan tersebut menegaskan pentingnya kebijakan pertanian yang berperspektif gender, terutama dengan memastikan akses setara terhadap pelatihan, permodalan, dan pasar. Dukungan yang adil akan meningkatkan partisipasi perempuan dalam sektor pertanian serta memperkuat pertumbuhan ekonomi perdesaan secara berkelanjutan. Kacang tanah dan kedelai lebih banyak dipilih perempuan dibandingkan laki-laki, meskipun kecenderungan ini bisa dipengaruhi faktor-faktor lain seperti modal atau keterbatasan akses terhadap sumber daya.

Jumlah penerima manfaat sempat mengalami penurunan pada tahun 2022–2023 sebelum meningkat secara signifikan pada tahun 2024, mencapai 45.181 PM laki-laki dan 66.573 PM perempuan. Kenaikan tersebut dipengaruhi oleh kebijakan perluasan jangkauan PM untuk memastikan pencapaian performance indicator pada level output maupun outcome sebelum akhir tahun 2025.

These findings underscore the importance of gender-responsive agricultural policies that ensure equal access to training, financing, and market opportunities. Equitable support will increase women's participation in the agricultural sector and strengthen sustainable rural economic growth. Additionally, peanuts and soybeans are more frequently chosen by women than men, although this tendency may be influenced by other factors such as capital availability or limited access to resources.

The number of beneficiaries declined in 2022–2023 before rising significantly in 2024, reaching 45,181 men and 66,573 women. This increase was driven by policies expanding beneficiary reach to ensure output and outcome performance indicators are met by the end of 2025.

Data nasional menunjukkan peningkatan jumlah Petani Muda (PM) perempuan sepanjang 2021–2025, dengan capaian tertinggi pada 2024 sebesar 11.754 PM perempuan. Kendikan ini dipengaruhi oleh kebijakan akselerasi penerima manfaat dan alokasi anggaran Program YESS yang swecara khusus mendukung peningkatan kapasitas Penerima Manfaat (PM) perempuan. Di Kalimantan Selatan peningkatan peran perempuan dipengaruhi oleh dua faktor utama yaitu, (1) budaya lokal yang mana perempuan sudah terbiasa terlibat dalam pertanian *on-farm* dan aktivitas menangkap ikan, sehingga partisipasi mereka dalam Program YESS lebih mudah diterima oleh keluarga dan masyarakat. (2) pendekatan *by design* Program YESS, yang sejak awal melibatkan perempuan dalam perencanaan, pelaksanaan, dan pendampingan program, serta menciptakan ekosistem pembelajaran yang ramah perempuan.

Pendekatan tersebut diwujudkan melalui beberapa praktik baik, antara lain: (1) Pelatihan berbasis komunitas (*community-based training*) yang fleksibel, termasuk memberikan ruang bagi peserta untuk membawa anak; (2) Proporsi pendamping perempuan yang dominan (60%), sehingga peserta Perempuan merasa lebih nyaman dan percaya diri mengikuti pelatihan; dan (3) Pemanfaatan kelompok sosial perempuan seperti pengajian, PKK, PAUD, dan posyandu sebagai titik kumpul strategis untuk sosialisasi dan pelaksanaan kegiatan. Langkah-langkah ini memperkuat keterlibatan perempuan dan memastikan pelatihan maupun pendampingan berjalan lebih inklusif dan efektif.

National data indicate an increase in the number of young female farmers from 2021 to 2025, with the highest achievement in 2024, there were 11,754 women beneficiaries. This increase was driven by YESS Program policies accelerating female participation and budget allocation specifically supporting women's capacity building. In South Kalimantan, the rise in women's roles is influenced by two main factors. (1) Local culture, where women are already accustomed to participating in on-farm and fish-catching activities make their participation in the YESS Program more readily accepted by families and communities; (2) The by-design approach of the YESS Programme, which from the beginning involves women in program planning, implementation, and facilitation, as well as.

This approach is implemented through several best practices, including: (1) Flexible community-based training, including allowing participants to bring their children; (2) A majority of female facilitators (60%), making women participants feel more comfortable and confident; and (3) Utilizing women's social groups such as religious study groups, PKK, PAUD, and posyandu as strategic gathering points for outreach and activities. These measures strengthen women's engagement and ensure that training and advisory supporting are being implemented more inclusive and effective.

a. Praktik Terbaik**1. Lingkungan Belajar yang Ramah Perempuan**

Program YESS menunjukkan bahwa menciptakan ruang belajar yang ramah perempuan merupakan kunci keberhasilan peningkatan kapasitas mereka. Pelatihan dirancang fleksibel, salah satunya dengan memperbolehkan peserta perempuan membawa anak, sehingga mereka tak harus memilih antara mengurus keluarga atau mengikuti pelatihan. Pelatihan berbasis komunitas juga dijadwalkan menyesuaikan waktu luang peserta. Selain itu, posisi pendamping program Sebagian besar diisi oleh perempuan—sekitar 60% di Kalimantan Selatan. Para pendamping inilah yang menjadi penggerak utama di lapangan, menjangkau peserta melalui kelompok pengajian, PKK, PAUD, dan posyandu menjadi komunitas yang selama ini menjadi ruang aman bagi perempuan untuk berdaya.

2. Tumbuh Bersama Ilmu Keuangan

Daya tarik Program YESS bagi banyak perempuan ternyata bukan hanya soal bertani, tetapi juga soal bagaimana mengelola keuangan. Seperti kisah Imas, penerima manfaat di BDSP Ceugeunah, Kabupaten Cianjur. Ia bergabung karena ingin belajar mencatat dan membukukan keuangan usahanya dengan benar. "Saya ingin usaha ini berjalan profesional," ujarnya. Dari keinginan sederhana itu, Imas kini lebih percaya diri mengembangkan usahanya dan mengatur alur keuangan dengan rapi.

3. Budaya dan Pilihan Usaha yang Adaptif

Dalam konteks sosial-budaya, perempuan kerap dianggap lebih cocok bekerja di sektor off-farm, terutama bidang pascapanen seperti pengolahan hasil pertanian. Namun, di Kalimantan Selatan, banyak perempuan justru terjun langsung ke lahan (on-farm). Mereka melihat peluang besar di usaha

a. Best Practices**1. Women-Friendly Learning Environment.**

The YESS Program shows that creating women-friendly learning spaces is key to enhancing their capacity. Training is designed flexibly, including allowing female participants to bring their children, so they don't have to choose between family and training. Community-based sessions are also scheduled around participants' free time. Additionally, most program facilitators, around 60% in South Kalimantan, are women. These female facilitators serve as the main drivers in the field, reaching participants through religious study groups, PKK, PAUD, and posyandu—communities that have traditionally served as safe spaces for women to be empowered.

2. Growing Together with Financial Literacy.

The appeal of the YESS Programme for many women extends beyond farming; it includes learning how to manage finances effectively. Take the example of Imas, a beneficiary at BDSP Ceugeunah, Cianjur Regency. She joined the programme to learn how to accurately record and manage her business finances. "I want this business to operate professionally," she stated. From this simple aspiration, Imas has now become more confident in developing her business and managing financial flows systematically.

3. Adaptive Culture and Business Choices.

From a socio-cultural perspective, women are often considered more suited to off-farm sectors—post-harvest activities such as agricultural product processing. However, in South Kalimantan, many women are actively engaged in on-farm work. They perceive significant

pangan olahan, karena produk yang memberi nilai tambah tinggi, bisa dikerjakan fleksibel dari rumah, serta memanfaatkan keterampilan memasak yang sudah mereka miliki. Lebih dari sekadar sumber penghasilan, usaha ini menjadi jalan menuju kemandirian ekonomi bagi perempuan desa.

4. Tantangan Budaya Patriarki

Di beberapa daerah seperti Jawa Barat dan Sulawesi Selatan, tantangan budaya masih kuat. Nilai-nilai patriarki sering membatasi ruang gerak perempuan. Banyak Perempuan merasa sungkan meninggalkan rumah, terhalang oleh kesibukan mengurus anak, atau tidak mendapat izin suami untuk mengikuti pelatihan. Program YESS berupaya menembus batas-batas tersebut dengan terus menyuarakan prinsip kesetaraan gender bahwa perempuan memiliki hak yang sama untuk memperoleh ruang, akses, dan kesempatan dalam belajar, berusaha dan berkontribusi pada pembangunan pertanian nasional. Kisah Putri Anggraini kemudian hadir sebagai simbol kemandirian dan kepemimpinan Perempuan.

b. Pembelajaran yang dapat Dipetik: Penguatan Kebijakan Afirmatif dan Transformasi Peran Perempuan dalam Program YESS

Program YESS mendorong kesetaraan gender melalui kebijakan afirmatif yang membuka peluang bagi perempuan muda perdesaan untuk berpartisipasi dalam sektor agribisnis. Namun, kebijakan afirmatif perlu diarahkan secara transformatif agar partisipasi perempuan tidak berhenti pada keterlibatan simbolik, tetapi berlanjut hingga pengambilan keputusan dan kepemimpinan usaha.

opportunities in processed food enterprises: products with high added value that can be produced flexibly from home, leveraging their existing cooking skills. Beyond being a source of income, these businesses provide a pathway toward economic independence for rural women.

4. Challenges of Patriarchal Culture.

In some regions, such as West Java and South Sulawesi, cultural challenges remain strong. Patriarchal values often limit women's mobility; many feel reluctant to leave home, are constrained by childcare duties, or lack their husband's permission to attend training. The YESS Program works to overcome these barriers by promoting gender equality, emphasizing that women have the same rights to access learning, business opportunities, and contribute to national agricultural development. The story of Putri Anggraini has become a symbol of women's independence and leadership.

b. Lessons Learned: Strengthening Affirmative Policy and Transforming Women's Roles in the YESS Programme

The YESS Programme promotes gender equality through affirmative policies that create opportunities for rural young women to participate in the agribusiness sector. However, affirmative policies must be guided in a transformative manner so that women's participation does not remain symbolic but extends to decision-making and business leadership.

Putri Anggraini: Perempuan Penggerak Petani Muda melalui Kopi Desa

Putri Anggraini: Woman Driving Youth Farmers through Village Coffee

Putri Anggraini Wulansari,, perempuan asal Tulungagung, Jawa Timur, mengambil langkah berani meninggalkan karier mapan di PT Pertamina demi mengikuti panggilan hatinya di dunia pertanian—tepatnya di balik aroma kopi. Sebagai lulusan Teknik Kimia Politeknik Negeri Malang, Putri sempat menikmati kehidupan stabil sebagai karyawan. Namun, rutinitas di depan komputer setiap hari membuatnya bertanya: “Apakah ini arti sukses yang sebenarnya?” Dari sanalah muncul keputusan besar: meninggalkan zona nyaman dan membangun usaha sendiri.

Inspirasi datang saat ia mengunjungi kebun kopi milik seorang teman di Malang. Ia melihat peluang besar—petani hanya menjual biji mentah tanpa nilai tambah. Dengan pengetahuan produksinya, Putri memutuskan untuk mengolah kopi menjadi produk bernilai lebih tinggi. Berbekal modal Rp1.000.000, ia memulai usaha kecil bernama AW Coffee, yang kemudian berkembang menjadi INBEANS. Setelah dua bulan percobaan, lahirlah 133 sachet kopi bubuk pertama yang laris di acara desa. Dukungan positif ini memotivasinya mengurus izin edar resmi.

Perjalanan pemasaran tak mudah. Putri berkeliling naik motor menawarkan produknya dari satu toko ke toko lain di Tulungagung, Trenggalek, Blitar, hingga Kediri. Setiap penolakan ia jadikan pelajaran. Perlahan, peluang mulai terbuka lewat pameran-pameran daerah. Kesempatan emas datang ketika ia mengikuti pameran di Surabaya.

Dari sana lahirlah merek INBEANS Coffee, lengkap dengan sertifikasi HAKI. Dengan brand ini, Putri berhasil menembus jaringan ritel modern seperti Transmart Carrefour dan Alfamart di Jawa Timur, meski harus menghadapi tantangan arus kas yang ketat.

Tahun 2021 menjadi titik balik besar ketika Putri bergabung dalam Program YESS. Melalui pelatihan dan dukungan dana hibah, kapasitas produksinya melonjak dari 90 kg menjadi 500 kg per bulan. Jaringan pemasaran pun semakin luas, menjadikan INBEANS salah satu contoh sukses transformasi petani milenial di sektor kopi.



Putri Anggraini: Sukses berbisnis kopi berkat kegigihannya. Produk Inbeans Kopi yang berhasil menembus pasar Mall dan Supermarket Modern Perkotaan. Women leadership menguat dari usahanya.



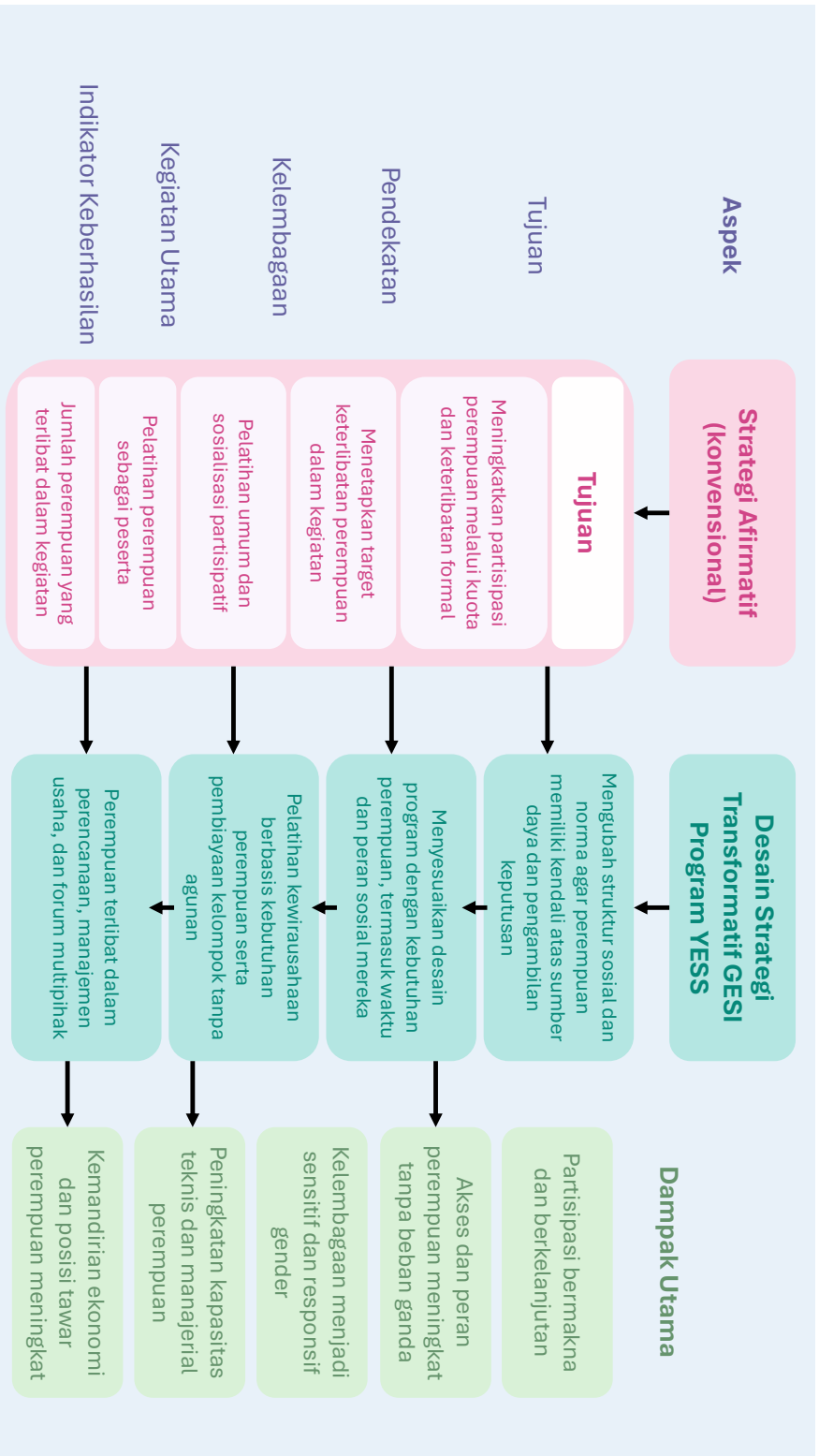
Putri Anggraini: Coffee Business Success through Perseverance. Her product, INBEANS Coffee, successfully penetrated malls and modern urban supermarkets. Women's leadership strengthened through her business.

Putri Anggraini Wulansari, a woman from Tulungagung, East Java, took a courageous step by leaving a stable career at PT Pertamina to follow her calling in agriculture—specifically, in the world of coffee. As a graduate of Chemical Engineering from Politeknik Negeri Malang, Putri had enjoyed a stable life as an employee. However, the daily routine in front of a computer led her to question: “Is this what success truly means?” From this reflection arose a significant decision: to leave her comfort zone and establish her own enterprise.

Inspiration struck when she visited a friend's coffee plantation in Malang. She observed a significant opportunity—farmers were only selling raw coffee beans without added value. Leveraging her production knowledge, Putri decided to process coffee into higher-value products. With a starting capital of IDR 1,000,000, she launched a small business named AW Coffee, which later evolved into INBEANS. After two months of trials, the first 133 sachets of ground coffee were produced and sold successfully at a village event. This positive reception motivated her to pursue official distribution permits.

The marketing journey was not easy. Putri traveled by motorcycle, offering her products from store to store across Tulungagung, Trenggalek, Blitar, and Kediri. Each rejection became a learning opportunity. Gradually, opportunities opened through local exhibitions. A breakthrough came when she participated in an exhibition in Surabaya. From this experience, the INBEANS Coffee brand was born, complete with intellectual property rights (HAKI) certification. With this brand, Putri successfully accessed modern retail networks such as Transmart, Carrefour, and Alfamart in East Java, despite facing tight cash flow challenges.

The year 2021 marked a major turning point when Putri joined the YESS Programme. Through training and grant support, her production capacity increased from 90 kg to 500 kg per month. The marketing network expanded significantly, making INBEANS a leading example of successful youth farmer transformation in the coffee sector.



Gambar 30. Rumusan Ideal Strategi Afirmatif dan Transformatif dalam GESI di Program YESS

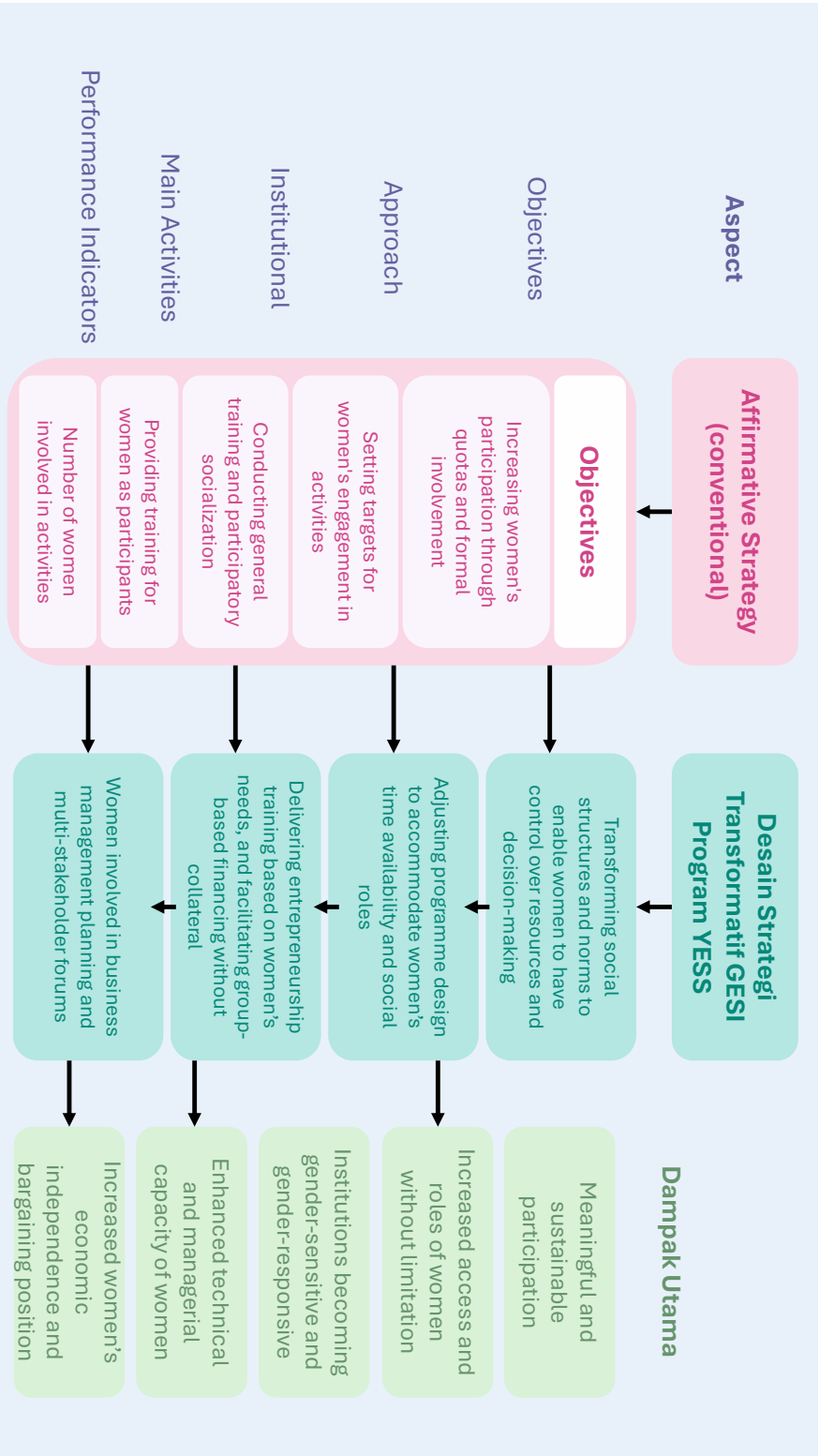


Figure 30. Formulation of Ideal Affirmative and Transformative Strategies in GESI within the YESS Programme

Pendekatan transformatif menekankan pada perubahan akses, kapasitas, dan posisi tawar perempuan dalam ekosistem pertanian, dengan dukungan kelembagaan yang inklusif. Melalui pelatihan kewirausahaan berbasis kebutuhan perempuan, pembiayaan kelompok tanpa agunan, serta mentoring usaha oleh BDSP dan klaster agribisnis, Program YESS berhasil memperkuat peran perempuan sebagai pelaku ekonomi produktif dan penggerak pembangunan berkelanjutan di pedesaan.

Transformasi kebijakan afirmatif di Program YESS menunjukkan bahwa peningkatan partisipasi perempuan tidak cukup dengan kuota, tetapi harus diikuti perubahan sistemik pada akses, kapasitas, dan kelembagaan. Dengan dukungan ekosistem lokal yang responsif gender, perempuan muda pedesaan tidak hanya menjadi penerima manfaat, tetapi juga aktor utama dalam pembangunan agribisnis yang inklusif dan berkelanjutan.

B. Kolaborasi Lintas Sektor: Kekuatan Keberlanjutan Regenerasi Petani

Regenerasi petani dalam Program YESS selaras dengan misi pembangunan nasional 2025–2029, khususnya agenda Ketahanan Pangan (Asta Cita 1), Pembangunan Pemuda (Asta Cita 4), Pembangunan Pedesaan (Asta Cita 6).

Program YESS dirancang melalui kolaborasi lintas sektor dengan beberapa kementerian sebagai pelaksana utama, terutama Kementerian Pertanian—melalui Badan Penyuluhan dan Pengembangan SDM Pertanian—memiliki peran sentral dalam penguatan kapasitas generasi muda di sektor pertanian. Sementara itu Kementerian Koperasi dan UKM mendukung pengembangan koperasi, UMKM, dan

The transformative approach emphasizes changes in women's access, capacity, and bargaining power within the agricultural ecosystem, supported by inclusive institutional frameworks. Through needs-based entrepreneurship training for women, group financing without collateral, and business mentoring by BDSPs and agribusiness clusters, the YESS Programme has successfully strengthened the role of women as productive economic actors and drivers of sustainable rural development.

The transformation of affirmative policies in the YESS Programme demonstrates that increasing women's participation cannot rely solely on quotas; it must be accompanied by systemic changes in access, capacity, and institutional support. With a gender-responsive local ecosystem, rural young women become not only beneficiaries but also key actors in the development of an inclusive and sustainable agribusiness sector.

B. Cross-Sector Collaboration: The Strength of Sustainable Farmer Regeneration

Farmer regeneration under the YESS Programme aligns with the national development mission 2025–2029, particularly Food Security agenda (Asta Cita 1), Youth Development (Asta Cita 4), and Rural Development (Asta Cita 6).

The YESS Programme is designed through cross-sector collaboration with multiple ministries as main implementers, primarily: The Ministry of Agriculture—through the Agricultural Extension and Human Resource Development Agency—plays a central role in strengthening the capacity of youth in the agricultural sector. Meanwhile, the Ministry of Cooperatives and SMEs supports the development of cooperatives, MSMEs,

wirausaha, melalui pendampingan usaha terpadu untuk meningkatkan produktivitas, kapasitas, nilai tambah, kualitas kerja, dan daya saing.

Untuk penguatan kelembagaan ekonomi petani, Program YESS mengembangkan BDSP (*Business Development Services Provider*). BDSP dapat dijalankan BPP, atau lembaga pelatihan petani seperti P4S, secara mandiri maupun bersama-sama.

Selain itu, Program YESS menjalin kerja sama dengan lembaga keuangan, seperti Kementerian Keuangan dan Himbara, untuk mendukung akses pembiayaan melalui Kredit Usaha Rakyat (KUR). Pendampingan Program YESS memastikan penerima manfaat mampu menyusun laporan keuangan usaha tani dengan benar, sehingga risiko kredit macet dapat diminimalkan.

Kolaborasi dalam program YESS juga dibangun di tingkat daerah sesuai dengan ketentuan program sebagaimana diatur dalam regulasi dan ketentuan. Selain bermitra dengan lembaga yang sudah ditentukan berdasar skema program, sejumlah pemerintah daerah menginisiasi kolaborasi secara mandiri dengan mitra-mitra strategis yang mendukung peningkatan kapasitas dan jejaring permodalan serta akses terhadap sumber pembiayaan yang relevan.

Sinergi antar *stakeholders* dalam Program YESS diwadahi melalui *National Multi-Stakeholder Forum* (NMSF). NMSF merupakan forum koordinasi nasional Program YESS yang berperan sebagai wadah strategis untuk memastikan sinergi kebijakan antara kementerian, lembaga, dan mitra pembangunan.

Forum ini memastikan bahwa pelaksanaan YESS sejalan dengan prioritas pembangunan nasional, khususnya dalam regenerasi petani muda dan penguatan ekonomi perdesaan. NMSF melibatkan antara lain BPPSDMP Kementerian Pertanian sebagai *executing agency*, Kementerian Perencanaan Pembangunan Nasional/Bappenas, Kementerian Keuangan, Kementerian Koperasi dan UKM, serta perwakilan dari IFAD dan mitra strategis lainnya.

and entrepreneurship through integrated business facilitation to enhance productivity, capacity, value addition, work quality, and competitiveness.

To strengthen farmers' economic institutions, the YESS Programme develops BDSPs (Business Development Services Providers). BDSPs may be operated by BPPs or farmer training institutions such as P4S, either independently or jointly.

In addition, the YESS Programme collaborates with financial institutions, including the Ministry of Finance and Himbara, to support access to financing through the People's Business Credit (KUR). YESS Programme advisory support ensures that beneficiaries are able to prepare accurate agricultural business financial reports, thereby minimizing the risk of non-performing loans.

Collaboration within YESS Programme was also established at the regional level in accordance with programme provisions as stipulated in relevant regulations and guidelines. In addition to partners already designated under the programme scheme, several regions have even initiated independent collaborations with strategic partners that support capacity building, capital networking, and access to relevant financial resources.

Collaboration among stakeholders within the YESS Programme is facilitated through the National Multi-Stakeholder Forum (NMSF). The NMSF serves as the national coordination platform of the YESS Programme, functioning as a strategic forum to ensure policy synergy among ministries, institutions, and development partners.

This forum ensures that YESS implementation aligns with national development priorities, particularly in young farmer regeneration and rural economic strengthening. NMSF involves various stakeholders, including the Ministry of Agriculture (through BPPSDMP) as the executing agency, the Ministry of National Development Planning (Bappenas), the Ministry of Finance, the Ministry of Cooperatives and SMEs, as well as representatives from IFAD and other strategic partners.

Salah satu pencapaian penting NMSF terpotret pada pertemuan pada 9 September 2024 di Jakarta yang menghasilkan rekomendasi terhadap *draft* naskah akademik percepatan regenerasi petani dan penumbuhan minat generasi muda bekerja dan berusaha di sektor pertanian. Melalui forum tersebut disepakati *Draft Naskah Akademik* yang mengakomodasi aspek-aspek penting regenerasi petani untuk dinormatikan dalam regulasi. Dengan demikian diharapkan semakin meningkatkan legitimasi minat generasi muda di bidang pertanian.

Salah satu indikator utama *output* dan *outcome* Program YESS adalah terbentuknya kelembagaan dan kebijakan yang mendukung peran aktif pemuda dalam pertumbuhan ekonomi perdesaan. Dalam dokumen Program Design Report (PDR), YESS menargetkan terciptanya: (1) kebijakan, lingkungan kelembagaan, dan media yang kondusif bagi keterlibatan pemuda dalam ekonomi desa; (2) setidaknya dua regulasi, kebijakan, atau strategi baru maupun eksisting yang direkomendasikan kepada pengambil kebijakan untuk disetujui, diratifikasi, atau diamandemen; serta (3) terbentuk dan berfungsinya 19 platform multistakeholders yang didukung secara aktif.

Untuk mencapai target tersebut, Program YESS secara konsisten mendorong pengembangan forum kolaborasi multipihak, baik di tingkat pusat maupun daerah. Forum ini menjadi wadah strategis bagi sinergi lintas sektor (antara pemerintah, swasta, lembaga pendidikan, dan masyarakat) dalam memperkuat ekosistem wirausaha muda perdesaan yang inklusif dan berkelanjutan.

PPIU Jawa Timur khususnya Kabupaten Malang telah membangun kolaborasi melalui DMSF (*District Multistakeholders Forum*). Para petani milenial yang menerima Program YESS dan terbukti berhasil berusaha di sektor pertanian diundang dalam pertemuan di tingkat multistakeholders. Mereka

One of the key achievements of the NMSF was reflected in the meeting held on 9 September 2024 in Jakarta, which successfully recommended the draft academic paper on accelerating farmer regeneration and promoting youth interest in agricultural employment and entrepreneurship. Through this forum, the Draft Academic Paper was endorsed, accommodating key aspects of farmer regeneration to be formalized within regulatory frameworks. This effort is expected to further strengthen the legitimacy of initiatives aimed at enhancing youth engagement in agriculture.

One of the primary indicators of the outputs and outcomes of the YESS Programme is the establishment of institutions and policies that support the active participation of youth in rural economic growth. In the Programme Design Report (PDR), YESS sets out to achieve: (1) the creation of policies, institutional environments, and media conducive to youth engagement in the rural economy; (2) at least two new or existing regulations, policies, or strategies to be recommended to policymakers for approval, ratification, or amendment; and (3) the establishment and operationalization of 19 actively supported multi-stakeholder platforms.

To achieve these targets, the YESS Programme has consistently promoted the development of multi-stakeholder collaboration forums at both the national and local levels. These forums serve as strategic platforms for cross-sectoral synergy—among the government, private sector, educational institutions, and communities—in strengthening an inclusive and sustainable rural youth entrepreneurship ecosystem.

In East Java, particularly in Malang District, the PPIU has established collaboration through the District Multi-Stakeholder Forum (DMSF). Millennial farmers who have benefited from the YESS Programme and demonstrated successful agribusiness performance are invited to participate in multi-stakeholder meetings as active contributors to decision-making processes related to farmer regeneration, millennial farmer entrepreneurship, and

partisipan aktif dalam pengambilan keputusan terkait regenerasi petani, kewirausahaan petani milenial dan pembangunan pertanian yang menjadikan para petani milenial sebagai penyedia jasa layanan teknis (*services provider*).

Sinergi dan koordinasi intens melalui DMSF di Kabupaten Malang merupakan salah satu contoh kolaborasi pembagian peran antar *stakeholders* untuk mengakselerasi partisipasi petani milenial dalam pembangunan sektor pangan dan pertanian. Kolaborasi multipihak menjadi kunci keberhasilan Program YESS dalam mendorong regenerasi petani muda di tingkat daerah, yang ditunjukkan dari capaian di Jawa Timur berikut :

- a. Di berbagai kabupaten di Jawa Timur, sinergi lintas sektor telah terbangun dengan peran dan kontribusi yang saling melengkapi. Pemerintah desa dan kecamatan berperan aktif dalam memobilisasi calon penerima manfaat melalui forum musyawarah desa dan Gapoktan, sekaligus menyediakan lahan demplot, fasilitas pelatihan, serta dukungan promosi produk pemuda dalam berbagai kegiatan di tingkat lokal.
- b. Dinas teknis seperti DTPHP, Dinas Peternakan, dan Dinas Koperasi turut berkontribusi melalui penyediaan fasilitator pelatihan teknis, percepatan legalitas koperasi milenial, serta sinkronisasi program dengan agenda ketahanan pangan dan regenerasi petani muda. Di sisi lain, kelompok tani dan Gapoktan berfungsi sebagai mentor dan tempat magang bagi peserta muda, sementara lembaga keuangan seperti BRI dan Bank Jatim memberikan dukungan akses keuangan, mulai dari pembukaan rekening, literasi keuangan, hingga penyaluran KUR Mikro.
- c. Di tingkat kelembagaan, terbentuk Koperasi Agrimuda Jaya Bersama yang beranggotakan 211 penerima manfaat lintas klaster dengan omzet mencapai Rp 980 juta per Mei 2025. Koperasi ini menjadi wadah strategis

agricultural development that positions millennial farmers as service providers.

The strong synergy and intensive coordination through the DMSF in Malang District exemplify an effective collaboration model in which stakeholders share roles and responsibilities to accelerate the participation of millennial farmers in food and agricultural sector development. The DMSF of Malang Regency serves as a multi-stakeholder forum that intensively coordinates efforts to position millennial farmers as the subjects of development. Multi-stakeholder collaboration has become a key success factor of the YESS Programme in advancing young farmer regeneration at the regional level, as reflected in the following achievements in East Java:

- a. *In various regencies in East Java, cross-sectoral synergy has been established with mutually complementary roles and contributions. Village and district governments actively participate in mobilizing prospective beneficiaries through village deliberation forums and farmer group associations, while also providing demonstration plot land, training facilities, and promotional support for youth products in various local-level activities.*
- b. *Technical agencies such as the DTPHP, the Livestock Service, and the Cooperative Service contribute by providing technical training facilitators, accelerating the legal formalization of millennial cooperatives, and synchronizing programs with the food security agenda and young farmer regeneration. Meanwhile, farmer groups and farmer associations serve as mentors and internship sites for young participants, while financial institutions such as BRI and Bank Jatim provide financial access support, ranging from account opening, financial literacy, to Micro KUR disbursement.*
- c. *At the institutional level, the Agrimuda Jaya Bersama Cooperative has been established, comprising 211 beneficiaries across clusters with a turnover reaching IDR 980 million as of May 2025. This cooperative serves as a*

bagi pemuda tani dalam pemasaran produk dan penyediaan sarana produksi pertanian.

- d. Peningkatan kapasitas petani milenial juga diperkuat melalui kemitraan dengan P4S dan lembaga pelatihan teknis seperti BPP, BDSP, TTP, PLUT KUMKM, dan BLK. Di Kabupaten Malang, misalnya, tiga P4S telah melatih lebih dari 1.126 peserta dalam berbagai modul kewirausahaan dan teknis pascapanen.
- e. Kolaborasi dengan sektor swasta dan *off-taker* lokal terus diperluas. Kerja sama terjalin dengan PT Cargill untuk pengembangan kakao, Paskomnas dan Koperasi Champion Magelang untuk komoditas cabai, serta dukungan CSR dari PT Tunas Utama Pacitan untuk pengembangan usaha jamur tiram. Sinergi yang kuat dengan pemerintah daerah juga memperkuat keberlanjutan program melalui pelatihan, inkubasi bisnis, kurasi, pameran petani milenial, serta fasilitasi perizinan dan CSR sektor pertanian.
- f. Program YESS berkoordinasi dengan Bappeda dalam perencanaan dan berkolaborasi dengan OPD saat implementasi. Melalui DMSF, berbagai kemitraan berhasil dibangun karena diyakini bahwa kolaborasi lintas sektor menjadi kunci penguatan ekosistem wirausaha muda dan keberlanjutan program.
- g. Di Kabupaten Tulungagung, Bappeda mengalokasikan anggaran sebesar Rp120 juta dari APBD untuk mendukung alumni YESS penggemukan kambing, dengan koordinasi rutin antara fasilitator, *mobilizer*, dan fasmud guna memastikan capaian rekrutmen CPM tetap sesuai target. Sementara di Kabupaten Malang, peserta pelatihan diwajibkan tergabung dalam Kelompok Wanita Tani (KWT) agar sinergi dengan program pemerintah lain, seperti Koperasi Desa Merah Putih, berjalan efektif dan berkelanjutan.

strategic platform for young farmers in product marketing and the provision of agricultural production facilities.

- d. *Capacity building for millennial farmers is further strengthened through partnerships with P4S and technical training institutions such as BPP, BDSP, TTP, PLUT KUMKM, and BLK. In Malang Regency, for example, three P4S have trained more than 1,126 participants in various entrepreneurial and post-harvest technical modules.*
- e. *Collaboration with the private sector and local off-takers continues to expand. Partnerships have been established with PT Cargill for cocoa development, National Commodity Market (Paskomnas) and Champion Magelang Cooperative for chili commodities, as well as CSR support from PT Tunas Utama Pacitan for oyster mushroom business development. Strong synergy with local governments also reinforces program sustainability through training, business incubation, curation, millennial farmer exhibitions, as well as facilitation of permits and agricultural sector CSR.*
- f. *The YESS Programme coordinates with Bappeda in planning and collaborates with relevant OPDs during implementation. Through the DMSF, various partnerships have been successfully developed based on the conviction that cross-sectoral collaboration is key to strengthening the young entrepreneurship ecosystem and ensuring program sustainability.*
- g. *In Tulungagung Regency, Bappeda Bappeda allocate a budget of Rp 120 million from the local budget (APBD) to support YESS alumni in goat fattening, with regular coordination among facilitators, mobilizers, and Fasmud to ensure CPM recruitment targets are achieved. Meanwhile, in Malang Regency, training participants are required to join Women Farmer Groups (KWT) to ensure effective and sustainable synergy with other government programs, such as the Merah Putih Village Cooperative.*

Program YESS juga aktif bermitra dengan sektor swasta, seperti CSR Bentoel yang mendukung pelatihan perizinan dan budidaya hidroponik melon. Mayoritas petani milenial di Malang bergerak di bidang hortikultura (35%) dan peternakan (24%).

- h. Di Banyuwangi, Program YESS terintegrasi dengan program daerah Jagoan Tani dan membentuk Koperasi Cita Wangi untuk mengelola kluster hortikultura dan olahan pangan. Di Pacitan, kolaborasi multipihak melalui Hibah Kompetitif senilai Rp5 miliar meningkatkan pendapatan petani muda, sementara di Pasuruan, kerja sama dengan PT Merdeka Pupuk dan OPD memperkuat pelatihan berbasis need assessment.
- i. Secara kelembagaan, pemerintah daerah didorong mengintegrasikan kegiatan YESS ke dalam RPJMD, RKPD, dan APBD sesuai Permendagri No. 90/2019 agar program berkelanjutan. Di tingkat provinsi, Jawa Timur menjadi praktik terbaik melalui Jatim Agro, model korporasi petani milenial berbasis koperasi yang mengintegrasikan produksi, pengolahan, dan pemasaran, serta bermitra dengan industri besar seperti Japfa, Wilmar, Mayora, dan Indofood.

Bagi dunia usaha, keberadaan korporasi petani milenial menjadi jaminan bahwa pasokan, kualitas, dan kontinuitas produk pertanian dapat lebih terjamin. Hal ini semakin menarik karena seluruh proses terhubung dengan *offtaker/stakeholders* seperti koperasi, BUMN (Pupuk Kaltim, Petrokimia), perusahaan swasta (Cargill), pemerintah, perbankan, hingga investor. Dengan demikian, dunia usaha melihat potensi besar dalam kemitraan yang tidak hanya menguntungkan, tetapi juga berkelanjutan.

Implementasi di Kalimantan Selatan, keberlanjutan program dilakukan melalui Program Batumbang Tani Manis yang fokus pada peningkatan soft skill petani

The YESS Programme also actively partners with the private sector, including Bentoel CSR, which supports training in licensing and hydroponic melon cultivation. The majority of millennial farmers in Malang are engaged in horticulture (35%) and livestock (24%).

- h. *In Banyuwangi, the YESS Programme is integrated with the regional Jagoan Tani program and has established the Cita Wangi Cooperative to manage horticulture and processed food clusters. In Pacitan, multi-stakeholder collaboration through a Competitive Grant worth IDR 5 billion has increased young farmers' income, while in Pasuruan, cooperation with PT Merdeka Pupuk and OPDs has strengthened need-assessment-based training.*
- i. *At the institutional level, local governments are encouraged to integrate YESS activities into the RPJMD, RKPD, and APBD in accordance with Minister of Home Affairs Regulation No. 90/2019 to ensure program sustainability. At the provincial level, East Java serves as a best practice through Jatim Agro, a model of a millennial farmer corporation based on cooperatives that integrates production, processing, and marketing, and partners with major industries such as Japfa, Wilmar, Mayora, and Indofood.*

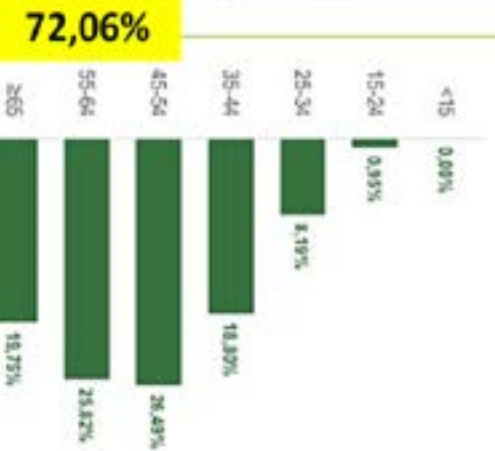
For the business sector, the existence of millennial farmer corporations provides assurance that the supply, quality, and continuity of agricultural products can be better guaranteed. This is increasingly attractive because the entire process is connected with off-takers/stakeholders such as cooperatives, state-owned enterprises (Pupuk Kaltim, Petrokimia), private companies (Cargill), government institutions, banks, and investors. Accordingly, the business sector sees significant potential in partnerships that are not only profitable but also sustainable.

In South Kalimantan, program sustainability is carried out through the Batumbang Tani Manis Program, which focuses on enhancing the soft skills of young farmers. Overall, the success of

KOMPOSISI PETANI BERDASARKAN UMUR

Pengelola UTP Paling Banyak Berada pada Kelompok Umur 45 – 54 tahun

Sebaran **Pengelola UTP** Menurut Kelompok Umur, 2023 (%)



Sebaran **Petani** Menurut Generasi, 2023



Sumber: *Survei Petani* Nisa H. Fery



Generasi Petani di Provinsi Jawa Timur

- Sebagian besar pengelola UTP di Provinsi Jawa Timur merupakan generasi tua.
- Sekitar 42,03% petani di Provinsi Jawa Timur merupakan **Generasi X** dan 31,92% merupakan **Generasi Baby Boomer**
- Generasi Milenial hanya mencakup 21,30% dari total petani di Provinsi Jawa Timur

Gambar 31. Profil Pertanian Jawa Timur diperkuat Petani Milenial

COMPOSITION OF FARMERS BY AGE GROUP

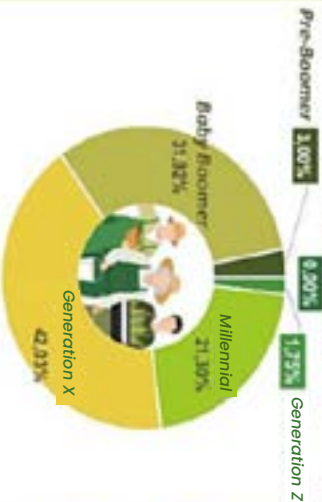
Most UTP (Individual Agricultural Business) managers fall within the 45–54 age group

Distribution of UTP Managers by Age Group, 2023 (%)



Distribution of Farmers by Generation, 2023.

Post Generation Z



Source: Classification by William H. Frey

Post Generation Z

Born in 2013 and onwards
Estimated current age: up to 10 years

Generation Z

Born between 1997–2012
Estimated current age: 11–26 years

Millennial Generation

Born between 1981–1996
Estimated current age: 27–42 years

Generation X

Born between 1965–1980
Estimated current age: 43–58 years

Baby Boomer Generation

Born between 1946–1964
Estimated current age: 59–77 years

Pre-Boomer Generation

Born before 1945
Estimated current age: above 78 years

Farmer Generations in East Java Province

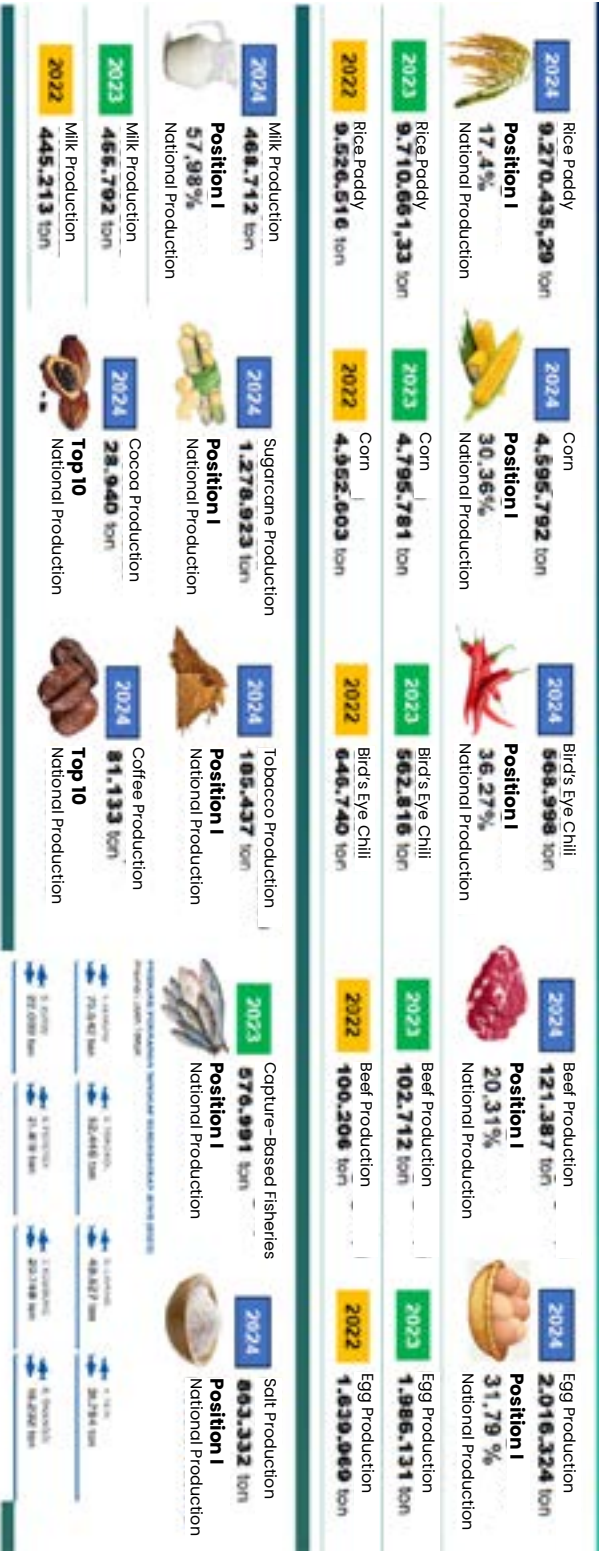
- The majority of UTP managers in East Java Province belong to the older generation.
- Approximately 42.03% of farmers in East Java Province are from Generation X, and 31.92% are from the Baby Boomer Generation.
- Millennial Generation farmers account for only 21.30% of the total number of farmers in East Java Province.

Figure 31. Agriculture Profile of East Java Strengthened by Millennial Farmers



Gambar 32. Sektor Pertanian Mengakomodasi Peran Petani Milenial di Jawa Timur

PERFORMANCE OF THE AGRICULTURAL SECTOR IN EAST JAVA PROVINCE, 2024



Source: Statistics Indonesia (BPS RI), Directorate General of Food Crops, Ministry of Agriculture, Ministry of Marine Affairs and Fisheries (KKP RI), Provincial Offices of Agriculture and Food Security, Livestock Service, and Plantation Service of East Java Province

Figure 32. Agricultural Sectors Accommodating the Role of Millennial Farmers in East Java



muda. Secara keseluruhan, keberhasilan Program YESS sangat bergantung pada kolaborasi multipihak, sinergi program daerah, dan dukungan dunia usaha dalam membangun ekosistem agribisnis muda yang inklusif dan berkelanjutan.

Di Jawa Barat kolaborasi Program YESS diperkuat melalui pengembangan kelembagaan ekonomi seperti Koperasi, BUMDes, serta Kelompok Usaha atau klaster komoditas. Dinas Pertanian, alumni YESS, pemerintah desa, alumni mobilizer dan Fasmud dipropose untuk menjadi anggota, koperasi, BUMDes, klaster komoditas tersebut. Pemerintah Daerah kemudian memanfaatkan kelembagaan tersebut untuk mengidentifikasi apakah alumni YESS sudah terdata di Simluhtan. Jika belum mereka diarahkan untuk membentuk kelompok khusus Alumni YESS, yang selanjutnya mendapatkan pendampingan kelembagaan dan pelatihan manajemen kelembagaan lokal.

Pemerintah desa dan mitra program juga memberikan fasilitasi modal awal dari dana desa atau skala kemitraan untuk mendukung peningkatan kapasitas dan penyerapan produk para petani muda. Upaya ini diiringi dengan kegiatan monitoring dan penguatan tata Kelola kelembagaan.

Selain itu penguatan Pojok KUR dilakukan melalui kolaborasi antara Dinas Pertanian, BDSP dan Perbankan atau BPR Cianjur. Jadwal Konsultasi Pojok KUR ditetapkan setiap hari Rabu di BDSP agar penerima manfaat memiliki kepastian waktu untuk memperoleh pendampingan pembiayaan. Untuk mendukung layanan tersebut disiapkan petugas konsultasi yang sudah mengikuti Training of Trainers (ToT) untuk memfasilitasi dan mengadministrasikan persoalan pertanian dalam "Bank Masalah" yang dicatat dalam buku khusus. Petugas juga bertanggung jawab menelusuri (tracking) tindak lanjut konsultasi hingga permasalahan dinyatakan tuntas.

the YESS Programme strongly depends on multi-stakeholder collaboration, synergy with regional programs, and the support of the business sector in building an inclusive and sustainable young agribusiness ecosystem.

In West Java, YESS Program collaboration is strengthened through the development of economic institutions such as cooperatives, village-owned enterprises (BUMDes), and commodity business clusters. The Department of Agriculture, YESS alumni, village governments, mobilizer alumni, and Fasmud are proposed as members of these institutions. Local governments then use these institutions to identify whether YESS alumni are registered in Simluhtan. If not, they are guided to form special YESS alumni groups, which subsequently receive institutional support and local management training.

Village governments and program partners provide initial capital from village funds or partnership schemes to support youth farmers' capacity building and product absorption. This is accompanied by monitoring and institutional governance strengthening.

Additionally, KUR Corners are reinforced through collaboration between the Department of Agriculture, BDSP, and banks or BPR Cianjur. Consultation schedules are set every Wednesday at BDSP to ensure beneficiaries can access financial guidance. Trained consultation officers facilitate and document agricultural issues in the 'Problem Bank' and are responsible for tracking follow-ups until issues are resolved.

a. Praktik Baik

Pemda mengadopsi Program dan Skema YESS, terkait peningkatan kapasitas pemuda, sehingga menginspirasi Pemda untuk menjalankan program dengan skema yang sama dengan Program YESS dalam menciptakan regenerasi petani dengan memposisikan mereka dalam peran masing-masing pada rantai nilai agribisnis pertanian. Pada gilirannya akan menumbuhkan ekonomi daerah dan meningkatkan income petani milenial.

b. Lesson Learned

Pemda dapat mengadopsi Program YESS dengan catatan tetap memperhatikan beberapa hal berikut:

- a. Peningkatan kapasitas petani milenial dalam arti luas bukan hanya sebatas pelatihan tetapi juga pendampingan pemuda tani diluar pelatihan untuk membangun networking pembiayaan dan permodalan
- b. Inovasi dan Kreativitas. Skema program YESS dapat diadaptasi oleh Pemda dan direplikasi sendiri di lokasi-lokasi terpilih untuk dikembangkan dengan syarat selalu merawat dan menumbuhkan inovasi dan kreativitas

a. Best Practices:

Local governments adopt the YESS Programme and Scheme, particularly in relation to enhancing youth capacity, thereby inspiring local governments to implement programs using the same scheme as the YESS Programme. This approach aims to create young farmer regeneration by positioning them in their respective roles along the agricultural agribusiness value chain, which in turn will stimulate regional economic growth and increase the income of millennial farmers.

b.. Lessons Learned:

Local governments can adopt the YESS Programme with the consideration of the following points:

- a. *Capacity building for millennial farmers in a broad sense is not limited to training alone but also includes advisory supporting young farmers beyond training to establish financing and capital networks.*
- b. *Innovation and Creativity. The YESS Programme scheme can be adapted by local governments and replicated in selected locations for further development, provided that innovation and creativity are continuously nurtured and promoted.*

C. Dunia Usaha Merespon Petani Milenial

a. Kolaborasi dengan Dunia Usaha

Kerja sama dengan dunia usaha dalam Program YESS dikonsepsikan dan direalisasikan dalam perencanaan dan pelaksanaan peningkatan kapasitas bagi petani milenial. Bentuk kolaborasi yang direalisasikan adalah kerjasama dalam aktivitas peningkatan kapasitas dan pendampingan terhadap petani muda dalam berwirausaha, diantaranya dalam bentuk magang.

Kerjasama ini bermaksud untuk meningkatkan kualitas pelatihan sebagai indikator utama keberhasilan program dalam menyiapkan para petani muda agar siap bekerja atau berwirausaha di sektor pertanian. Pada gilirannya terintegrasi dengan rantai nilai sektor pertanian.

b. Praktik Baik Kerjasama

Seluruh hasil kolaborasi tersebut mencerminkan praktik baik (*best practices*) yang memberikan nilai tambah bagi petani milenial dan lembaga pelaksana program. Praktik-praktik ini menjadi sumber pembelajaran berharga dalam penguatan kemitraan dan pengembangan ekosistem wirausaha muda pertanian.

1. Kerjasama Pengembangan Produk Lokal berbasis Platform

Program magang pengolahan hasil pertanian di Polbangtan Malang bekerja sama dengan PT Oreng Osing di Banyuwangi, berfokus pada pengembangan usaha tani dan produk lokal. Peserta magang memperoleh pengalaman praktis dalam produksi pangan olahan, pengemasan, pemasaran, dan manajemen usaha kecil.

Kolaborasi ini menjadi contoh praktik baik pemanfaatan potensi lokal sebagai sumber inovasi

C. The Business Sector Responds to Millennial Farmers

a. Collaboration with the Business Sector

Collaboration with the business sector under the YESS Programme is conceptualized and realized in the planning and implementation of capacity building for millennial farmers. Forms of collaboration that have been realized include joint activities in capacity building and advisory support of young farmers in entrepreneurship, including internships.

This collaboration aims to enhance the quality of training as a key indicator of program success in preparing young farmers to be ready to work or engage in entrepreneurial activities in the agricultural sector and, ultimately, to integrate into the agricultural value chain.

b. Best Practices in Collaboration:

All outcomes of these collaborations reflect best practices that provide added value for millennial farmers and implementing institutions. These practices serve as valuable lessons in strengthening partnerships and developing the young agricultural entrepreneurship ecosystem.

1. Collaboration on Local Product Development Based on Platforms

The agricultural product processing internship program at Polbangtan Malang, in collaboration with PT Oreng Osing in Banyuwangi, focuses on the development of farming enterprises and local products. Internship participants gain practical experience in processed food production, packaging, marketing, and small business management.

This collaboration serves as an example of best practice in utilizing local potential as a source of innovation for millennial farmers.



Gambar 33. Kegiatan Pelatihan dengan PT Oreng Osing Kabupaten Banyuwangi

Figure 33. Training Activities with PT Oreng Osing, Banyuwangi Regency

petani milenial. PT Oreng Osing juga bermitra dengan BDSP Tegalsari dalam mendampingi penerima manfaat Program YESS melalui inisiatif Tegallyfoods yang merupakan usaha bersama penerima manfaat dan Kelompok Wanita Tani Tegalsari yang memproduksi camilan lokal seperti keripik pare, keripik jamur, dan sale pisang.

Tegallyfoods memasarkan produknya secara *offline* melalui lebih dari 20 toko dan *online* di Shopee, Tokopedia, TikTok, serta promosi harian lewat WhatsApp. Kelompok ini rutin berinovasi melalui pertemuan bulanan dan aktif dalam berbagai pameran setiap tahun.

Kemitraan diperluas dengan pusat oleh-oleh, toko lokal, pondok pesantren, dan UMKM, disertai layanan COD untuk memperluas jangkauan pasar. Penguatan kapasitas dilakukan melalui magang pengolahan hasil pertanian di Polbangtan Malang bekerja sama dengan PT Oreng Osing di Banyuwangi.

PT Oreng Osing menjadi contoh praktik baik dalam mengoptimalkan potensi lokal dan mendukung pengembangan usaha tani milenial. Kolaborasi antara perusahaan ini dan BDSP

PT Oreng Osing also partners with BDSP Tegalsari in mentoring YESS Programme beneficiaries through the Tegallyfoods initiative, a joint enterprise of beneficiaries and the Tegalsari Women Farmer Group, which produces local snacks such as bitter gourd chips, mushroom chips, and banana sale.

Tegallyfoods markets its products offline through more than 20 stores and online via Shopee, Tokopedia, TikTok, and daily promotions through WhatsApp. The group routinely innovates through monthly meetings and actively participates in various exhibitions each year.

The partnership is further expanded to souvenir centers, local shops, Islamic boarding schools, and MSMEs, accompanied by a COD service to broaden market reach. Capacity building is conducted through agricultural product processing internships at Polbangtan Malang in collaboration with PT Oreng Osing in Banyuwangi.

PT Oreng Osing exemplifies best practice in optimizing local potential and supporting the development of millennial farming enterprises. The collaboration between this company and BDSP

Tegalsari mendorong inovasi serta memperkuat pemasaran produk melalui platform Tegallyfoods, yang kini aktif tampil di berbagai ajang seperti Festival Kontes Ternak, Agrowisata Taman Suruh, dan Lomba Jagoan Tani.

2. Kerjasama Bisnis Klaster Singkong Sukabumi dengan Dunia Usaha

Klaster Singkong Sukabumi merupakan salah satu inisiatif praktik baik dalam pengembangan potensi komoditas unggulan daerah berbasis kerjasama. Klaster ini hadir sebagai wadah kolaborasi antara petani, pelaku usaha pengolahan, lembaga keuangan, dan pemangku kepentingan lainnya untuk menciptakan ekosistem usaha yang saling mendukung.

Melalui pendekatan berbasis komoditas, Program YESS PPIU Jawa Barat merespon tantangan petani muda, seperti keterbatasan pengetahuan budidaya, akses terhadap teknologi, pasar, dan pembiayaan. Inovasi yang dikembangkan antara lain melalui penerapan *contract farming* dengan *offtaker*, peningkatan kapasitas produksi, penguatan kelembagaan usaha tani, serta diversifikasi produk olahan berbasis singkong agar memiliki nilai tambah lebih tinggi.

Jenis singkong yang dikembangkan dalam klaster ini adalah varietas Manggu, yang dikenal memiliki kualitas unggul dan sesuai dengan kebutuhan industri pengolahan. Melalui kemitraan dengan sejumlah *offtaker* seperti PT Indofood, CV Araitha Pangindo (Kusuka), Pabrik Aci Sentul, dan pelaku industri lokal lainnya, klaster ini mampu memasok kebutuhan hingga sekitar 462 ton singkong per bulan.

Tegalsari promotes innovation and strengthens product marketing through the Tegallyfoods platform, which now actively participates in events such as the Livestock Contest Festival, Agrotourism Taman Suruh, and the Young Farmer Competition.

2. Business Collaboration of the Sukabumi Cassava Cluster with the Private Sector

The Sukabumi Cassava Cluster represents one of the best practice initiatives in developing the potential of regional flagship commodities through collaborative efforts. This cluster serves as a platform for collaboration among farmers, processing entrepreneurs, financial institutions, and other stakeholders to create a mutually supportive business ecosystem.

Through a commodity-based approach, the YESS PPIU West Java Programme responds to challenges faced by young farmers, such as limited cultivation knowledge, access to technology, markets, and financing. Innovations developed include the implementation of contract farming with offtakers, increasing production capacity, strengthening farm business institutions, and diversifying cassava-based processed products to achieve higher added value.

The type of cassava developed in this cluster is the Manggu variety, known for its superior quality and suitability for the processing industry. Through partnerships with several offtakers, such as PT Indofood, CV Araitha Pangindo (Kusuka), Aci Sentul Factory, and other local industry actors, the cluster is able to supply up to approximately 462 tons of cassava per month.



Gambar 34. Klaster Singkong Sukabumi Jawa Barat sebagai wadah kerjasama dengan off taker besar (Indofood group) sedang grading produk untuk Perusahaan Kripik Singkong Kusuka

Figure 34. Sukabumi Cassava Cluster, West Java, as a platform for collaboration with a major off-taker (Indofood Group), is currently grading products for Kusuka Cassava Chips Company.

Selain memasok bahan baku untuk industri, klaster ini juga mengembangkan berbagai produk olahan seperti tepung mocaf, keripik singkong, dan kicimpring atau kerupuk Enye, serta mengolah sisa produksi menjadi galek untuk bahan pakan ternak.

Dengan pendekatan menyeluruh pada seluruh rantai nilai, Klaster Singkong Sukabumi tidak hanya meningkatkan pendapatan petani dan pelaku usaha muda, tetapi juga mendorong tumbuhnya ekonomi perdesaan yang berkelanjutan di wilayah Sukabumi, Jawa Barat.

3. Klaster Melon Telaga Langsung Kalimantan Selatan Berkembang Berkat Kolaborasi

Desa Telaga Langsung di Kabupaten Hulu Sungai Selatan kini dikenal sebagai Kampung Melon, simbol kolaborasi dan semangat wirausaha muda. Di balik keberhasilan ini, ada Rahman Hadi, pemuda desa yang berhasil membangun klaster agribisnis produktif berbasis gotong royong.

Budidaya melon yang dulu dikelola beberapa warga kini berkembang pesat melalui kerja sama antarpetani muda. Rahman mendorong lahirnya klaster petani muda yang tidak hanya berbagi

In addition to supplying raw materials for the industry, the cluster also develops various processed products, such as mocaf flour, cassava chips, and kicimpring/enye crackers, while processing production residues into galek for animal feed.

By adopting a comprehensive approach across the entire value chain, the Sukabumi Cassava Cluster not only increases the income of farmers and young entrepreneurs but also promotes the sustainable growth of the rural economy in Sukabumi, West Java.

3. Telaga Langsung, South Kalimantan, Develops Through Collaboration

Telaga Langsung Village in Hulu Sungai Selatan Regency is now recognized as the Melon Village, a symbol of collaboration and the spirit of youth entrepreneurship. Behind this success is Rahman Hadi, a young villager who has successfully established a productive agribusiness cluster based on mutual cooperation.

Melon cultivation, which was previously managed by several residents, has now grown rapidly through cooperation among young farmers. Rahman has fostered the emergence of a young



Gambar 35. Klaster Melon Desa Langsung Hulu Sungai Selatan Kalimantan Selatan: Berkolaborasi dengan stakeholder Pemda dan BDSP menggagas farm tourism

Figure 35. Langsung Village Melon Cluster, Hulu Sungai Selatan, South Kalimantan: Collaborating with local government stakeholders and BDSP to initiate farm tourism.

lahan dan alat produksi, tetapi juga pengetahuan, jejaring pasar, dan semangat saling menguatkan. Dengan dukungan Program YESS, mereka memperoleh hibah kompetitif Rp 87 juta yang dikelola secara kolektif untuk memperkuat sarana produksi dan sistem usaha kelompok.

Kolaborasi menjadi kunci keberhasilan mereka. Rahman aktif menjalin kemitraan dengan BDSP, pemerintah daerah, dan pengumpul buah lokal, memastikan hasil panen lebih stabil dan bernilai jual tinggi. Ia juga menggagas konsep farm tourism, membuka kebun sebagai ruang belajar dan inspirasi bagi generasi muda desa lain.

Kini, Kampung Melon tidak hanya menghasilkan lebih dari 10 ton buah per bulan, tetapi juga melahirkan jejaring pemuda desa yang saling mendukung dalam membangun ekonomi lokal. Bagi Rahman, pertanian adalah bentuk kolaborasi sosial tentang tumbuh

farmer cluster that not only shares land and production tools but also knowledge, market networks, and a spirit of mutual reinforcement. With support from the YESS Programme, they received a competitive grant of IDR 87 million, managed collectively to strengthen production facilities and group business systems.

Langsat Village Melon Cluster, Hulu Sungai Selatan, South Kalimantan: Collaborating with local government stakeholders and BDSP to initiate farm tourism.

Collaboration has been key to their success. Rahman actively builds partnerships with BDSP, local government, and local fruit collectors, ensuring more stable and higher-value harvests. He also initiated the concept of farm tourism, opening the farm as a learning space and source of inspiration for young people from other villages. Today, Melon Village not only produces more than 10 tons of fruit per month but also creates a network of young villagers who support each other

bersama, belajar bersama, dan menciptakan masa depan desa yang mandiri dan berdaya.

Kini, Desa Telaga Langsat bukan lagi sekadar wilayah pertanian, melainkan simbol transformasi ekonomi desa. Klaster Kampung Melon membuka lapangan kerja baru, meningkatkan pendapatan warga, dan menginspirasi generasi muda untuk kembali menekuni pertanian. Bagi Rahman Hadi, bertani bukan hanya soal menanam dan panen, tetapi tentang membangun masa depan desa melalui kerja sama dan ketekunan.

4. Kerjasama Bimbingan Karir Pertanian Kakao

Di Provinsi Sulawesi Selatan lembaga TVET berkolaborasi dengan Mars Cocoa Academy, yang sudah menjadi mitra IFAD bersama Kementerian Pertanian. Sebagai mitra, Mars Cocoa Academy (bagian dari PT Mars Symbioscience Indonesia) aktif menyelenggarakan pelatihan agronomi kakao di Sulawesi Selatan. Diantaranya, Pelatihan Agronomi di Tarengge, Kabupaten Luwu, Pelatihan ini mencakup teori dan praktik, dan diberikan kepada penyuluh pertanian (PPL) maupun petani.

Dalam kerjasama tersebut TVET Sulawesi Selatan mengirimkan 50 orang peserta untuk mengikuti pelatihan produksi Kakao di PT Mars. Pasca Pelatihan *Cocoa Academy Expert* yang dilaksanakan selama lebih 30 hari, peserta melaksanakan berbagai penugasan rencana aksi yang telah di sepakati bersama, Salah satunya membina kelompok tani yang ada di wilayahnya masing-masing.

in building the local economy. For Rahman, farming is a form of social collaboration: growing together, learning together, and creating an independent and empowered future for the village. Today, Telaga Langsat Village is no longer merely an agricultural area but a symbol of village economic transformation. The Melon Village Cluster opens new employment opportunities, increases residents' income, and inspires young generations to return to farming. For Rahman Hadi, farming is not only about planting and harvesting but also about building the village's future through cooperation and perseverance.

4. Collaboration in Cocoa Agricultural Career Guidance

In South Sulawesi Province, TVET institutions have collaborated with Mars Cocoa Academy, which is already a partner of IFAD with the Ministry of Agriculture. As a partner, Mars Cocoa Academy (part of PT Mars Symbioscience Indonesia) is actively involved in cocoa agronomy training in South Sulawesi, including the Agronomy Training in Tarengge, Luwu Regency. This training covers both theory and practice and is provided to agricultural extension workers (PPL) as well as farmers..

In this collaboration, TVET South Sulawesi sent 50 participants to attend cocoa production training at PT Mars. Following the Cocoa Academy Expert Training, which lasted approximately 30 days, participants carried out various agreed-upon action plan assignments. One of these tasks was mentoring the farmer groups in their respective regions.



Gambar 36. Pelatihan Agronomi Kakao Petani Muda oleh PT Mars Cocoa Academy Sulawesi Selatan
Figure 36. Cocoa Agronomy Training for Young Farmers by PT Mars Cocoa Academy, South Sulawesi

Selanjutnya PT Mars bersama Polbangtan melakukan evaluasi terhadap rencana aksi tersebut. Hasil evaluasi kemudian dibahas bersama untuk dicarikan problem solvingnya jika menemui kendala.

Dari segi pembinaan lanjutan oleh Program YESS, sebanyak 13 alumni pelatihan bimbingan karir tersebut memperoleh Hibah Kompetitif Klaster. Salah satunya Jabal dari Kabupaten Bantaeng yang sukses mengembangkan usaha.

Skala usaha Kakao Jabal terus meningkat dan mampu menciptakan lapangan kerja baru. Hingga kini, ia telah merekrut sekitar 10-15 anggota untuk bergabung dalam tim klaster untuk membudidayakan kakao yang ada di Kabupaten Bantaeng Sulawesi Selatan.

5. Kerjasama Lintas Sektor melalui TVET

Di Jawa Barat, intervensi PWMP melalui TVET pada tahun 2021-2022 berhasil mendorong 13% alumni TVET menjadi wirausahawan pertanian, menunjukkan efektivitas pelatihan dan magang dalam membangun kemandirian usaha. Peningkatan

Subsequently, PT Mars, in collaboration with Polbangtan, evaluated those action plans. The evaluation results were then discussed collectively to find problem-solving solutions if any obstacles were encountered.

In terms of further guidance by the YESS Programme, 13 alumni of this career guidance training received competitive cluster grants. One of them is Jabal from Bantaeng Regency, who has successfully developed his enterprise.

Jabal's cocoa business scale continues to grow and create employment opportunities. As of the time of writing, he has recruited approximately 10-15 members into his cluster team to cultivate cocoa plants in Bantaeng Regency, South Sulawesi.

5. Cross-Sector Collaboration through TVET

In West Java, the PWMP intervention through TVET in 2021-2022 successfully encouraged 13% of TVET alumni to become agricultural entrepreneurs, demonstrating the effectiveness of training and internships in

kapasitas tersebut diperkuat oleh kolaborasi antara pemerintah daerah, lembaga pendidikan, sektor swasta, perbankan dan P4S dalam penyediaan pelatihan, pendampingan, serta akses pemasaran produk. Dukungan lembaga keuangan seperti bank dan koperasi, termasuk melalui KUR, turut memperkuat keberlanjutan dan pengembangan usaha penerima manfaat.

c. Pembelajaran yang dapat Dipetik

1. Perluasan dan Penguatan Program Magang dan Inkubasi

Dilakukan melalui: (a) memperluas jejaring kemitraan magang dan memperkuat sistem inkubasi lintas sektor untuk menjamin keberlanjutan usaha muda pertanian; (b) meningkatkan jumlah peserta magang agar lebih banyak petani muda berpotensi terserap di sektor pertanian; (c) memperkuat pendampingan tenant dalam desain produk, manajemen, pemasaran, dan peningkatan kualitas; serta (d) menerapkan skema magang bersertifikat sebagai pengakuan kompetensi formal bagi alumni dalam mengakses pekerjaan profesional maupun membangun wirausaha pertanian mandiri.

2. Kerjasama Tematik dan Terfokus

Kerjasama dengan dunia usaha difokuskan pada peningkatan keterampilan wirausaha, akses permodalan, pemasaran, dan penciptaan lapangan kerja bagi pemuda perdesaan. Kolaborasi ini juga diarahkan untuk memperkuat pengetahuan dan inovasi usaha melalui pelatihan bersama mitra berpengalaman seperti P4S, praktisi, dan pengusaha, serta mentoring dari pelaku usaha sukses agar jangkauan dan dampaknya lebih luas.

fostering business independence. This capacity building is reinforced through collaboration among local governments, educational institutions, the private sector, banks, and P4S in providing training, facilitation, and market access for products. Support from financial institutions, such as banks and cooperatives, including through KUR, further strengthens the sustainability and development of beneficiaries' enterprises.

c. Lessons Learned:

1. Expansion and Strengthening of Internship and Incubation Programs,

implemented through: (a) broadening the internship partnership network and strengthening cross-sector incubation systems to ensure the sustainability of young agricultural enterprises; (b) increasing the number of internship participants so that more young farmers can potentially be absorbed in the agricultural sector; (c) enhancing tenant mentoring in product design, management, marketing, and quality improvement; and (d) implementing certified internship schemes as formal competency recognition for alumni in accessing professional employment or establishing independent agricultural enterprises.

2. Thematic and Focused Collaboration

Cooperation with the private sector is focused on enhancing entrepreneurial skills, access to capital, marketing, and job creation for rural youth. This collaboration is also aimed at strengthening business knowledge and innovation through joint training with experienced partners such as P4S, practitioners, and entrepreneurs, as well as mentoring by successful business actors to broaden reach and impact.

3. Optimalisasi Kerjasama dengan Dunia Usaha Melalui Skema Public Privat Partnership secara Jangka Panjang

Perusahaan mitra kerja sama magang berkomitmen untuk bertindak sebagai off taker yang menjamin pemasaran dan memberikan pendampingan pasca-program. Untuk memastikan keberlanjutan dampak, diperlukan kelembagaan yang kuat dan berkelanjutan sebagai bagian dari exit strategy, terutama dalam peningkatan kompetensi, akses permodalan, dan pemasaran, serta pembangunan ekosistem wirausaha yang kuat.

3. Optimization of Collaboration with the Private Sector through Long-Term Public-Private Partnership Schemes

Partner companies in the internship program commit to acting as off-takers, ensuring market access and providing post-program support. To sustain impact, strong and lasting institutions are needed as part of the exit strategy, particularly for enhancing competencies, access to capital and markets, and building a robust entrepreneurial ecosystem.

D. Menjembatani Petani Milenial ke Lembaga Keuangan

Program YESS berperan sebagai *bridging* bagi petani milenial dalam mengakses permodalan melalui pelatihan literasi keuangan dan fasilitasi kerja sama dengan lembaga keuangan. Salah satu bentuk intervensi adalah Hibah Kompetitif yang memberikan dukungan modal bagi wirausahawan muda pertanian untuk mengembangkan usaha. Peningkatan literasi keuangan dalam Program YESS dilakukan melalui tiga tahap, yaitu literasi dasar, proposal bisnis, dan literasi lanjutan.

Pada tahap literasi dasar, pelatihan menekankan pengelolaan keuangan keluarga, usaha sederhana, dan tabungan. Kegiatan dilakukan secara tatap muka dan berbasis komunitas, agar pemuda bisa belajar langsung melalui interaksi dan praktik di lingkungan mereka sendiri. Pelatihan difasilitasi oleh fasilitator muda, *financial advisor*, dan *mobilizer* yang membantu peserta berdiskusi, berbagi pengalaman, serta belajar mengelola keuangan pribadi dan usaha secara sederhana.

D. Bridging Millennial Farmers to Financial Institutions

The YESS Programme acts as a bridge for millennial farmers to access capital through financial literacy training and facilitation of collaboration with financial institutions. One form of intervention is the competitive grant, which provides capital support for young agricultural entrepreneurs to develop their enterprises. Financial literacy improvement under the YESS Programme is conducted in three stages: basic literacy, business proposal development, and advanced literacy.

In the basic literacy stage, training emphasizes household financial management, small business management, and savings. Activities are conducted face-to-face and community-based so that youth can learn directly through interaction and practice in their own environment. Training is facilitated by young facilitators, financial advisors, and mobilizers who assist participants in discussion, experience sharing, and learning to manage personal and business finances in a simple manner.



Gambar 37. Kegiatan Pelatihan bersama Bank Jatim di BDSP Siliragung Kabupaten Banyuwangi Jatim
Figure 37. Joint Training Activity with Bank Jatim at BDSP Siliragung, Banyuwangi Regency, East Java.

Pelatihan proposal bisnis bertujuan membantu pemuda menyusun rencana usaha yang menarik dan layak bagi lembaga keuangan maupun investor. Peserta belajar membuat profil bisnis, menulis proposal usaha, serta memahami skema pembiayaan seperti KUR dan teknik analisis sederhana.

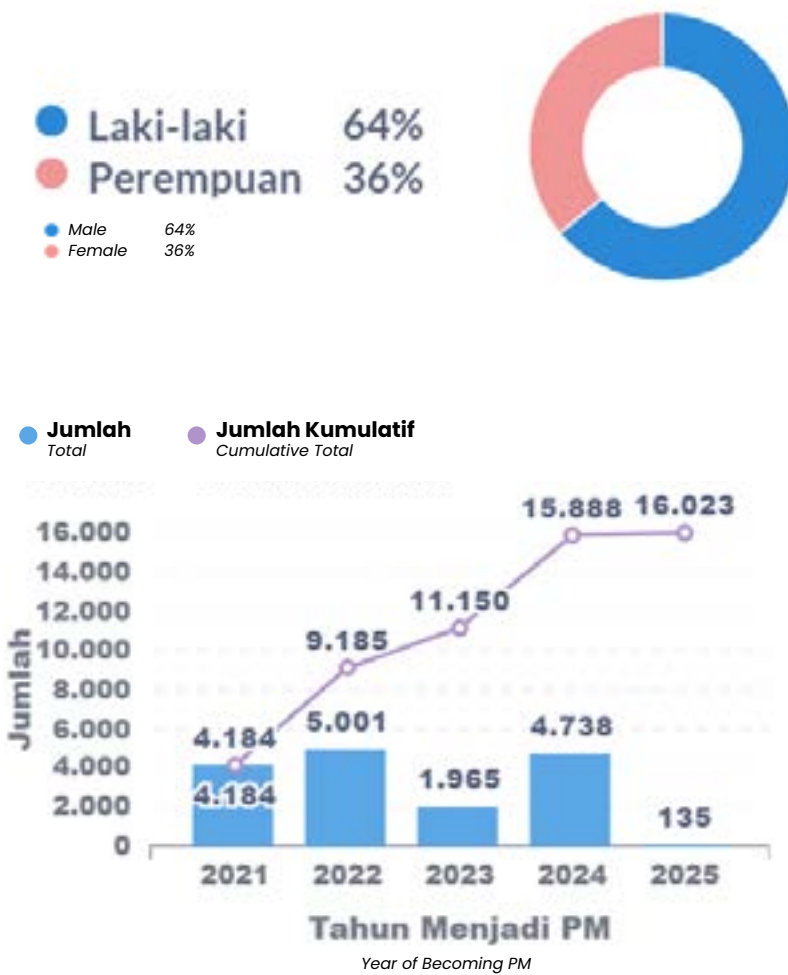
Pelatihan keuangan lanjutan membekali peserta dengan pemahaman tentang produk keuangan, pencatatan, dan laporan keuangan. Fokusnya pada penguatan manajemen keuangan usaha, termasuk pencatatan rinci, analisis laba rugi, perencanaan investasi, dan akses ke lembaga pembiayaan.

Kegiatan ini difasilitasi BDSP, dengan melibatkan praktisi atau konsultan bisnis lokal agar materi sesuai dengan kebutuhan peserta. Antusiasme tinggi petani muda terhadap akses pembiayaan terlihat dari jumlah peserta pelatihan literasi keuangan yang meningkat signifikan dari 11.289 di tahun 2021 menjadi 151.957 peserta pada 2024.

Business proposal training aims to help youth develop business plans that are attractive and feasible for financial institutions or investors. Participants learn to create business profiles, write business proposals, and understand financing schemes such as KUR and simple analytical techniques.

Advanced financial training equips participants with knowledge about financial products, record-keeping, and financial reporting. The focus is on strengthening business financial management, including detailed bookkeeping, profit and loss analysis, investment planning, and access to financing institutions.

This training is facilitated by BDSP, involving local practitioners or business consultants to ensure materials are tailored to participants' needs. BYouth farmers' strong interest in financial access is reflected in the significant increase in financial literacy training participants, from 11,289 in 2021 to 151,957 in 2024.



Gambar 38. Jumlah Penerima Manfaat dan Wirausaha Pemuda Tani Mengakses Permodalan
Sumber : MIS YESS Oktober, 2025

Figure 38. Number of Beneficiaries and Young Agripreneurs Accessing Capital
Source: MIS YESS October, 2025

Di Jawa Timur, Program YESS membangun kolaborasi dengan berbagai pihak seperti lembaga pelatihan, lembaga keuangan (Bank BRI dan Bank Jatim), dunia pendidikan, koperasi, serta mitra CSR lokal. Sinergi ini memastikan petani milenial tidak hanya memperoleh keterampilan teknis, tetapi juga akses permodalan melalui Kredit Usaha Rakyat untuk mengembangkan usaha berkelanjutan.

In East Java, the YESS Programme has established collaboration with various stakeholders, such as training institutions, financial institutions (Bank BRI and Bank Jatim), educational institutions, cooperatives, and local CSR partners. This synergy ensures that millennial farmers not only acquire technical skills but also gain access to capital through the People's Business Credit (KUR) to develop sustainable enterprises.

Secara nasional, jumlah penerima manfaat yang mendapatkan akses permodalan dari lembaga keuangan tercatat 16.023 orang dengan komposisi 64% laki-laki (10.248) dan 36% perempuan (5.775). Program YESS juga berhasil meningkatkan kompetensi petani muda sehingga mereka mampu mengakses permodalan dari lembaga keuangan perbankan.

Jika belum, penerima manfaat dapat dibantu dengan mengakses hibah kompetitif. Keberhasilan intervensi berbasis peta jalan (*roadmap*) inklusi keuangan ditunjukkan dengan meningkatnya jumlah para penerima manfaat yang mengakses permodalan dari tahun ke tahun.

Roadmap Intervensi Inklusi Keuangan Penerima Manfaat Program YESS menggambarkan tahapan peningkatan kapasitas penerima manfaat untuk mencapai akses permodalan formal. Proses dimulai dari menjadi Penerima Manfaat Program YESS. Dilanjutkan literasi keuangan dasar agar peserta memahami pengelolaan uang dan dapat mengakses layanan keuangan seperti tabungan dan Laku Pandai (Layanan Keuangan Tanpa Kantor dalam Rangka Keuangan Inklusif).

Setelah itu, peserta mengikuti literasi keuangan lanjutan serta menyusun proposal bisnis yang layak. Dengan proposal tersebut, peserta dapat memperoleh akses permodalan melalui KUR, CSR, dana bergulir, atau hibah kompetitif.

Pada tahap akhir, penerima manfaat mencapai akses permodalan komersial, seperti kredit modal kerja, kredit investasi, dana talangan, dan LC/SKBDN (*Letter of Credit*/Surat Kredit Berdokumen Dalam Negeri). *Roadmap* ini menunjukkan langkah bertahap menuju kemandirian finansial dan peningkatan kelayakan usaha penerima manfaat YESS.

Program YESS memiliki skema Hibah Kompetitif sebagai bantuan modal usaha non-pengembalian yang ditujukan bagi wirausahawan muda pertanian di perdesaan. Tujuan utamanya adalah mendorong tumbuhnya usaha agribisnis

At the national level, the number of beneficiaries who gained access to capital from financial institutions reached 16,023 participants, comprising 64% men (10,248) and 36% women (5,775). The YESS Program also successfully enhanced youth farmers' competencies, enabling them to access financing from banking institutions.

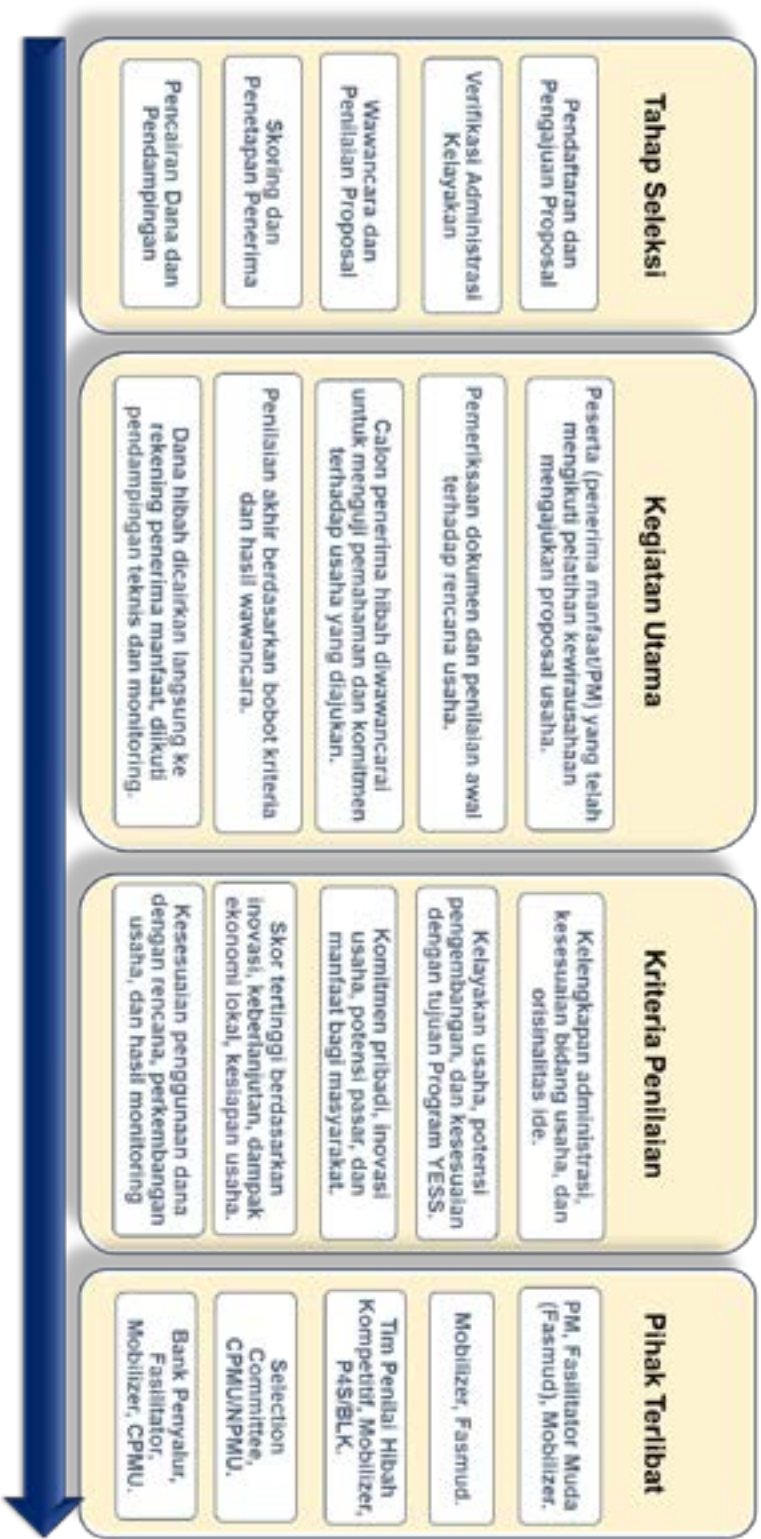
If not, assistance can be provided to beneficiaries by accessing competitive grants. The success of roadmap-based financial inclusion interventions is demonstrated by the increasing number of beneficiaries accessing capital from year to year.

The YESS Programme Beneficiaries' Financial Inclusion Intervention Roadmap illustrates the stages of capacity building for beneficiaries to achieve access to formal financing. The process begins with becoming a YESS Programme Beneficiary, followed by basic financial literacy to enable participants to understand money management and access financial services such as savings and Laku Pandai (Branchless Banking Services for Inclusive Finance).

Subsequently, participants undertake advanced financial literacy training and develop feasible business proposals. With these proposals, participants can obtain access to capital through KUR, CSR programs, revolving funds, or competitive grants.

In the final stage, beneficiaries achieve access to commercial financing, such as working capital loans, investment loans, bridging funds, and LC/SKBDN (Letter of Credit / Domestic Letter of Credit). This roadmap demonstrates stepwise progress towards financial independence and the enhancement of business viability for YESS beneficiaries.

The YESS Programme implements a Competitive Grant (HK) scheme as non-repayable business capital assistance (grant) aimed at young agricultural entrepreneurs in rural areas. Its primary objective is to encourage the growth of new agribusiness enterprises and to strengthen existing enterprises so



Gambar 39. Proses Seleksi Hibah Kompetitif

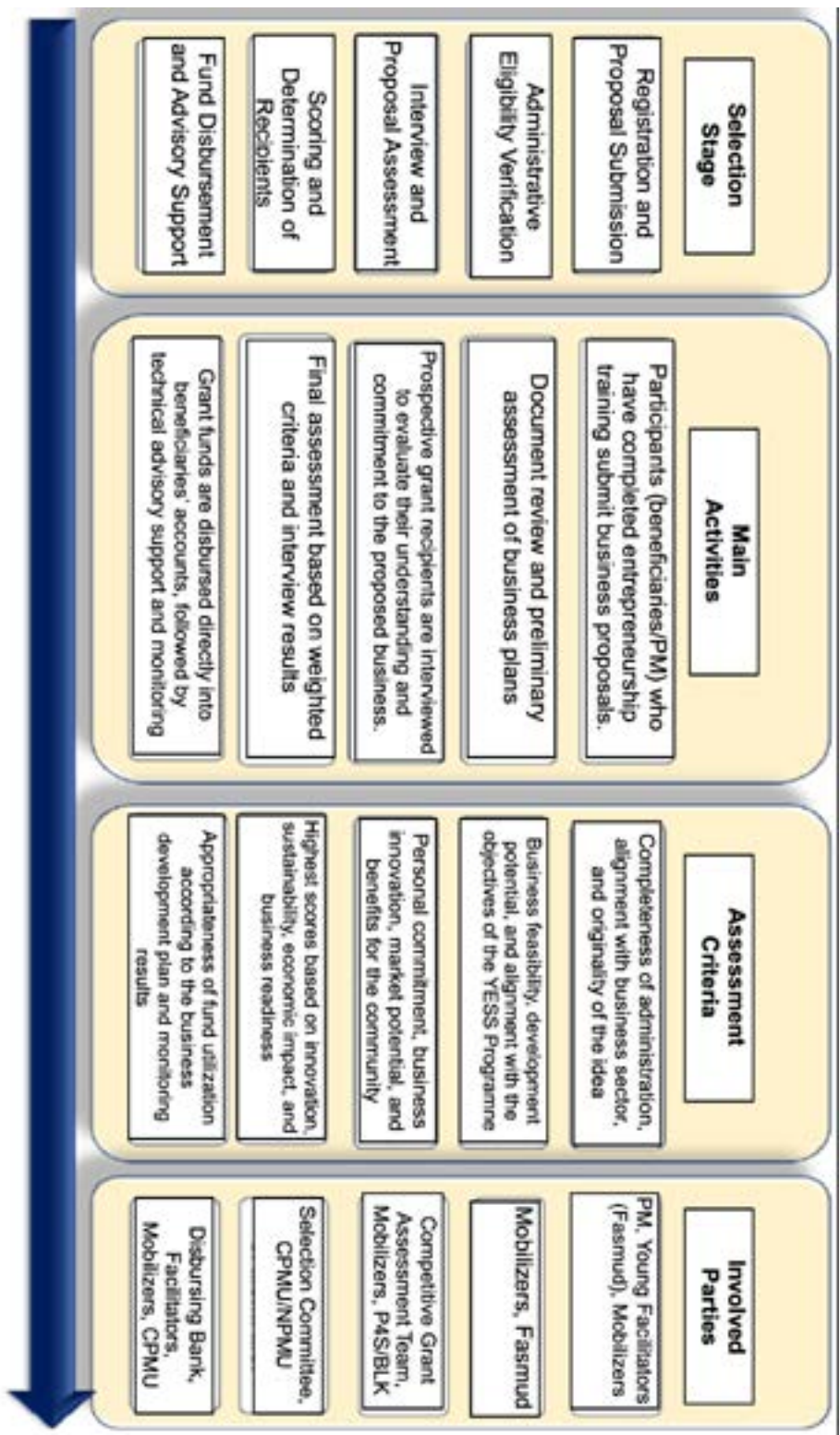


Figure 39. Competitive Grant Selection Process

baru serta memperkuat usaha yang telah berjalan agar lebih mandiri, produktif, dan berkelanjutan.

Proses seleksi Hibah Kompetitif mengacu pada Pedoman Pelaksanaan Hibah Kompetitif Program YESS (2022) dilaksanakan melalui beberapa tahapan sebagaimana disajikan pada tabel berikut.

Secara kumulatif hingga tahun 2025, jumlah individu Penerima Manfaat Hibah Kompetitif sebanyak 3.936 orang pemuda, dengan jumlah nominal disetujui sebesar Rp. 117,73 miliar. Skema Hibah Kompetitif juga berfungsi sebagai *bridging scheme* untuk memperkenalkan pemuda terhadap pembiayaan formal, karena proposal hibah diarahkan terlebih dahulu untuk mengakses KUR. Jika tidak disetujui bank, maka hibah diberikan sebagai alternatif pembiayaan awal agar usaha tetap dapat berjalan.

Pada fase awal, hibah diberikan secara individual untuk membangun kapasitas dan motivasi penerima manfaat. Setelah kapasitas meningkat dan jejaring usaha terbentuk, skema hibah kluster diterapkan untuk mendorong kolaborasi, integrasi usaha, dan pembentukan koperasi petani muda.

a. Praktik Baik

1. Akses Keuangan Meningkatkan Profesionalisme Petani Muda

Program YESS berhasil meningkatkan akses petani muda terhadap layanan keuangan formal, seperti Kredit Usaha Rakyat dan Hibah Kompetitif, sesuai dengan roadmap inklusi keuangan. Akses modal ini memungkinkan pelaku usaha muda pertanian memperluas skala usaha dan menciptakan lapangan kerja baru.

Di Jawa Barat, hingga pertengahan 2025, Program YESS telah menjangkau 67.728 pemuda, dengan 929 penerima hibah individu dan 23 kluster wirausaha tani yang mencatat omset kolektif lebih dari Rp 32 miliar per tahun.

that they become more independent, productive, and sustainable.

The Competitive Grant selection process refers to the YESS Programme Competitive Grant Implementation Guidelines (2022) and is conducted through several stages, as presented in the table below.

Cumulatively, by 2025, the total number of Competitive Grant Beneficiaries reached 3,936 youth, with an approved nominal amount of IDR 117.73 billion. The Competitive Grant scheme also functions as a “bridging scheme” to introduce youth to formal financing, as grant proposals are initially directed to access KUR. If bank approval is not granted, the grant serves as an alternative initial financing mechanism to ensure the enterprise can continue operating.

In the initial phase, grants are provided individually to build beneficiaries’ capacity and motivation. Once capacity has increased and business networks have been established, the cluster grant scheme is applied to promote collaboration, enterprise integration, and the formation of young farmer cooperatives.

a. Best Practices

1. Financial Access Enhances Professionalism of Young Farmers

The YESS Programme has successfully increased young farmers’ access to formal financial services, such as the People’s Business Credit (KUR) and Competitive Grants, in accordance with the financial inclusion roadmap. This capital access enables young agricultural entrepreneurs to expand their business scale and create new employment opportunities.

In West Java, as of mid-2025, the YESS Programme has reached 67,728 youth, with 929 individual grant recipients and 23 young farmer enterprise clusters recording a collective turnover of more than IDR 32 billion per



Gambar 40. Literasi Keuangan Inklusif kepada Komunitas Adat Suku Kajang Sulawesi Selatan
Figure 40. Inclusive Financial Literacy for the Indigenous Community of the Kajang Tribe, South Sulawesi

Klaster tersebut berfokus pada komoditas seperti kopi, bawang daun, domba, dan hortikultura organik, serta memperoleh dukungan pembiayaan dari lembaga keuangan melalui skema KUR dengan total akses mencapai Rp132 miliar.

2. Kredit dan Hibah Melatih Tanggung Jawab

Kredit merupakan tambahan modal terbaik, karena kewajiban pengembalian mendorong penerima manfaat mengelola dana secara bertanggung jawab. Namun hibah tetap diperlukan sebagai stimulan untuk masyarakat yang belum memenuhi syarat perbankan untuk mengakses kredit.

year. These clusters focus on commodities such as coffee, spring onions, sheep, and organic horticulture, and receive financial support from financial institutions through the KUR scheme, with total access reaching IDR 132 billion.

2. Credit and Grants Foster Responsibility

Credit serves as the best additional capital, as repayment obligations encourage beneficiaries to manage it responsibly. However, grants remain necessary as a stimulant for communities that do not yet meet banking requirements to access credit.

3. Inklusi dan Literasi keuangan menjangkau Komunitas Adat

Program YESS mampu menjangkau beberapa komunitas suku asli seperti komunitas Kampung Naga dan Kasepuhan Sinar Resmi di Jawa Barat, Kampung Amatoa atau Kajang di Sulawesi Selatan dan Dayak Meratus di Kalimantan Selatan. Pelatihan di sekitar wilayah Suku Kajang berhasil mengakses Hibah Kompetitif sebagai akses permodalan kepada Komunitas Masyarakat Adat Kajang.

b. Pembelajaran Yang Dapat Dipetik

1. Pembinaan Intensif Akses Pembiayaan Penerima hibah sebaiknya telah melalui rangkaian pembinaan teknis yang intensif dalam kurun waktu tertentu, kemudian melalui seleksi bertahap sebelum menerima hibah.

2. Perlu adanya Generic Model Pertanian Perlu dibuat model pertanian generik yang sesuai, disesuaikan dengan karakteristik setiap wilayah dan komoditas pertanian.

3. Rekomendasi Kemudahan Prosedur, Persyaratan dan Sasaran

a. Penyederhanaan Prosedur Akses Pembiayaan pada Lembaga Keuangan. Petani milenial masih mengalami kendala administrasi meskipun telah memperoleh pelatihan literasi keuangan dan menyusun proposal usaha melalui Program YESS.

3. Financial Inclusion and Literacy Reach Indigenous Communities

The YESS Programme has been able to reach several indigenous communities, such as the Kampung Naga and Kasepuhan Sinar Resmi communities in West Java, the Amatoa or Kajang communities in South Sulawesi, and the Dayak Meratus in South Kalimantan. Training conducted around the Kajang community area successfully enabled access to Competitive Grants as a form of capital for the Kajang Indigenous Community.

b. Lessons Learned

1. Intensive Capacity Building for Access to Finance Grant recipients should have undergone a series of intensive technical mentoring over a defined period before being considered for staged selection and grant disbursement.

2. Need for a Generic Agricultural Model It is necessary to establish a suitable generic agricultural model tailored to the characteristics of each region and agricultural commodity.

3. Recommendations on Procedural Ease, Requirements, and Targets

a. Simplification of Financing Access Procedures at Financial Institutions. Millennial farmers still face difficulties in accessing finance due to complex administrative procedures and requirements, despite having received financial literacy training and prepared business proposals through the YESS Programme.



Karena itu, diperlukan panduan pengajuan pembiayaan yang sederhana dari kementerian/lembaga, perbankan, dan koperasi, disertai pendampingan berkelanjutan oleh fasilitator atau financial advisor, serta penerapan skema pengembalian yang menyesuaikan dengan karakteristik dan siklus komoditas pertanian.

- b. Kontribusi Penerima Manfaat pada Hibah Kompetitif Program YESS.** Ketentuan kontribusi *in-kind* atau *in-cash* yang harus disediakan penerima hibah Program YESS yang saat ini ditetapkan sebesar 30–50% dinilai masih memberatkan. Banyak diantara petani muda yang belum *bankable* dan *feasible*, serta menghadapi keterbatasan akses permodalan akibat lembaga keuangan belum mampu mengukur risiko sektor pertanian secara optimal.

Therefore, simple financing application guidelines are needed from ministries/agencies, banks, and cooperatives, accompanied by continuous advisory support by facilitators or financial advisors, as well as repayment schemes that align with the characteristics and cycles of agricultural commodities.

- b. Beneficiary Contribution to the YESS Programme Competitive Grant.** *The in-kind or cash contribution required from YESS Programme grant recipients, currently set at 30–50%, is considered burdensome. Many young farmers are not yet bankable or feasible, and face limited access to capital as financial institutions are not fully capable of optimally assessing agricultural sector risks.*

Karena itu, besaran kontribusi minimum tersebut perlu ditinjau kembali agar lebih proporsional dan inklusif, sehingga meningkatkan partisipasi petani muda dalam mengakses hibah.

- c. Pendampingan Pengelola Program.** Pengelola Program Komponen 3 Program YESS yang bertanggung jawab pada fasilitasi akses Permodalan dan Layanan Bisnis Wirausaha Muda Tani harus lebih *intens* dan *concern* dalam memfasilitasi siklus Program YESS hingga akhir program melalui penguatan SDM, kelembagaan dan jejaring agar memperlancar exit strategi. Mengingat semakin banyak pemuda yang telah mengakses permodalan membutuhkan advokasi berkelanjutan.

Therefore, the minimum contribution requirement should be reviewed to make it more proportional and inclusive, thereby increasing young farmers' participation in accessing grants.

- c. Advisory Support of Programme Managers.** Managers of Component 3 of the YESS Programme, responsible for facilitating access to capital and Young Farmer Business Services, must be more intensive and focused in facilitating the programme cycle until completion through strengthening human resources, institutional capacity, and networks to ensure a smooth exit strategy. Considering the growing number of youth who have accessed capital, continuous advocacy is required.



KESIMPULAN DAN *EXIT STRATEGY* PROGRAM YESS

Conclusion and Exit Strategy of the YESS Programme





Program YESS telah membangun fondasi yang kuat bagi regenerasi petani melalui penguatan sumber daya manusia (SDM), kelembagaan lokal, serta ekosistem agribisnis yang berkelanjutan. Pendekatan *end-to-end* dari hulu ke hilir memastikan keterlibatan pemuda tidak berhenti pada tahap pelatihan, tetapi berlanjut hingga terbentuknya usaha produktif dan mandiri di sektor pertanian. Berikut ini penjelasannya:

1. Aspek Sumber Daya Manusia (SDM)

Program YESS melahirkan generasi muda pertanian yang kompeten dan berdaya saing melalui sistem pendidikan dan pelatihan vokasi pertanian (TVET). Lembaga pendidikan seperti Politeknik Pembangunan Pertanian (Polbangtan) dan Sekolah Menengah Kejuruan Pembangunan Pertanian

The YESS Programme has established a strong foundation for the regeneration of farmers through the strengthening of human resources (HR), local institutions, and a sustainable agribusiness ecosystem. An end-to-end approach from upstream to downstream ensures that youth engagement does not stop at the training stage but continues until the establishment of productive and independent enterprises in the agricultural sector. The following elaborates on this:

1. Human Resources (HR) Aspect

The YESS Programme has produced a competent and competitive generation of young farmers through the agricultural vocational education and training (TVET) system. Educational institutions such as the Agricultural Development Polytechnic (Polbangtan) and Agricultural Vocational

(SMKPP) berperan dalam membekali pemuda dengan keterampilan teknis dan manajerial. Sedangkan lembaga pelatihan seperti Balai Penyuluhan Pertanian (BPP) dan Pusat Pelatihan Pertanian dan Perdesaan Swadaya (P4S) memperkuat kemampuan praktis dan kewirausahaan di komunitas petani. Ke depan, keberlanjutan SDM ini dijaga melalui peran *Local Champion*, *Young Ambassador*, serta jejaring fasilitator muda (Fasmud) yang berfungsi sebagai agen penggerak di komunitas perdesaan.

2. Aspek Kelembagaan

Program YESS telah memperkuat berbagai kelembagaan pendukung seperti BDSP, klaster usaha, dan koperasi. Lembaga-lembaga ini menjadi motor kolaborasi lintas sektor antara pemerintah daerah, lembaga pendidikan dan pelatihan (TVET), lembaga keuangan, dan sektor swasta. Dalam jangka panjang, kelembagaan ini diharapkan mampu menjadi pusat layanan bisnis pertanian dan inkubasi usaha muda yang berfungsi secara mandiri, mendorong inovasi, serta menjadi simpul dalam rantai nilai agribisnis daerah.

3. Aspek Keberlanjutan

Strategi keberlanjutan Program YESS diarahkan pada integrasi ke dalam sistem nasional dan daerah. Melalui koordinasi dengan Bappenas dan Kementerian Pertanian, YESS berkontribusi dalam penyusunan *roadmap* regenerasi petani sebagai landasan kebijakan jangka panjang.

Selain itu, keberlanjutan program juga didukung melalui kemitraan dengan lembaga keuangan, sektor swasta, dan pemerintah daerah guna memastikan akses berkelanjutan terhadap pembiayaan, pasar, serta pengembangan kapasitas bagi alumni program.

High School (SMKPP) play a role in equipping youth with technical and managerial skills, while training institutions such as the Agricultural Extension Center (BPP) and the Farmer Agricultural Rural Training Center (P4S) strengthen practical skills and entrepreneurship within farming communities. Going forward, the sustainability of human resources is maintained through the roles of Local Champions, Young Ambassadors, and the network of young facilitators (Fasmud) who act as catalysts within rural communities.

2. Institutional Aspect

The YESS Programme has strengthened various supporting institutions, such as the BDSP, enterprise clusters, cooperatives, and the District Multi-Stakeholder Forum (DMSF). These institutions serve as drivers of cross-sectoral collaboration among local governments, education and training institutions (TVET), financial institutions, and the private sector. In the long term, these institutions are expected to function as independent centers for agricultural business services and youth enterprise incubation, fostering innovation and acting as pivotal nodes within regional agribusiness value chains.

3. Sustainability Aspect

The sustainability strategy of the YESS Programme is directed toward integration into national and regional systems. Through coordination with Bappenas and the Ministry of Agriculture, YESS contributes to the development of a farmer regeneration roadmap as a basis for long-term policy.

Additionally, programme sustainability is supported through partnerships with financial institutions, the private sector, and local governments to ensure continued access to finance, markets, and capacity development for programme alumni.



Secara keseluruhan, *exit strategy* Program YESS dirancang untuk menjamin agar proses regenerasi petani terus berlanjut melalui: (a) SDM muda yang kompeten, inovatif, dan berjiwa wirausaha, (b) kelembagaan pendidikan, pelatihan, dan ekonomi yang tangguh dan adaptif, serta dan (c) ekosistem agribisnis yang inklusif, efisien, dan berorientasi pasar.

Dengan demikian, meskipun dukungan proyek akan berakhir, warisan kelembagaan, jejaring, dan semangat kewirausahaan muda pertanian yang dibangun oleh YESS akan tetap hidup, berkembang, dan memperkuat kemandirian ekonomi perdesaan. Harapannya, Program YESS tidak hanya meninggalkan hasil fisik atau penerima manfaat individu, tetapi mewariskan ekosistem kelembagaan yang mampu meregenerasi petani muda dan memperkuat daya saing pertanian perdesaan secara berkelanjutan.

Overall, the exit strategy of the YESS Programme is designed to ensure that the process of farmer regeneration continues through: (a) Competent, innovative, and entrepreneurial young human resources; (b) Resilient and adaptive educational, training, and economic institutions; and (c) An inclusive, efficient, and market-oriented agribusiness ecosystem.

Thus, although project support will conclude, the institutional legacy, networks, and spirit of young agricultural entrepreneurship established by YESS will continue to thrive, grow, and strengthen rural economic independence. It is expected that the YESS Programme will leave not only tangible results or individual beneficiaries but also an institutional ecosystem capable of regenerating young farmers and enhancing the competitiveness of rural agriculture in a sustainable manner.

Daftar Pustaka

Bibliography

- Andreev, Ivan. 2025. "Knowledge Management." Valamis. Diakses April 2025, dari: <https://www.valamis.com/hub/knowledge-management/what-is-knowledge-management>
- Badan Penyuluhan dan Pengembangan SDM Pertanian. 2023. Petunjuk Pelaksanaan Peningkatan Kapasitas Program YESS: Pengembangan Kewirausahaan dan Ketenagakerjaan Pemuda. Jakarta.
- Badan Penyuluhan dan Pengembangan SDM Pertanian. 2024. Pedoman Pelaksanaan Program YESS. BPPSDMP, Kementerian Pertanian, Jakarta.
- Badan Penyuluhan dan Pengembangan SDM Pertanian. 2025. Pedoman Hibah Kompetitif PIM 2025. Jakarta.
- Badan Pusat Statistik. 2023. Sensus Pertanian 2023: Hasil Awal. Jakarta: BPS.
- Badan Pusat Statistik. 2024. Keadaan Angkatan Kerja di Indonesia 2023. Jakarta: BPS.
- GIZ Team. 2025. Development of Labor Market Information System: Mapping Development Cooperation Input. 29 September 2025.
- International Fund for Agricultural Development (IFAD). 2018. Youth Entrepreneurship and Employment Support Services (YESS) Programme: Project Design Report. Rome: IFAD.
- International Fund for Agricultural Development (IFAD). 2025. Project Design Report YESS Version for Executive Board. Rome.
- International Fund for Agricultural Development (IFAD). 2025. Village Project Appraisal Document. Rome.
- Kementerian Pertanian. 2023. Laporan Akhir Pengembangan Jalur Investasi UMKM. BPPSDMP, Jakarta.
- Kementerian Pertanian. 2024. Statistik Pertanian 2023. Pusat Data dan Informasi Pertanian, Jakarta.
- Kementerian Pertanian. 2024. Laporan Akhir Seleksi Penerima Manfaat dan Mentoring Program PWMP Tahun 2023 dan 2024. BPPSDMP, Jakarta.
- Kementerian Pertanian. 2025. Laporan Pelaksanaan Program YESS 2020–2025. BPPSDMP, Jakarta.
- Larson, E. W., & Gray, C. F. 2020. Project Management: The Managerial Process. New York: McGraw-Hill.
- Local Champion: Gerakan Petani Muda Berbasis Komunitas – YESS Programme. 2025. Jakarta: Pusat Pendidikan Pertanian, BPPSDMP, Pertanian Press.
- Pemerintah Republik Indonesia. 2024. Rencana Pembangunan Jangka Panjang Nasional (RPJPN) 2025–2045. Kementerian PPN/Bappenas, Jakarta.
- Pemerintah Republik Indonesia. 2025. Peraturan Presiden Nomor 12 Tahun 2025 tentang Rencana Pembangunan Jangka Menengah Nasional (RPJMN) 2025–2029. Jakarta: Sekretariat Kabinet RI.
- Pusat Pendidikan Pertanian. 2025. A–Z Final E-book: Referensi Pelatihan dan Pengembangan Kapasitas Pemuda Pertanian. Jakarta.
- Universitas Gadjah Mada. 2024. Studi Kebijakan Percepatan Regenerasi Petani dan Penumbuhan Minat Generasi Muda Bekerja dan Berusaha di Sektor Pertanian. Fakultas Pertanian, UGM, Yogyakarta.
- Universitas Gadjah Mada. 2024. Naskah Akademik Percepatan Regenerasi Petani dan Penumbuhan Minat Generasi Muda. Fakultas Pertanian, UGM, Yogyakarta.

PELUANG BERWIRAUSAHA TANI BAGI PEMUDA PERDESAAN: **LESSON LEARNED PROGRAM YESS**

*Agripreneurship Opportunities for Rural Youth:
YESS Programme Lesson Learned*

Seberapa jauh pertumbuhan bisa dicapai jika kita mengabaikan pelajaran dari keberhasilan maupun kegagalan yang telah dilalui?

Buku ini merangkum pembelajaran utama dari pelaksanaan Program Youth Entrepreneurship and Employment Support Services (YESS) di sektor pertanian, hasil kolaborasi antara Kementerian Pertanian dan IFAD.

Berdasarkan konsep *Theory of Change*, serta empat komponen utama program, dokumen ini menyoroti proses, praktik, dan temuan penting yang muncul selama lima tahun pelaksanaan, sekaligus menawarkan strategi untuk meningkatkan efektivitas dan keberlanjutan program.

Buku ini mengajak kita mengikuti rangkaian pembelajaran dari Program YESS, sekaligus menyoroti temuan praktik baik yang relevan bagi pengembangan kapasitas di sektor pertanian

How far can growth be achieved if we disregard the lessons learned from both successes and failures?

This book summarizes the main lessons learned from the implementation of the Youth Entrepreneurship and Employment Support Services (YESS) Program in the agricultural sector, a collaboration between the Ministry of Agriculture and IFAD.

Based on the Theory of Change concept and the four main components of the program, this document highlights the processes, practices, and important findings that have emerged over five years of implementation, while also offering strategies to improve the program's effectiveness and sustainability.

This book invites readers to follow the series of learnings from the YESS Program while highlighting good practice findings that are relevant to capacity development in the agricultural sector.



Alamat :

Sekretariat Jenderal Kementerian Pertanian
Jalan Harsono R.M. No. 3, Ragunan
Jakarta Selatan - 12550

Alamat redaksi:

Balai Besar Perpustakaan dan Literasi Pertanian
Jl. Ir. H. Juanda No. 20 Kota Bogor, 16112

Alamat Website:

<https://epublikasi.pertanian.go.id/pertanianpress>

