
Collaborative Governance Model on Agricultural Business in Banten, Indonesia

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Abstract. One of the problems that become a threat to food security in Indonesia is agricultural degeneration. Recently, to perceive the food security issues is how collaborative governance works and how many actors engage to create food security. the problematic issues is function of agricultural land occurs in the form of changes in the use of agricultural land into commercial land such as housing, industrial areas, business and trade centers. This research try to elaborate from farming in Banten-Indonesia. Jawara Farm is one of ugriculture business model in Banten who drived by young peaple of Banten. This model business very interesting for alternative in regeneration and business model in farming especially in Banten. Using qualitative methods and Collaborative governance approach, this research looking forward the model of young farmers in Banten as a model in collaborative governance. This research found a several challenges about collaboration model between the young farmers, government and private sector.

Keywords: *Youth Farmers; Collaborative Governance; Food Security*

Abstrak. Salah satu masalah yang menjadi ancaman ketahanan pangan di Indonesia adalah degenerasi pertanian. Saat ini, untuk melihat isu ketahanan pangan adalah bagaimana tata kelola kolaboratif bekerja dan berapa banyak aktor yang terlibat untuk menciptakan ketahanan pangan. Isu permasalahannya adalah fungsi lahan pertanian yang berupa perubahan penggunaan lahan pertanian menjadi lahan komersial seperti perumahan, kawasan industri, pusat bisnis dan perdagangan. Penelitian ini mencoba mengelaborasi pertanian di Banten-Indonesia. Jawara Farm merupakan salah satu model bisnis pertanian di Banten yang digerakkan oleh pemuda-pemuda Banten. Model bisnis ini sangat menarik sebagai alternatif dalam regenerasi dan model bisnis di bidang pertanian khususnya di Banten. Dengan menggunakan metode kualitatif dan pendekatan tata kelola kolaboratif, penelitian ini melihat model petani muda di Banten sebagai model dalam tata kelola kolaboratif. Penelitian ini menemukan beberapa tantangan tentang model kolaborasi antara petani muda, pemerintah dan swasta.

Kata Kunci: Petani Muda; Tata Kelola Kolaboratif; Ketahanan Pangan

Received: 10/06/2020

Revised: 21/07/2020

Accepted: 03/08/2020

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INTRODUCTION

The most of challenging issues in food security is how to create the system as a trigger to make better agricultural. Many of farming does not have a model in managing the agriculture business. Most of the farming is traditional and not connected between production and market. it is caused lot of problems in our agriculture industry.

Conversion of agricultural land, especially irrigated fields, is a threat to efforts in maintaining national food self-sufficiency, especially in Banten Province, which in turn will threaten food security. The average annual conversion rate of agricultural land to non-agriculture in Banten is 237 ha (Source: Food Security Council of Banten Province, 2016).

The findings of Purwaningsih, Sutomo and Istiqomah (2015) in their research located in Karanganyar Regency, Central Java, found that land conversion makes the people who get their land use changed, have worse access to food compared to farmers who do not experience land conversion. Although, either for farmers who experience land conversion or not, the source of income comes from the profit of the agricultural sector and non-agricultural sector.

According to Irawan in Iqbal and Sumaryanto (2007), land use conversion is caused by two factors. First, the development of a residential or industrial area in a land conversion location, so that location becomes more accessible and conducive for industrial and residential development, which in turn drives the increasing demand for land by other investors or land speculators so that the price of the surrounding land increases. Second, an increase in land prices can further stimulate other farmers in the vicinity to sell their land. As a result, land conversion happened in a big scale and so it will be hard to stop.

The research findings of Riswanda, Hamid and Yeni (2017) in Sawarna Lebak, found that the rise in intensity of tourism industry in Sawarna made young people reluctant to be farmers. They prefer to work in the tourism sector that is more profitable.

Research conducted by LIPI in three regions in Central Java: Sragen, Klaten, and Sukoharjo showed that difficulties of farmers' regeneration were caused by the

current modernization. Modernization has an effect on the mobility of rural young people through the phenomenon of migration to urban areas that has led to the abandonment of small-scale agriculture in the countryside. Youth people as the next generation does not necessarily inherit agricultural skills from their parents or community. There are changes in families, schools, rice fields, non-agricultural activities that actually alienate them from the environment where they live. (lipi.go.id, 5 October 2015)

But in the midst of the various problems that plagued the world of conventional agriculture, in several places in Banten, various groups of young people have emerged and actually entered the world of agriculture. They use a new way of farming by combining it with agricultural technology and information technology. One of them is the Banten Bangun Desa Community, which are developing integrated agriculture, such as Jawara Farm and collaborating with the Green Leaf Farmers Group. In addition to being engaged in food crop agriculture, they also develop integrated stockbreeding. The developed method is able to produce adequate economic value and is even better than conventional agriculture.

Agricultural entrepreneurship as a modern business activity and cooperates with the private sector and try to attract government participation. This kind of agriculture certainly has the potential to attract the young people to jump into the younger generation of farmers. This research will build a collaboration model (Collaborative Governance) in the regeneration of farmers by looking at the participation of various parties. The resulting model will be offered as a real effort to regenerate the younger generation of farmers in Banten. This research focuses on how to "Build a Collaborative Governance Model in Regeneration of Young Farmers in Banten."

Literature Review

Hammilton, Bosworth, and Ruto (2015) research on farmers in the United Kingdom found that young farmers aged 35 - 45 years had higher overall productivity, profitability, and investment, and had a consistently high level of involvement in agri-

environment schemes. This is consistent with the European Union's policy on farmers' regeneration as an important issue.

In their writings titled *Collaborative Governance Regimes*, Kirk Emerson and Tina Nabatchi said that Collaborative Governance first appeared when there was a separation between state and society, then the concepts of bureaucracy and hierarchy were developed (Emerson and Nabatchi 2015). In the mid-20th century there was a structural separation between the public and private sectors. Then different organizations from the public and private sectors began to work together beyond institutional and sectoral boundaries, so that the differences between the public, private and non-profit sectors became thinner, and the hierarchy between sectors was now more easily entered (Kettle 2006; Emerson 2015).

Ansel and Gash (2007) define collaborative governance as a governance arrangement whereby one or more public institution directly involve stakeholders outside the country in consensus-oriented and formal collective decision-making processes that aims to make or implement public policies or manage assets and public program. This definition emphasizes six important things (1) forums are initiated by public institutions, (2) participants in the forum include actors outside the country, (3) participants are directly involved in decision making and not limited to consultation with public institutions, (4) the forum is formally organized and met collectively, (5) the forum aims to make decisions by consensus (even if consensus is not reached in reality), and (6) the focus of collaboration is on public policy or public management. This definition is recognized by the authors as a strict definition compared to other writings that raise the theme of collaborative governance.

Ansell and Gash (2007) create a collaborative governance model that is divided into a number of conditions, such as starting conditions that illustrate how incentives for participation are strongly influenced by power and conflict then continue to the collaborative process stage which is influenced by the design of the institution (institutional design) and leadership factors including empowerment factors that will eventually emerge an outcome of a public policy.

The next article was titled *"An Integrative Framework for Collaborative Governance"* written by Kirk Emerson, Tina Nabatchi and Stephen Balogh. This paper

forms a synthesis and extends a series of conceptual frameworks of collaborative governance, in which the authors describe the dimensions of the framework as a nest covering a larger system context, namely collaborative governance regimes or abbreviated as CGR, and internal collaborative dynamics and actions that can produce the impact and adaptation of the whole system. This framework provides a broad conceptual map that places and explores cross-border governance system components that range from policies or programs based on intergovernmental collaboration to place-based regional collaboration with non-government stakeholders for public-private partnerships.

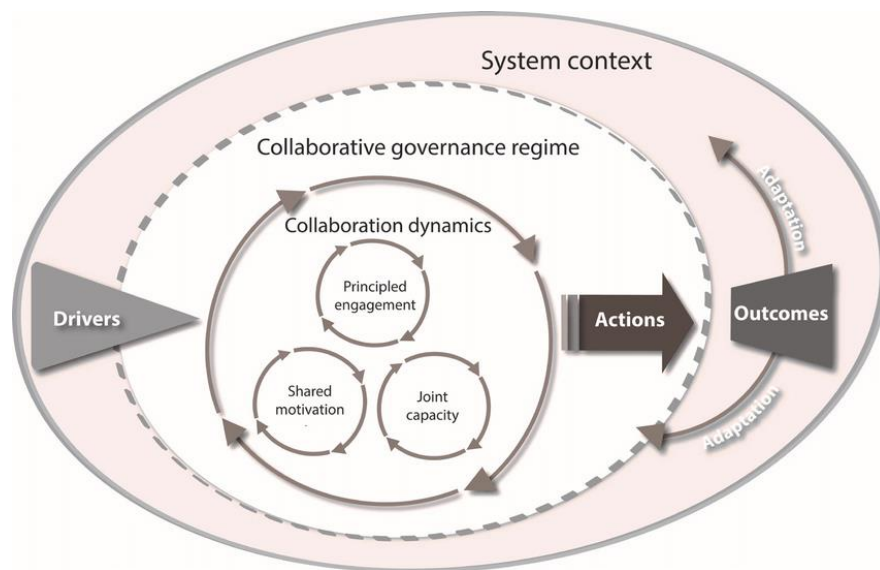
This paper defines collaborative governance as the process and structure of public decision making and policy management that involves people constructively crossing the boundaries of public institution, levels of government, and / or public, private and civil space to bring public affairs that cannot be achieved (Emerson , Nabatchi and Balogh, 2011). By using a descriptive qualitative approach, this research will discuss in depth by looking at various kinds of actors in the Collaborative Governance approach. Understanding the relations between actors is the key in this Collaborative Governance Approach in order to be able to see comprehensively of all collaboration interactions that occur between farmers, namely the younger generation, the private sector and also the Banten government in achieving a common goal which is to improve food security in the Banten area.

METHODS

Reviewing to the literature review, this research using the qualitative method to describe the model of collaborative governance in case of collaborative Agricultural Business in Banten. Using collaborative governance approach this research to looking forward for collaborative governance from youth farmers, local government and private sector (*finance thecnology/fintech*). Emerson and Nabatchi (2015) offer an integrative definition of collaborative governance, that is a program and a structure of public policy and management decision making that enables people to be involved across borders. It also introduces what is called a collaborative

governance regime in the form of a public decision-making system involving cross-border collaboration that represents existing patterns of behavior and activities. To describe the process and the involving components, Emerson and Nabatchi (2015) introduce an integrative oval-shaped framework, as a critique of their previous writings in the form of jagged circles that are considered to be less dynamic and seemingly rigid, cannot describe how the flow of influence from what is called a drive within the framework of collaborative governance.

Figure 1. Integrative Collaborative Governance Framework



Source: Emerson dan Nabatchi (2015)

The picture above shows how the collaborative scope is displayed in an oval shape (which symbolizes multidimensionality) representing a general context system, Collaborative Governance Regime (CGR), and the dynamics of internal collaboration and actions. Whereas the outer oval is represented by solid and dark lines representing the context system which includes political, legal, social, economic, environmental, and other factors that influence and are influenced by CGR. From this context there are at least four important drivers, which are described as triangular in the left corner, including uncertainty, dependency, consequences, and leadership selection. This drive helps initiate CGR, which is represented by the second oval with a dashed line and adjusts the direction from the start.

RESULTS AND DISCUSSION

The Challenge of Agriculture in Banten

Imagination about farmers has never been described as a promising profession. The younger generation tends to be reluctant to enter the world of agriculture and choose other jobs. The findings of Riswanda, Hamid, and Yeni (2017) in their research in Sawarna, Lebak found that the rise in intensity of tourism industry in Sawarna made young people reluctant to become farmers. They prefer to work in the more profitable tourism sector. The hype of Sawarna as a new icon of Banten tourism brings a dark side, the abandonment of the agricultural world, especially by the younger generation.

Proof that the agricultural sector in Banten is less promising can also be seen from the low exchange rate of farmers in the Banten region. This is shown by the declining value of farmers' exchange rates. See the following diagram:

Diagram 1. Banten Province Farmers Exchange Rates 2013-2018

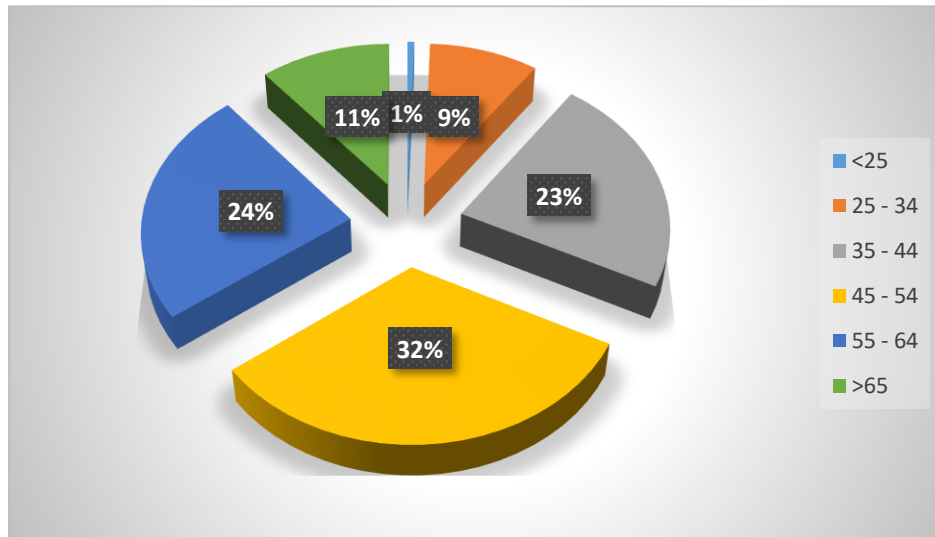


Sumber: BPS Provinsi Banten 2018

The diagram above shows that the exchange rate of farmers declines continuously, from 110.06 in 2013 to 99.70 in 2018. Numbers below 100 indicate that the increase in the price of agricultural production is smaller than the increase in the price of consumer goods and production costs so that the average Banten average

farmers have the ability / low purchasing power to meet their daily needs and agricultural production costs. (BPS Banten, 2018)

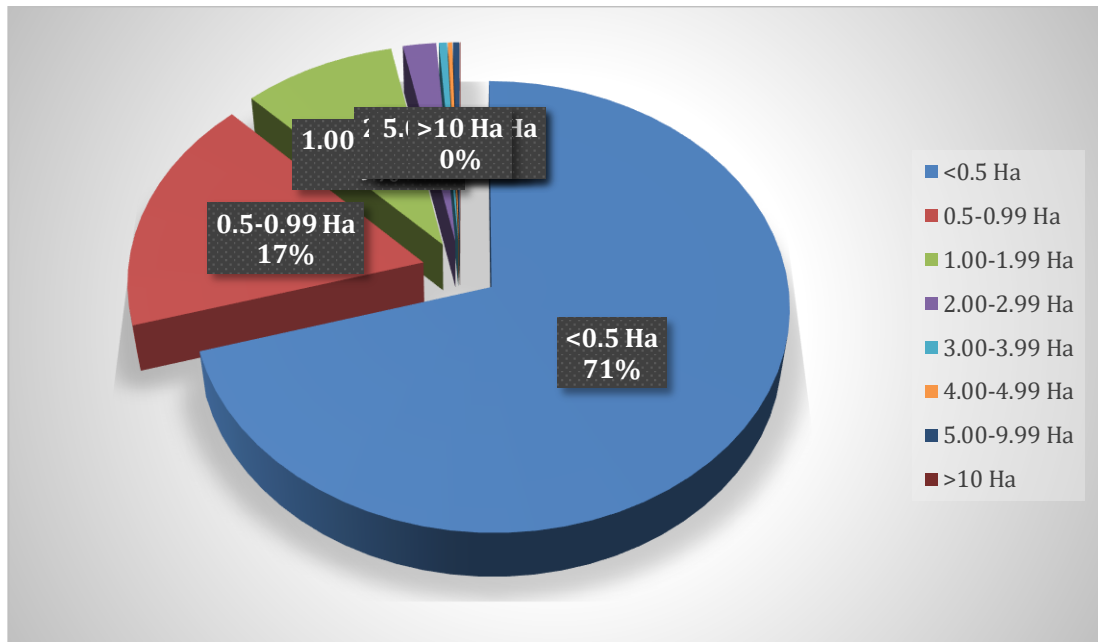
Figure 1. Number of Farmers by Age in Banten Province



Source: SUTAS Agriculture Result of Banten Province 2018, BPS Banten Province.

It is clear that the interest of the younger generation in the world of agriculture is lacking. This is worrying because it shows that farmers changing to an aging community and of course threaten food sustainability. Then, what is causing the low interest of young people to become farmers? The main factor is the image of farmers as low-income professions. From the discussions conducted with farmers, the profession of farmers, especially rice farmers is indeed not promising. Becoming a rice farmer has only reached a promising economic level if the land area is more than 2 hectares. Meanwhile, the data shows that most of the farmers in Banten have a land area of less than 0.5 ha, in other words, small farmers. See the data below.

Figure 2. Number of Agricultural Households by Land Area in Banten Province



Source: SUTAS Agriculture Result of Banten Province 2018, BPS Banten Province.

The data shows 71% of farm households in Banten only have a land area of less a half-hectare. Farmers' households controlling land area of 0.5-0.99 Ha are only 17%, followed by area of 1- 1.99 Ha only 9.15%, 2 - 2.99 Ha as much as 2%, followed by 3-3.99 Ha, followed by other land area in the very small percentage.

In 2012-2014 there was a decrease in the area of irrigated rice fields in Banten Province from 156,930 hectares to 107,809 hectares (reduced by 31.30 percent). Actually, the Government of Banten Province continues try to hold the land conversion through the implementation of Regional Regulation (Perda) No. 5 of 2015 concerning Protection of Sustainable Agricultural Land (LP2B). The proportion of sustainable food agriculture land is more located in Pandeglang Regency with an area of 53,951 ha, then followed by Serang Regency 41,098.17 ha, Lebak Regency 40,170.3 ha, Tangerang Regency 29,295 ha, Serang City 3,022 ha, Cilegon City 1,736 ha, Tangerang City South 150 ha, and Kota Tangerang 93 ha. (pertanian.go.id, 2016).

However, since the owner of the area is a Regency / City, even though the area of land has been regulated, it will still depend on the political will of the Regency / City regional head shown in the Regional Regulation on Spatial Planning (RT / RW) of each region. Until now, most of the regions have not been able to specify the location

of food enduring land that cannot be converted. In other words, eternal land exists only in numbers, but there is no exact location.

Mapping of Young Farming Generation: Learn from “Jawara” dan “Selaras” Farm

However, behind these problems emerged several efforts in the community, especially the younger generation to get involved in agriculture. This study found a model of agricultural activity carried out by 2 young farming communities in Banten. See the table below:

Table 1. Agricultural Activities of the Young Farmers Community in Banten

No	Name of Agricultural Activity	Description
1	Jawara Farm	Located in Waringinkurung, this agricultural business is an agricultural business that focuses on animal farm. The idea is to generate fixed income for farmers.
2	Selaras Farm	Located in Serang. Focus on horticulture to generate fixed income.

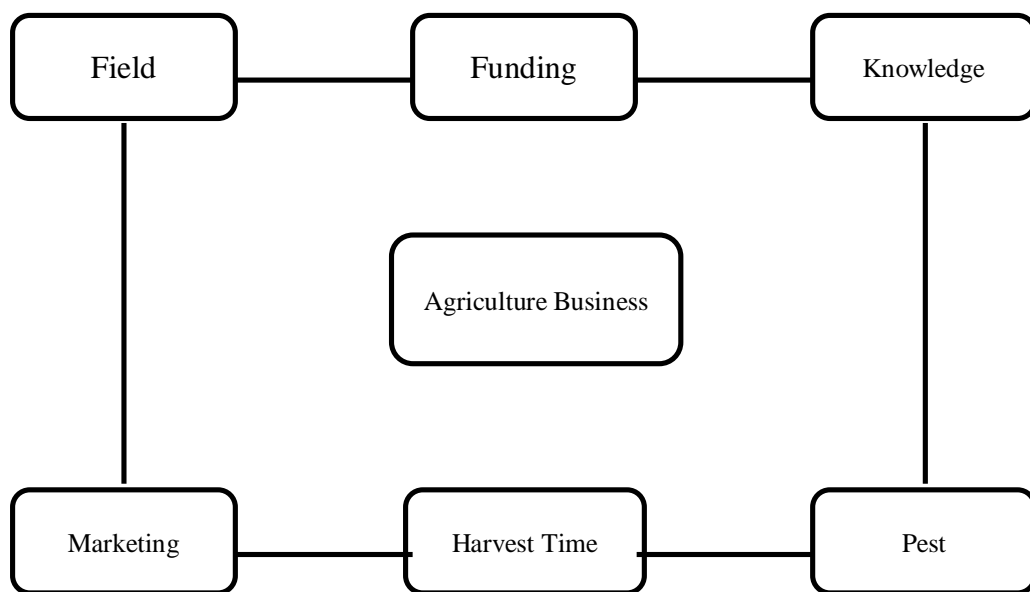
Source: Research Team

The idea of Jawara Farm is started by an agricultural business initiated by a young man named Agis in 2013 by planting cucumbers, string beans, and mustard greens. He began to feel the pain of being a farmer with an income received only after every two to three months at harvest time. He strives to increase revenue more regularly. From all of those experiences, Agis began planning a new model of farming, that is managing his farming by looking at income opportunities and varying farming methods, starting from the monthly, three months and 6 months. The first horticultural crop, around 300 kilograms (kg), can be maintained until now. Horticultural harvest takes place every three months. Agis also explored papaya cultivation with a yield of around 300 kg per month. Other income is derived from the

sale of papaya seeds, red chili, eggplant, and tomatoes. An average of 300 seedlings are sold every month. But the most profitable business is animal farming. (Kompas, 2016).

He tried to start with animal farming because he saw opportunities for waste that could be used in agriculture as well. His first attempt was to start a cows and goats farm. At first he tried to make a business plan by looking at income opportunities ranging from daily, weekly, monthly, and yearly. From here the business processes in agriculture and animal farm continue to increase and progressing. With online-based marketing and also good branding, Agis is able to familiarize his name and brand in a relatively fast period of time.

Figure 3. The Main Map of Problems in Agricultural Business



Source: Research Team

Another business unit that comes from animal farm is milk sales. At the beginning of this business, he tried to supply cow's milk to the nearest residential areas. In the calculation of the business economy, over time this dairy business is considered to be very helpful in its financial cash flow, because it is able to generate daily income. Additionally, it turns out the price of goat milk is more profitable compared to cow's milk. The selling price of goat's milk is around 50 thousand per

liter. Whereas cow's milk is only 15 thousand per liter. Because of this, together with her community, Agis presented Australian goats which can produce more goat's milk (Agis Interview, 2019). He also fostered a relationship which is profitable for both sides, with local farmers by becoming a member of the Green Leaf Farmers Group. The number of members of the group are 25 people who generally living by growing crops. Farmers can take goat and cow dung from Jawara Farm to be used as fertilizer. Instead, Agis get grass or wild plants for animal feed.

In addition, the community also saw new opportunities in its business, that is offering cows and goats for Idul Qurban and *Aqiqah*. Agis said that this business for Idul Qurban is very promising because of the large demand and broad market. From his statement it was also found that the income from the Idul Qurban season could cover its operations for the following year. That is a sign that the business plan of Jawara Farm has become very well-systemized. Other than that, Agis also recruits young people to enter the world of agriculture.

Agis, together with around 10 friends from Gadjah Mada University, Padjadjaran University, and Bogor Agriculture Institute also formed the Banten Bangun Desa community. They both have concern about agriculture in Banten which is considered stagnant. Young people are trained in farming and raising animal farm, developing business plans, marketing products, and recognizing opportunities in their villages. Until 2016 there were around 100 Banten Bangun Desa activists. They are spread in four villages in Serang Regency and two villages in Pandeglang Regency. Besides involving young people, there are student organizations also participating. In total there are 10 farmer groups and one combined farmer group involved. (Kompas, 2016). Agis did not know for sure the total number of young people who had benefited from the Banten Bangun Desa program. However, he himself has taught more than 1,000 people. In addition, there are also many visitor come to Jawara Farm, every month tens or even hundreds of students, retired SOEs, and private employees come to see agricultural opportunities. (Kompas, 2016) At least the following data can summarize the business plan strategy of Jawara Farm which he manages with his friends and community.

Tabel 2. Cash Flow System of Jawara Farm

Kind of Goods	Daily	Weekly	Monthly	3 Month	6 Month	Annual
Cow's Milk	√	√	√	√	√	√
Goat's Milk	√	√	√	√	√	√
Horticulture (Corn, Beans, Cucumbers, Soybeans, Chili etc.)			√	√		
Paddy Rice					√	√
Aqiqah/ (new born ceremony)	√	√	√	√	√	√
Qurban						√

Source: Research Team

This is the main aspect of the agricultural strategy developed by Agis and her friends through Jawara Farm. At least this model inspires other young people in their area. One of them is Jabidi. He was a bachelor graduate and previously become an honorary teacher, but seeing business opportunities that were open in agriculture and animal farm, he then changed path and imitated what was done by Agis.

In terms of funding, Agis and her community received a fresh fund from Fintech Agraria Farm. Initially the fintech provided a capital loan to Jawara Farm around 55-60 million. After succeeding, Agraria Farm then funded a farming network recommended by Jawara Farm such as Sarnata to lease land for an area of 1.5 hectares to plant sweet corn, then Selaras Farm to plant sweet corn, cucumber, and Oyong; and a goat farmer for 50 goats in Kronjo, Tangerang. The total investment of Agraria Farm in two years is around 2 billion rupiah with a profit sharing system and no collateral. (Interview with M. Kidam Hadi Co-Founder of Agrarian Farm, 2019)

From Government to Farmers

Government efforts are actually present. The Head of the Banten Provincial Agriculture Office conveyed several excellent programs. For breeders, the Agriculture Service has a cow-buffalo insurance program with a tuition per animal of Rp. 500,000 are subsidized by the government, so animal farmers only pay Rp. 40,000. If it turns out lost, dead, or stolen it will get 1 cash worth Rp.10,000,000. Then there is an insurance program for paddy rice farmers named AUDP / Asuransi Usaha Tanaman Padi (Assurance of Rice Crops) where for 1 hectare they only pay insurance of Rp. 36,000 with insurance claims in case of crop failures such as floods, drought and so on, 1 hectare gets a reimbursement of Rp.4,000,000. But there are still many farmers and ranchers in Banten that have not yet responded to the program. Whereas the buffalo and cow tuition subsidy is Rp. 160,000 from the government, and farmers only spent Rp. 40,000; it is the same as cow ranchers, farmers only spend Rp. 36,000, subsidized by government Rp. 160,000 through Jasindo. Another program that has been implemented is the *Developing Village by Bachelor Graduate Program* (Interview with Agus Tauchid, 2019).

The government provides funds to various groups around 200 million-500 million. Of all the groups that can grow and survive there are still around 50% and those who survive are in the cow farming sector. (Interview with Agus Tauchid, 2019). In addition, of course there are also other supervision from the government such as counseling, seed assistance, livestock, fertilizer, training and agricultural equipment. This supervision was handed over to the combined farmer groups based on the proposal submitted. However, much of the assistance provided by the government does not match what is needed by farmers. A lot of support goods is then sold by farmers to buy what they need for production. (Interview with Agus Tauchid; Itang Interview, 2019).

Meanwhile the Agricultural Technology Development Agency (Badan Pengembangan Teknologi Pertanian, BPTP) Banten said that the Ministry of Agriculture also has a Millennial Farmer Program. This program is intended for farmers belonging to millennial ages, that is 19–39 years. Or else, farmers who are not in that age range but millennial in spirit, responsive to digital technology, responsive

to Alsintan and own the land. Data from the Agricultural Human Resources and Extension Agency (Badan Penyuluhan dan Pengembangan Sumber Daya Manusia Pertanian, BPPSDMP) revealed that the Millennial Farmers Movement itself involved one million millennial farmers who are members of 40,000 farmer groups. They are spread in all provinces in Indonesia starting from Aceh to Papua, and are divided into zones of agricultural commodity types ranging from food crops, horticulture, plantations and animal farm. (agriculture.go.id).

Banten BPTP itself has a training program for millennial farmers for its assistant (extension) as many as 80 people from 7 districts / cities in Banten Province. The training provided consisted of: 1) KUB Chicken Cultivation Technology by Dewi Haryani, SPi, M.Sc (Researcher of Banten BPTP); 2) The use of Android-based Agricultural Technology Applications by Tian Mulyaqin, SP, M.Sc (Researcher of Banten BPTP); and 3) Hydroponic Installation Manufacturing Technology by Dr. Muharfiza (Banten BPTP Researcher) and Practice by Ahmad Makmur (Banten BPTP Litkayasa Technician). (Interview Rukmini, 2019; banten.litbang.pertanian.go.id)

But the obstacle is that the participants sent are not in accordance with the expected advice. However, this very much depends on the training of participants in the District / City Agriculture Service. Participants from Serang Regency for example, participants who were approved according to criteria were farmers who were millennial or adaptive to technology. (Rukmini interview, 2019). It is precisely millennial farmers like Agis in Serang Regency that have not been touched by the program. This is inseparable from the political aspect. Agis never received Banten Governor Rano Karno in 2017. While the Serang Regent represented the family of the Vice Governor candidate who was an opponent of Rano Karno in the 2017 Governor election. This made it difficult for Agis to access program assistance from the Serang Government Agriculture Office. (Agis Interview, 2019).

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However, it turns out that the support scheme delivered by the central and regional government has not met the needs of farmers. Agis said that the main need is the accompaniment of a business scheme, not just the issue of cultivation. During this time counseling focuses on aspects of cultivation only. Other assistance for farmers is also obtained through the process of submitting a proposal through the Association of Farmers Groups or farmer organizations such as HKTI or KTNA. While there is an age gap between these farmer organizations and young farmers groups such as Agis and Pratama. As a result, young farmers find their own way by working with the private sector (Fintech or middlemen) and building communities to strengthen each other. In addition, the training provided is often not continuously so it is hard to be applied to develop agricultural businesses (FGD Nurhayat and Didin KTNA)

How to Create The Collaborative Governance Model in Agriculture

Emerson and Nabatchi (2015) offer an integrative definition of collaborative governance, a program and structure of public policy and management decision making that enables people to be involved across borders. it also introduces what is called a collaborative governance regime in the form of a public decision-making system involving cross-border collaboration that represents existing patterns of behavior and activities. To illustrate the processes and involved components Emerson and Nabatchi (2015) introduce an integrative oval-shaped framework, yet it cannot describe how the flow of influence of so-called drivers within the collaborative governance framework.

In the case of young farmers in Banten, a collaborative governance model was initiated (drivers) by young people such as Agis from Jawara Farm, Jabidi, Rizky

Pratama from Selaras Farm, as well as friends of other young farmers who refused to join Gapoktan who were actually drawn into the practical politics spectrum. Agis and his friends are referred to a drivers because they can initiate a new model of agriculture suitable for young farmers to do, they also initiate agriculture that has a more certain income than relying on traditional farming systems whose uncertainties are still very large, so as to reduce the risk of loss. Besides that they also introduce substitution farming systems such as when horticultural crops are in the process of planting and there is no income so there are other substitutions from animal farm or agro-tourism that can meet daily income. Agis and friends model farming system inspire other young farmers to learn their model of agriculture, Agis also holds an internship for anyone who wants to learn to start a farming business in Jawara Farm, even Agis claims have been educated approximately 1000 young farmers who apprenticed at Jawara Farm and began to pioneer their own businesses in agriculture.

System Context Between Youth Farmers, Government and Fintech

A policy can not be separated from the context of space in which the policy applies, the context of space can affect or be influenced by a policy such as socio-cultural, economic, legal, and others. In Collaborative Governance Regime (CGR) the context space is known as the system context. In the case of agriculture in Banten, the system context that occurs within the scope of agriculture in Banten is a social problem, that is the fact that many young people in Banten are reluctant to work as farmers and prefer to work as employees or factory workers because there is an assumption that farmers are not a promising profession and closely related to poverty.

Then the next problem is the large number of agricultural land conversion, in fact now almost all Regents and Mayors in Banten want to hold a RT / RW revision, because in some areas most of them want to reduce their paddy fields, which is even more extreme in Tangsel and Tangerang cities that want to decrease their paddy fields until 0 percent. The latest data from BPN spatial audit in Tangerang City, there are still about 1,000 hectares of paddy fields but they want to reduce it to 0 percent.

Next is the issue of venture capital that is difficult to access. Banks as the biggest source of funds in many cases refuse to provide credit for agricultural businesses because they are considered to have a great risk, so young farmers find it difficult to find funds for their business capital. Not to mention the conditions that are difficult to fulfill and guarantees that must be offered are certainly burdensome to be able to access venture capital. In addition, most farmers object to the high interest charged to them which can reduce their profits significantly. To see how the position of the system context in influencing the Collaborative Governance Regime (CGR) can be seen in Figure 1 above. The picture above shows how the collaborative scope is presented in an oval shape (which symbolizes multidimensionality) representing the general system of context, CGR, and the dynamics of internal collaboration and actions.

While the outer oval is represented by solid and dark lines representing the context of the system of context that encompasses, which includes politics, law, social economy, environment, and other influences that influence and are influenced by CGR. From this context there are at least four important drivers, which are described as triangular in the left corner, including uncertainty, dependency, consequences, and leadership selection. This drive helps initiate CGR, which is represented by the second oval with a dashed line and adjusts the direction from the start. Then in the deepest scope of the oval there is collaboration dynamics, represented by three dynamics that interact with each other; principal involvement, shared motivation, and capacity to participate in action. Participants form collective goals that lead to collaborative action from CGR. The action steps into outcomes, where it is possible to adapt in the middle of the context system of the CGR itself.

To explain how collaboration dynamics works with collaborative governance in Banten, we have to look at the actors playing in this scheme, that is the **public sector: Banten Agriculture Office and BPTP**, the **private sector: (Itang), Fintech, and community groups: Agis and friends**. The public sector, the private sector, and young farmers groups in the framework of collaborative governance **meet each other (*principe engagement*)** whenever there are the same interests and issues, such as Agis and friends can need each other with fintech institutions to support funding, and

the government in this case the Office Agriculture cooperates with Itang, which acts as KTNA or a group of farmers who also acts as the private sector, namely as a "foster father" who provides fund for farmers. The agriculture office also routinely communicates with Agis and friends to map out what is needed by young farmers so they can find the right program.

Each actor shares their motivation (*shared motivation*) in their respective roles. Especially in dealing with problems (system context) in Banten province such as the case of limited land, motivate young people who do not want to enter the world of agriculture, business capital problems, and other problems. Agis and his friends help the government to motivate and educate young farmers so they want to go into agriculture and help with the problem of decreasing young farmers, besides Agis also needs capital that can be accessed through fintech so that each actor has the motivation to help each other and need each other.

The third element in collaboration dynamics is the capacity to follow actions (**Joint Capacity**). Each actor involved in collaborative governance in agriculture in Banten has their respective capacities according to their role. As a farmers group, Agis capacity is to utilize their efforts to help other farmers who want to try farming businesses with more efficient and modern systems. The private sector also has the capacity to provide fund to young farmers with easy requirement so that young farmers can start their business without any capital constraints. At first the young farmers needed funds to build an agricultural business, which was then welcomed by the fintech community, Agraria Farm, which provided fresh funds for young farmers who wanted to start their business in agriculture without any guarantee of a profit sharing system. The relationship built between young farmers and fintech as donors is built on trust, where Agis and friends can be a reference for anyone who wants to get funding for their agriculture business at Agraria Farm.

Agraria Farm also does not ask for paperwork that complicates loaners, so that young farmers who only had reference and trust can also loan funding without having to face complicated step. While there is fintech that focuses on developing young farmers who have a modern system, there are also traditional funders who also help young farmers in terms of funding, as in the case of KTNA Pandeglang leader, Itang

who is also a financier that help to fund young farmers in Pandeglang, and commonly referred to as "foster father" because it is considered as the father of farmers in Pandeglang.

In addition to providing fund for agricultural business, this foster father also serves as a liaison between farmers and the government for agricultural supervision. Like the JIDES program or the Village Integration Network (Jaringan Intergrasi Desa) that helps agricultural infrastructure in Pandeglang. Besides that there are also seedlings assistance programs such as rice, corn and soybeans. There is also a training program for farmers called the Field School (Sekolah Lapang, SL) where farmers are trained from cultivation, harvesting, to post-harvest. Also Self-Help Agricultural Extension Workers (Penyuluh Pertanian Swadaya, PPS) located in Cimanuk as a program to empower local farmers.

Banten Agriculture Office as a public sector has a role to overcome the problem of land that will be reduced to 100 percent, by trying to revise the RT / RW proposed by South Tangerang and Tangerang so that agricultural land does not shrink drastically. However, these efforts have failed to be carried out because regional autonomy gives strong authority to autonomous regions such as cities and districts to regulate their own households so that efforts made by the agricultural service to maintain land are difficult to do.

Besides the agriculture service also has a farmer insurance program, this insurance is made by seeing at the fact that the tsunami disaster occurred in Banten also vanished many animal farms, based on input from the Banten Buffalo and Cow Farmers Association, then it was made the buffalo livestock insurance or AOTSK, cows and buffaloes insurance within Rp.500,000 per animal are subsidized by the government, so the ranchers only pay Rp.40,000 with compensation for a buffalo / cow as much as Rp.10,000,000. The second program is insurance for rice farmers named AOTP (Asuransi Tanaman Padi / rice crop insurance), which is for 1 hectare they need to pay Rp.36,000 insurance with a compensation amount of 1 hectare as much as Rp.4,000,000. (Agricultural Service Capacity). Another public sector that responds to policies for agriculture in Banten is BPTP Banten Province which has a Millennial Farmer program. Millennial farmers are farmers classified as millennial, i.e.

19-39 years old or farmers who are not in that age range but have millennial spirits, are responsive to digital technology, responsive to agricultural machine tools (agricultural machinery) and have agricultural land. Because one of the millennial farmers' programs is responsiveness to agricultural machine tools (alsintan) which is the focus of the BPTP study, BPTP held a socialization on the use of agricultural machinery to millennial farmers to be eligible for government supervision. In addition, one part of the millennial farmers program is WPMP, which is a funding and supervision program for alumni of the faculty of agriculture. (BPTP capacity).

How to Act in Collaborative Governance

In collaborative governance in Banten, what is seen is a process of collaborative dynamics that is so tough among actors, both in terms of the principle of involvement, mutual motivation, and the capacity to participate in action. It is clear how each actor has not met each other, such as Agis who has not met with the government in terms of the program, because Agis thinks the government only has a role at the time of cultivation by providing counseling and other programs but does not provide supervision from upstream to downstream agricultural business from capital problems to the distribution of agricultural products. This is also the case with fintech, which also has not met with the government, because the government has not provided supervision to fintech like other financial institutions such as banks. Fintech still feels they must survive on their own and seek their own financial resources from investors without any role from the government.

On the other hand the government can only match in terms of policy with KTNA, HKTl and other agricultural organizations such as Gapoktan, without involving farmers who do not have such groups such as Agis and friends. So that the policy sometimes does not apply to young farmers who are not affiliated with these farmer organizations. Given the facts as above, the desired action from the collaborative governance regime (CGR) has not been achieved properly because the meetings of the actors are still limited when there are similar interests and have not apply on the substance of the policy that can benefit all parties, the process that occurs new is only limited to the dynamics of collaboration that is still running tough.

Outcomes are policies that is resulted from collaborative dynamics carried out by actors in the public, private and community groups. However, as a result, the policy must be tested against inhibiting factors, so that the outcomes will be adaptive and resistant to various conditions (system context). Policy will not be an outcome when it cannot adapt to its environment, and collaborative governance regime (CGR) will not be achieved before the outcomes are created. In the Banten context, due to the absence of action taking place among the actors, the CGR has not yet reached the outcomes stage. From the various data above, this study recommends that various actors collaborate in the collaborative governance regime (CGR) model by departing from their respective motivations and capacities. See the following table:

Table 3. Models offered

No	Actor	Context	Driver	Principles Engagement	Shared Motivation	Join Capacity	Action	Outcome
1	Farmers	<ul style="list-style-type: none"> Land is decreasing Reduced number of Farmers Farmers are not having prosperous life 	Actors (Community of young farmers)	The actors have to meet because they face the same problem.	Each actor has shared motivation. As agricultural actors with private and public sector with private. The three of them have to sit together because they actually face the same problem from different sides.	Each actor has the capacity to be involved. The farming community has influence, the private sector has capital, and the public sector has authority in policy	<i>Community Based Farming</i>	Increased welfare of farmers and the growth and development of young people's interest in becoming farmers.
2	Government							
3	Private Sector							

Source (Research Team, 2020)

CONCLUSIONS

More Collaborative More Governance

This research concludes that there are independent efforts of the younger generation to enter the world of agriculture. In collaborative governance, many actors must engage each other. The government can not only supervise but also must make the easy connection between farmers and the market. this reaserch show that the model collaboration which is conducted by Jawara Farm and Selaras Farm are two examples of agricultural businesses with the principles of agricultural

entrepreneurship. They are changing the basis of agricultural businesses, collaborating with local communities and using local resources, and using modern governance to generate regular income for perpetrators. This makes them able to earn income and survive and even develop from the world of agriculture. However from the two examples, there is a similarity, namely avoiding rice farming. Jawara Farm focuses on animal husbandry, while Selaras Farm focuses on horticulture. Rice farming was avoided because of limited land area and a long business cycle.

They also rely on capital assistance from non-government and non-bank parties. They formed a community that helped each other with capital and also chose to apply for loans to Fintech agriculture with a profit-sharing system without the need for collateral goods. Their unwillingness to access bank capital because of the complexity of the process and collateral goods. While their inability to access Government supervision is due to access to assistance controlled by organizations that are closer to power such as KTNA and HKTI and the Association of Farmers Groups. In addition, the counseling provided by the Government more focused on cultivation. While what is needed besides cultivation is also the aspect of business so farmers can maximize the profit from the world of agriculture.

Collaboration needed to encourage the emerge of young agricultural entrepreneurs is by sitting together with the actors to open themselves up and equalize perceptions and share roles so that the interests of young farmers become higher and there is no de-regeneration of farmers. Equalization of perception is needed so that among the Government, Private Sector, and Farmers have the same thoughts and understanding about the needs of young farmers. The government must certainly be present in developing the existing young farmers, the private sector also needs to be present to encourage the interest of young farmers which are still low, while farmers must also be able to utilize all the access and supervision provided to them as well as possible.

While the division of roles is also very important to be done so that collaboration between government, private sector, and farmers can be maximized. A clear division of roles will guarantee the implementation of good collaboration because each sector does something in accordance with their respective capacities

and compatibility. The government certainly has a role as a regulator that makes rules in developing young farmers. Private sector as a sector that encourages the interest of young farmers can provide various kinds of training and funding assistance to young people. While young farmers themselves must be able to see the many potential opportunities that exist so that it can be utilized as a good thing for the development of their own agriculture so that there will be many models of successful young farmers, and this will further increase the interest of young people to be farmers.

ACKNOWLEDGEMENTS

We would like to express our gratitude to the Faculty of Social and Political Sciences, Universitas Sultan Ageng Tirtayasa. All the participant and informant who support this research. This research was funded by Islamic Development Bank (IDB) to support the food security program in Banten, Indonesia.

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