

Strengthening Group Entrepreneurship Reorientation

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Strengthening Group: Entrepreneurship Reorientation Toward Development of Liberica Coffee

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Abstract. The district of Betara is one of independent transmigration district area in Province of Jambi. People used peat land for cultivated several agricultural commodities that considered to be suitable with the land coffee, areca nut and oil palm. Coffee is one of the commodities that has got indigenous certificate. Local government establishes Liberica coffee as potential commodity that is expected to be grown and enlarged by local people to be their own business. Until 2018, it was found that several parties involved in strengthening practices on Liberica farmers were feared to have an impact on the group's bias because it created increasingly high dependency. In fact, every intervention carried out should built the beneficiaries' entrepreneurial who can empower and develop the group itself in the future. Thus, beneficiaries will be able to become leverage to other farmers to develop their coffee farming. This report is based on experience and depth interview on accompanying Liberica farmer that focus on entrepreneurial issues from 2017 to 2018. Hence report and finding is present on more qualitative techniques

1. Introduction

Betara district is one of "independent transmigration district" that located in peat land area which has many disadvantageous. As independent transmigration allowed, people came gradually to the districts. People learn together to cultivate and do farming in the peat land. They have to choose plants that could be planted in the peat land area. Local government helps them by providing canal to manage water; canal has different function in high level and low level based on sea level. Success migrant brought their family and friends to live in Betara. They came since in the year 1960, nowadays they belong to second generation. People's tribe who live at Betara consists of Javanese, Banjar, Bugis and Malay.

Liberica coffee is belonging to indigenous coffee due its unique substance that cannot be planted out of Betara. Physically, Liberica has bigger size than other two coffees, Robusta and Arabika. It has distinguished smell and color makes it to be easy identified. Coffee lover said it as "chocolate coffee", where its color is similar to chocolate but its taste is coffee (known as fruity coffee). According to Sutrisno (2017) Liberica has certain contain that could not be found in two famous coffee in Indonesia, Robusta and Arabika. He argued that Liberica has anti toxic that could prevent cancer disease.

Coffee is potential commodity due to the stable price after Indonesian crisis ended. Coffee plantation mixed with Areca nut (betel nut) trees which complement technically and economically.



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Technically, according to farmers betel nuts are suitable as coverage trees that needed by coffee. Otherwise, it is not approved scientifically. Johannes, Duaja and Kartika (2017) found that betel nuts function is not maximal, due to different function. The function should consider coverage trees to attract bees (bee pollinator). Hence, betel nuts is not maximumly to contribute to coffee pollination.

Liberica Coffee has been registered as regional indigenous commodity. It has been exported to Singapore and Malaysia in small amount due to the lack of yields. As indigenous commodity, coffee has been planted on peat land area where commonly government supposed to be keep sustain, even to protect it for not making farming in the peat land.

The expansion of oil palm plants is also a threat to the sustainability of coffee. Because the trend in Jambi is generally where oil palm yields good results, farmers force planting on peat lands. As a result, not only has coffee land been reduced, but the coffee gardens have also become neglected when palm oil prices have risen, because farmers prefer to treat even oil palm expansion rather than caring for existing coffee plantations.

The government considers it very important to improve the function of peat lands. For this reason Indonesia provides canal for watering purpose to wet the land. In doing so it is expected coffee and others could grow maximally to produce more yield. Local government has commitment to improve farming performance on local economy. In line with it, some institutions and non-governmental organization are involved to motivate farmer to increase farming quality in one hand and to keep sustain peat land in the other hand. They are: 1) Bank Indonesia 2), University of Jambi 3), Corporation, 4) Local Government, and 5) BRG (Peatland Restoration Official) that established at Jokowi Governance.

Based on experience in observations and deepening of empowering Liberica coffee farmer groups for two years, various problems can be formulated: 1) farmer dependence on assistance, 2) lack of collaboration between groups, 3) expecting instant results, and 4) coordination between institutions is difficult. This does not support the formation of entrepreneurship which must be characteristic of farmers.

According to many researchers, it is believed that entrepreneur is important factor to build rural economy. Gao, and Yang (2013) identified entrepreneurship as important aspect to develop agricultural, Katekhaye and Magda (2017) connect entrepreneurship with poverty alleviation, and Naudé, Siegel and Marchand (2017) questioning the role of entrepreneurship for rural development. Otherwise, in macro policy terms, van der Ploeg *et al.* In Marcello De Rosa and Mc Elwee (2015) underlines three important things that relate with entrepreneurship to increase farmer competitiveness: 1) knowledge acquisition, 2) support high-added-value farming with high-quality primary and processed products, and 3) sustainability of agricultural process. Nerys, Midmore and Thomas (2006)," said that entrepreneurship could be developed by sharing and considers uncertainty to grow firm in the rural. Furthermore, in terms of rural development, entrepreneur has become famous topic to be requirements Kolawole and Ajila (2015) financing capability is one of the entrepreneurship requirement to be observe, he reported model that could generating income and labor employment.

Hence, the question in this paper is how entrepreneurship is being developed in the situation of some aids deliver to the farmers group that expected be established as business. This paper is an initial idea to craft how is entrepreneurship be established to accelerate farmer coffee performance. So the question in this paper is how entrepreneurship is being developed to improve Liberica Farmer in broader context.

The purpose of this study to explore entrepreneurial substance to improve Liberica Coffee farming performance and propose intervention to encourage farmer entrepreneurial and keeping sustain farming on peat land

2. Method

Mainly method used qualitative approach where in-depth interview, partisipatory, and observation are implemented. Hence data and information exploration is used to enrich infromation. Furthermore, triangulation is implemented to related informations source that has experience to accompany farmer

group. Data and information based on the coffee farmer group accompanying in 2016 and 2017. The accompanying is extended in 2018 year, for Ristek-Dikti approve the second year program that focused in farming seedling coffee Liberica based on the application of technology to increase production and marketing practice.

3. Finding and Discussion

Entrepreneurship and rural development has strong linkage. Rural however indicate physical characteristics and problems where people make respond and reaction toward their own problems. Stathopoulou, Psaltopoulos, and Skuars (2004) argues the definition of rural is focus on its dynamic situation where entrepreneurship should be paying more attention. They further argued by set three characteristics (physical environment, socio, and economic environment that compose rural situation and entrepreneurship). These conditions are considered creates opportunities at the rural setting.

Entrepreneurship studies in the context of development are based on group roles. This is in accordance with the principle of empowerment which considers groups more than individuals. In this way the village potential will be more easily directed than empowering individuals. Hence, the role of group interest.

Hence, group needs must be understood by stakeholders to direct one direction, fundamental goal in empowerment, namely the principle on self help principle. The importance of the direction in accordance with the principle of empowerment of the Liberica coffee farmers group can be shown by various types of interventions carried out by various interests as in Table 1.

Tabel 1. Institutions, Types of Assistance and Performance

No.	Institution	Kinds of Aids	Purpose and Performance
1	Local Government	Seed (Coffee seedling)	<ul style="list-style-type: none"> • Plantation expansion • Fertilizer
2	Indonesian Bank	<ul style="list-style-type: none"> • Dome (home to dry coffee) 	<ul style="list-style-type: none"> • Accompanying to be bank minded
3	University of Jambi	<ul style="list-style-type: none"> • Selected farming revitalization • Deliver coffee processing • Networking building 	<ul style="list-style-type: none"> • Improving seed quality • Building market networking
4	Corporation	Coffee sortation machine (a tool for selecting coffee)	<ul style="list-style-type: none"> • Machine is not used yet due to lack of coffee yield
5	The Agency of Peat land Revitalization (Badan Restorasi Gambut)	<ul style="list-style-type: none"> • Large dried coffee yield • Storage • Coffee sortation machine • Coffee sachet machine 	<ul style="list-style-type: none"> • Empowering Group to be Coffee trader

Note. Based on observation result (2018)

3.1. *Kinds of Intervention and its problems*

As it shown in Table 1, there are five institutions that accompany farmer groups. Farmer group responses can be explained as follows:

3.1.1. *Local Government Institutions*

The approach taken by the local government aims to expand farmers coffee plantation. Sources of funds are not only from the regional government budget, but could be from central government which is interested in the development of Liberica coffee, the focus is the provision of seedling and fertilizers. Farmers receive this assistance in bulk, so that the selection of farmers is not careful. Based on local government agency, there are several institution linkaged: Plantation, Agricultural Agency, Industry and Trade Official. Those agency, provides machine and other production means for farmers. All the production means should be used based on farmer's group rules.

3.1.2. *Bank of Indonesia*

BI's concept on SME intervention is preparing cluster. In doing so, BI provided house drying for coffee and betel nuts that is hoped to increase farmers business. The quality will be increased if products are dried on that dome (place for drying coffee seeds). The purpose of intervention is enabling farmers group as business institution to finance themselves. BI names business they accompanied LKMA (*Lembaga Keuangan Mikro Agribusiness*). Micro Agribusiness Finance Institution which characterized as the business in agribusiness field. According to BI, there are two LKMA succeeds built in Jambi cluster, 1) LKMA Mitra Usaha Mandiri at Dataran Kempas and 2) LKMA Mekar Sejahtera, at Betara where it is located next to Mekar Jaya. Farmers Group is accompanied to prepare requirements which finally could borrow money from banks.

In line with this, there is cooperation (KUD) that available to connect, but they agree for not use KUD to be the institution intended. According to BI, LKMA is business group that fitted to the group, especially when the core business is agribusiness. Due to the observation, house drying built is not used anymore. They are destroyed and not fixed by beneficiaries. Farmers prefer to dry coffee yield on the yard to get full sunshine. Though farmer knows, drying on the yard make coffee contaminate by grounded bad smell that make negative smelling. According to BI experiences, the most problems of group is relating about their understanding and willingness to establish group business. According to BI, groups that accompanied have received more than enough assistance to improve group quality and capacity to become an independent to be bank minded. However, their hopes for each group to become an independent in terms of providing their financial needs have not occurred yet.

3.1.3. *Jambi University (Unja)*

The principle of Unja's assistance is based on the analysis of the situation and needs result farmer group, aiming to assist groups that need assistance only. Kinds of intervention consists of: 1) provision of quality seedling, 2) provision of compost from coffee processing waste (organic fertilizer), 3) demonstration of coffee seedling preparation, 4) provision of processing machines, and 4) development of marketing networks.

It could be noted that group members who are Unja's partner with in 2017, borrowed funds from the Bank to prepare the land. This means that he is responsive to the intervention plan. In the first year seedling were given *Trichoderma* sp. And MVA (*mycorrhiza vesicular arbuscular*) to avoid the attack of white fungus roots. The second year (2018) intervenes through the provision of technology of coffee grafting (two and three rooted seedling), where three seedlings are made into one seedling by grafting. With this technique, it is expected that the seedling roots will be stronger against the attack of the fungus.

For the intervention, Unja collaborated with the KKN-PPM program where students lived in the village for 60 days and delivered technology packages to targeted farmers. Farmers are not always responsive, because it is found who are not willing to be involved. Due to the reason of if old coffee will be cut down, so that the time of planting until the coffee produces, farmers worry that they will

not get a source of income (the loss of temporary income). Furthermore, Science and Technology Faculty, Jambi University made laboratory experiment to find out coffee composition and the right thermal to process. It is intended to get coffee uniqueness. It was found that Liberica coffee contained substances that were not found in the other two coffees, namely Robusta and Arabica.

3.1.4. *Corporate social responsibility (CSR)*

CSR is implemented to enable Group produce high quality through seed sorting machine. It is expected that farmers could use the machine for higher standard seed products, remove the flour of coffee that contaminated yard order. In terms of coffee quality, activities that should be practiced are drying coffee not on the yard but on house drying for coffee. The machine aid is not used anymore due to low productivity, and farmer sell coffee should not consider sorting machine. Corporation which deliver aids is seemed prefer to promote instant impact, invited other institution (government institution) and demonstrating machine they delivered. They do not make any activities after aids had been delivered.

3.1.5. *The Agency of Peat land Revitalization (BRG)*

BRG deliver production equipment to the farmer, drying room. BRG is new affairs in this case due to Government policy on peat land. The purpose of BRG is keep sustain peat land and farming on the land. So, the focus is canal revitalization and farming to increase farmers' income.

3.2. *Coffee farming, sustainability and entrepreneurship practiced*

Betara District known as peat land area that belongs to easy burnt. Government efforts now to overcome burning threats is improving canal that has two main functions. In dry season, canal will ensure water adequacy and in rain season canal deliver water to the sea. Good function will help farmer to keep plant grow and avoid from burning.

As peat land area, palm is belonging risky plant due to its impact that could not be maximally grown. Palm will be fall down for the root is not strong enough in peat land. Palm additionally could not be mixed with other plant, due to its coverage root that prevents other plant to grow better. Contrastly *betel nut* is known as competitive plant due to its minimal diseased risk and its stable price. Betel nut moreover is mixed with Liberica coffee which is believed as complement each other not only technically but technically.

From the point of economic view, the coffee farming problems is productivity. Farming productivity is low, it just 400 kg yearly per ha. There are several reasons for this low productivity: 1) low input seeds, 2) white mushrooms pest, 3) poor peat land condition, and 4) coffee bean processing. Due to plant characteristics, there are 9 different coffees there, so legal name for Liberica is Liberica Composite Coffee which indicates different genetic. Farmers do not care about seed, as long as the origin comes from Betara farms, they believe it as coffee that they want to plant.

As palm plantation becomes mainstream plant for local economy, farmer's perception on palm's income exceedingly found. Farmers know that cultivate peat land on standard cultivation method and planting palm is risky and not allowable, but tendency to plant palm on peat land still continue. Accompanying problems: Accompanying could make problem when the beneficiaries do not make any progress. Problems observed relate with coffee farmer explained below:

3.2.1. *Communication between beneficiary groups*

Various assistance problems occur in certain forms, for example between the Sido Muncul group and the Jempol group; the two groups were accompanied by two different institutions. Sido Muncul accompanied by the Company and *Cap Jempol* accompanied by Universities (Unja) and Bank Indonesia. Group that produce *Cap Jempol* brand considers others as their competitor, this are described below:

"Let them be with the company, equipments they receive are good, but now they cannot produce coffee due to the lack of "track" problems. Farmers have no coffee to be processed of course The

proof is that we were invited to prepare copy together with others coffee ini Indonesia at the president Palace”.

Regarding assistance, the institution involved lacks of coordination and lacks agreement on what should be done, or lack of focus. Another thing that can be seen in the targeting is by the companion. The local government chose the village of Mandala Jaya as a place of expansion. Determination of this suggestion village is related to the existence of land damage, because the flood disaster that has caused almost 200 ha of farmers' farmland is damaged. This is considered to be a potential development, so that in 2018 funding from the central government to be developed in the form of assistance is the provision of seedling and fertilizers.

For the type of seedling assistance and expecting farmers to plant it, that is not enough. Planting activities that start from drilling, polishing, and providing compost should be well accompanied. Strengthened farmers will not grow it themselves because if they do, they will lose income even though the work is for themselves.

3.2.2. Group Performance

The existence of Farmers Group (Koptan) is a prerequisite for receiving assistance. In Betara there were 12 farmer group which until 2018 the performance varied greatly. At the same time, it is also obtained that individual farmers produce Luwak coffee because they believe that the prices that will occur are more expensive than other types of coffee. Koptan performance should be observed in maintaining and using equipment. When there is damage to equipment prepared by various institutions, the farmer is ready to fix it. This did not occur with the assistance of BI which built a drying house for coffee and betel nut. Of the 22 drying houses all have been damaged, leaked and the walls have been opened so that they cannot be used anymore.

The various group unexpected conditions are observed as follows:

1. Farmers Group jealous each other. There are 12 Farmers Group at the district and they do not have the same aids.
2. Dependability grows for many aids. Too many aids make them less creative and hope there is always other institution can help them “freely”.
3. Hide the real problems. The real problems of coffee low productivity that caused by low seed quality. So, in terms of economy perspective, coffee would not have position due to its relative high price.
4. Self-help principle. Delivering aids naturally should be practiced on self-help principle where beneficiaries could develop their farming and business.
5. Not developing farmers entrepreneurial potential, so that they can develop creativity and innovation for themselves.

3.2.3. Season influence

The dry season lately has become unpredictable. During 2017 and 2018, the dry season reaches September. Even though a number of sources of funding were planned for the month, I wanted to keep up before the month due to administrative problems. As a result, the previous planting season was faced with drought, more severe in peat lahan because their water source was during the tidal season itself.

3.3. Entrepreneurship

Simply said there are two perspectives of entrepreneurship: 1) business activities and 2) entrepreneurship indicator where people have intention to understand and to do something innovatively. Deakin, Martina, and Bastiti (2016) underlies entrepreneurship as skill collection. From the broader point of view, entrepreneurship could be considered as a respond to certain challenges. Munkejord and Camalia (2017) point out 4 kinds of entrepreneurship as respond to rural problems. Due to the original concept, entrepreneurship related with SME activities which the goals is to

establish profit. Entrepreneurship concept has been dispersing beyond its focus which firstly focus on business (SME) to be the instruments to many fields, including rural development. Koyona, Mason and Roger (2017) found that rural entrepreneurship contributes to social transformation through rural entrepreneurship. McElwee and Wood (2017) reveals that entrepreneurship competencies help farmer resilience by choosing the right price and keep progress their farming in Kenya.

Entrepreneurship further links with contextual situation. Woolthuis and Klein (2010) emphasized the importance of entrepreneurship on sustainability practice. He considers that building awareness of sustainability will help farmer to practice it. As sustainability has complex dimension, there will be differentiation between different fields in sustainability consideration.

Hence, entrepreneurship is in line with rural leadership to transform rural to be better. In case of business, entrepreneurship helps group and member to increase value added and income of their business. Kolawole, Dare and Ajila (2015) proven community-based organization (CBOs) as the proper model for driving rural development and employment promotion. This model succeeds as it requires member participation to the model.

As Demos (2001; pp.: 32) Social entrepreneurs work by bringing people together in partnerships to address problems that appear insurmountable when they are addressed separately. Social entrepreneurs set in motion a virtuous circle of social capital accumulation. They use networks of support to gain access to buildings and money, to recruit key staff and create an organization capable of growing. The dividends of this process are rarely financial. The main dividend is itself social: a stronger community, more able to look after itself, with stronger bonds of trust and cooperation.

In case of Liberia Farmer Coffee Group (LFCG) some entrepreneurship practices explained below.

- 1) Peel Coffee machine. This machine could be used to peel coffee, built by local villagers. They build it for themselves due to coffee size problems instead of receiving machine from local government.
- 2) Product diversification. Group diversified yield for different product and produce organic fertilizer from peeling process.
- 3) Seed production. Several citizens receive certificate due to seed practiced. So they sell seed to other regions to make money. Local government in this case identified Betara District as central of horticulture.
- 4) Coffee collector. Coffee is collected and sold to Singapore and Malaysia. Collector said that all coffee bean is sold out, so whenever
- 5) In some events, local government determines local farmer to the representative of good farmer to make promotion.

What they need is social entrepreneurship which could be used to direct farmer group behavior. The very reason is aid is given to the group and being utilized based on the group consideration. As the group has many production instruments, group has determined to establish business group where aids use to establish business.

3.4. Accompanying Direction

Accompanying practice should be based on entrepreneur competence, especially when group purpose is to establish group business. Due to several institutions involved, some points that could be implemented in entrepreneurship perspective is below.

- 1) Focus on productivity.
Productivitas adalah prasyarat memasuki pasar yang menjamin harga yang kompetitif dan pendapatan petani. Produktifitas usahatani ditingkatkan melalui
- 2) Productivity is the main target to make group has position in the market. Productivity starts from input improvement, farming revitalization, and yield processing

- 3) Coordination. Different group should coordinate to consider different focus on one purposed, empowering group in coffee market.
- 4) Enhancing group competence. Group competencies to carry out business should be developed. Asset that has been delivered should not use in production process but should consider business practice, especially when group want to be business.
- 5) Balancing sustainable farming practice. As the peat land characteristic, accompanying should consider farming practice, increasing yield together with keep sustain peat land.
- 6) Networking. Marketing network especially is important to make group has link and value added process.

4. Conclusion

1. More efforts to develop entrepreneurship and sustainability should be implemented carefully. Empowering group is the key for success, due to all aids is addressed to the group not individual.
2. Social entrepreneurship is kind of competencies that could help ground to carry out their business in one hand, but they keep sustain farming practice on the peat land.
3. Coordination between stakeholder should be directed to group empowering due to accompanying role is prepare group to processing coffee that used several aids to be productive.
4. Preparing village with demonstration plot as "laboratory" is recommended to help farmer's awareness about their business and hot to achieve more performance.

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