

Empowering Millennial Farmer: A Study of the Indomaret Corporate Social Responsibility Program

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Abstract— The challenge in the agricultural sector is that the number of young farmers is considerably decreasing. Therefore, it is important to ensure the affectivity of regeneration in the agricultural sector. Millennial farmers have great potency to increase agricultural productivity and welfare, but they face obstacles to capital, access to land, technology and markets. The role of the private sector through the Corporate Social Responsibility program is highly expected to support the sustainability of the agricultural sector. This research aims to determine the role of stakeholders, obstacles, governance and effectiveness of the Indomaret CSR Program in empowering Sleman Millennial Farmers. This research uses a qualitative descriptive approach and the Miles and Huberman model data analysis technique. The research results show that the Indomaret CSR Program involves Indomaret as a fund provider, the Sleman Regency Government, Gadjah Mada University, and Millennial Farmers. The biggest obstacle to implementing the Indomaret CSR Program is related to the cultivation of seedless watermelons. The Indomaret CSR Governance Program for Sleman Millennial Farmers has gone through the planning, coordination, implementation and control stages but is not yet effective.

Index Terms— Agricultural regeneration, Collaboration, Seedless watermelon.

I. INTRODUCTION

A problem that is quite worrying is the decreasing number of young farmers because children from farming families often no longer continue their parents' business; this is also exacerbated by the increasing conversion of agricultural land for non-agricultural purposes. In the long term, this will have an impact on reducing domestic food production (Yodfiatfinda, 2020). Ensuring generational renewal in agriculture is vital (Pechrová et al., 2018). As the next generation, Millennial farmers have great potential to increase agricultural productivity and welfare (Daudu et al., 2023). They tend to adapt more easily to challenges in the agricultural sector, innovation and new technology to increase efficiency (Adams & Jumpah, 2021; Lantarsih et al., 2023). They also have an entrepreneurial spirit, creativity, the courage to take risks, the ability to recognize their potential, are process and results-oriented, willing to collaborate positively, and willing to build business networks with partners

/ stakeholders (Mukti et al., 2018). They can help achieve sustainable development so that young farmers can become valuable assets. It is very important to provide economic opportunities for young farmers to ensure future agriculture sustainability (Geza et al., 2021). However, in running their business, they face several challenges related to climate change, dependence on weather, productivity, production costs (Gumbi et al., 2023; Kumar and Lata, 2022), low income, lack of infrastructure (Doke & Dadas, 2020), limited access to land and credit (Pechrová, 2017), technology, capital, competitive markets, and competitive capabilities (Pal & Sharma, 2018). Efforts are needed to increase the interest of the younger generation in the agricultural sector (Yodfiatfinda, 2020), motivate them, and have policy incentives that attract the younger generation to enter the agricultural sector so that young farmers can develop their potential (Pechrová et al., 2018). Against this background, the company's contribution to the agricultural sector is very important through Corporate Social Responsibility (CSR). CSR is a form of company commitment to contribute to sustainable economic development and community welfare, and it can be implemented in various models and strategies. The company's model of community empowerment through CSR is carried out as a form of concern for local communities with motivation to maintain good relations with the authorities/actors within the scope of the program (Widhagdha et al., 2022) (Bavorova et al., 2021). Several companies focus their CSR activities on the agricultural sector because agriculture provides various potential areas for CSR, such as entrepreneurship development, natural resource management, social development and the environment (Doke & Dadas, 2020). The agricultural sector's CSR funds are still much smaller than other sectors such as health, education, arts, and culture (Upadhyay, 2019; Lata & Gupta, 2021). Although the business world continues to strive to reduce the impact of climate change, corporate CSR activities that focus on climate are still underdeveloped (Biró & Szalmáné Csete, 2020). In the agricultural context, the presence of CSR aims to support the sustainability of the agricultural sector, improve the welfare of farmers, and have a positive impact, namely, opening up opportunities for young farmers to get involved in agribusiness. There needs to be greater investment in agricultural programs that have an economic impact and are in line with the needs/desires of the younger generation, and efforts to improve the perception that agriculture is an attractive field for the younger generation (Adeyanju et al., 2020). Indomaret, a retail company in Indonesia, carries out CSR programs in the social, educational and health sectors. Indomaret has also expanded its CSR program in the agricultural sector by empowering Millennial Farmers in the Sleman Regency area. This program supports the direction and development strategy for 2024, which is related to improving the welfare of farmers (National Development Planning Agency, 2023). It is in line with increasing value for companies. Indomaret is a retail company that develops marketing for fresh products, which requires a continuous supply of quality fresh products. Among the available fresh products, seedless watermelon is the commodity most in demand by consumers. On the other hand, Sleman Millennial Farmers have the potential to produce quality seedless watermelons because the availability and suitability of land support them; some farmers already have experience cultivating watermelons, as well as the institutional support of Millennial Farmers. However, they still experience capital and ability constraints. Watermelon cultivation, as well as market access. Indomaret's CSR program for Sleman Millennial Farmers is driven by efforts to empower farmers and the needs and challenges faced by each party. Indomaret's CSR program to empower Sleman Millennial Farmers also received support from the Sleman Regency Government and Gadjah Mada University. Based on this background, this research aims to determine the role of stakeholders, obstacles, governance, and the effectiveness of the Indomaret CSR Program in empowering Sleman Millennial Farmers.

II. RESEARCH METHOD

A. Types of Research

This research is descriptive with a qualitative approach. The author chose a qualitative approach because it is relevant to the problems studied, namely the socio-economic phenomena of society. In qualitative research, the researcher is the main instrument (key instrument) in data collection.

B. Time and Place of Research

Research activities are located in the Sleman Regency. This location was chosen because the Indomaret CSR Program's coverage area is in the Sleman Regency, namely empowering Millennial Farmers in the Sleman Regency. The research was carried out in April 2024.

C. Research Subject

This research's subjects are informants who can provide accurate and reliable information and data regarding the Indomaret CSR Program for Sleman Millennial Farmers. The selection of research subjects is based on the

researcher's data requirements. Research subjects included representatives from Indomaret, the Sleman Regency Government, Experts from Gadjah Mada University, and Sleman Millennial Farmers.

D. Data and Data Sources

The data in this research includes primary data and secondary data. Primary data sources come from interviews with informants and from observations. Meanwhile, secondary data comes from books, journals, published articles, notes, regulations and others related to CSR programs.

E. Data Analysis Technique

Researchers used source triangulation techniques to check the validity of the data by comparing research objects with interview results. Researchers use different data sources to test the credibility of the information obtained. Researchers used the Miles and Huberman Interactive model data analysis technique consisting of three activity streams: data reduction, data presentation, and verification/concluding. In the data reduction flow, the researcher summarizes, selects the main and important points, and finds themes and patterns. In the flow of data presentation, researchers present data in the form of short, clear and easy-to-understand descriptions of the Indomaret CSR Program for Sleman Millennial Farmers. Meanwhile, in the verification/conclusion flow, the researcher provides an overview of the data and discusses the problem being studied.

III. RESULT AND DISCUSSION

A. Overview of Sleman Millennial Farmers

According to the Central Statistics Agency, "Millennial farmers or modern farmers are farmers aged 19 (nineteen) years to 39 (thirty-nine) years, and farmers who are adaptive to digital technology and modern agricultural machinery (suntan)". In 2024, the Millennial Farmer members in Sleman Regency will reach 1002 farmers, with superior commodities including rice, cayenne pepper and watermelon. To optimize Millennial Farmers' capacity in the agricultural sector's development, 2023 PT Farmer Millennial will be formed, which has full support from the Sleman Regency Government. The presence of the Indomaret CSR Program for Sleman Millennial Farmers received a positive response from Sleman Millennial Farmers. This CSR program began to be realized in Planting Season I, in November 2023, involving 50 watermelon farmers, and Planting Season II began in February 2024, with 70 farmers participating.

B. Indomaret's CSR Program to Empowering Sleman Millennial Farmers

Indomaret is a minimarket or retail network from PT Indomarco Prismatama. The number of Indomaret outlets in the Yogyakarta Regional Distribution Center reaches almost 600 outlets. In 2023, Indomaret will carry out its corporate obligations through the CSR Program to empower Sleman Millennial Farmers. CSR is a company's obligation to meet the company's internal needs (involving every stakeholder in the company) and external (an environment that supports company growth) (Awwal & Rini, 2020). Indomaret's CSR program is focused on seedless watermelon agribusiness. The high demand for this commodity has encouraged Indomaret to increase the supply of seedless watermelons by empowering Sleman Millennial Farmers. Indomaret's CSR program facilitates funding for seedless watermelon cultivation inputs (seeds, fertilizer, pesticides and mulch) at the program's start and training and mentoring activities for seedless watermelon cultivation. Apart from that, Indomaret also provides market certainty for Grade A seedless watermelons with a quota of 5 tons per week. At the same time, prices are determined based on market price information and agreements between Millennial Farmers and Indomaret.

C. Cooperation Patterns in Indomaret's CSR Program to Empowering Sleman Millennial Farmers

The Indomaret CSR Program for the Empowerment of Sleman Millennial Farmers was initiated by Indomaret, which wanted to obtain a continuous supply of quality seedless watermelons in sufficient quantities. Indomaret conducted a survey and found watermelons cultivated by farmers in the Sleman Regency area. After testing the product, it turned out that the watermelons met the quality standards set by Indomaret. Indomaret launched a CSR Program for Sleman Millennial Farmers as a follow-up and collaborated with the Sleman Regency Government, Gadjah Mada University (UGM) in community empowerment. Utilizing integrated stakeholder theory and a contingent resource-based view of the firm in CSR Programs for Sustainable Development (Zhang et al., 2022). The roles and responsibilities of each stakeholder in the Indomaret CSR Program are presented in Table 1.

Indomaret, as the SCR provider, is responsible for providing funding for procuring production facilities, organizing training and cultivation assistance, and distributing seedless watermelons to Indomaret. The

production facilities provided include seeds, fertilizer, pesticides and mulch, which were given to Millennial Farmers at the start of the SCR Program. It is intended to help reduce capital for farmers. Indomaret will delegate this task to UGM for training and cultivation support activities. Indomaret provides information regarding market guarantees, quotas and criteria for seedless watermelons (Grade A) so that farmers are motivated to produce the best quality watermelons. Meanwhile, the price of seedless watermelon is determined based on an agreement between Millennial Farmers and Indomaret every Wednesday, considering market prices and product deliveries are made every Monday according to the quota. To monitor the progress of the CSR Program, Indomaret conducts monitoring every two weeks and follows up on the monitoring results by coordinating with stakeholders.

The Sleman Regency Government plays a role in supporting the Indomaret CSR Program. The Sleman Regency Government is responsible for determining priority needs for Millennial Farmers related to market access, increasing economic capacity and farmer independence. The guaranteed market for seedless watermelons (Grade A) from the Indomaret CSR Program is an opportunity that Sleman Millennial Farmers can utilize; for this reason, the Sleman Regency Government strongly supports this CSR Program, which is packaged as a farmer empowerment program. The Regional Government of Sleman Regency also ensures each party's commitment to entering into a cooperation agreement in the Indomaret CSR Program to achieve the Program's objectives. To realize the Indomaret CSR program, the Sleman Regency Government is coordinating with Millennial Farmers to prepare farmers to be included in the Indomaret CSR Program, holding thematic field schools and seedless watermelon demonstration plots. The Sleman Regency Government, in addition to coordinating with stakeholders, also coordinates with the Village Government to support farmers in cultivating seedless watermelons through the allocation of village funds.

TABEL I.
ROLES AND RESPONSIBILITIES OF STAKEHOLDERS IN THE INDOMARET CSR PROGRAM FOR SLEMAN MILLENNIAL FARMERS

The parties	Role in the CSR Program	Responsibility
Indomaret	CSR Provider	1. Provide funding 2. Inform the product SOP (Grade A) and delivery 3. Provides guaranteed product market certainty (Grade A) 4. Make a product price agreement (Grade A) 5. Monitoring 6. Coordinate with stakeholders
Sleman Regency Government	Supporting	1. Determine priority needs 2. Ensure commitment 3. Preparing Millennial Farmers 4. Facilitate the implementation of field schools 5. Coordinate with the village government 6. Coordinate with stakeholders
Gadjah Mada University	CSR Program Companion	1. Providing agricultural experts 2. Dissemination of seedless watermelon cultivation technology packages 3. Provide an SOP for cultivating seedless watermelon 4. Organize training on seedless watermelon cultivation 5. Provide assistance in cultivating seedless watermelon 6. Monitoring and supervising 7. Coordinate with stakeholders
Sleman Millennial Farmers	Target Partners	1. Prepare Millennial Farmer members as program participants 2. Provide a planting schedule and input requirements 3. Distributing agricultural inputs 4. Carry out seedless watermelon cultivation according to the SOP 5. Provide matching funds 6. Handling and sorting products 7. Send products (Grade A) to Indomaret 8. Explore alternative markets 9. Create solution scenarios 10. Coordinate with stakeholders

Gadjah Mada University, represented by the Faculty of Agriculture, acts as a companion responsible for providing experts in the field of agriculture, including cultivation, soil science, plant pests and diseases, microbiology, and agricultural socio-economics. Each of these experts contributed to delivering a technology

package for cultivating seedless watermelons, including land suitability, planting scheduling adapted to the weather, handling pests and diseases, making biological fertilizer, pollination, and plant maintenance, which were packaged in training, mentoring, monitoring and supervision. UGM assigned two field assistants to monitor whether farmers had cultivated according to the SOP. UGM also coordinates with stakeholders in the Indomaret CSR Program.

In the Indomaret CSR Program, Sleman Millennial Farmers are responsible for preparing farmer participants for the Indomaret CSR Program, namely farmers who have access to land use, whether owned or rented and are willing to cultivate seedless watermelon. Through field coordinators, Millennial farmers are responsible for making planting schedules, distributing production facilities, assisting members during cultivation, and handling, sorting, and distributing products. Millennial farmers are also responsible for creating scenarios for solving problems farmers face, such as providing matching funds and coordinating with stakeholders.

From the description above, it can be seen that the realization of the Indomaret CSR Program results from collaboration between Indomaret, the Sleman Regency Government, UGM, and Sleman Millennial Farmers. This collaboration is expected to have a wider positive impact, share the workload, enable more comprehensive decision-making, and minimize risks. It is visible in the specifications of the responsibilities of each relevant party. Socially oriented CSR programs can increase collaborative innovation with more tangible results for developed countries. CSR mechanisms influence collaborative innovation by exploring the moderating impact of government support (Ji & Miao, 2020). The personal relationships of company leaders are also a determining factor in implementing partnerships with universities, the management of which is generally part of the company's CSR (Castillo-Villar, 2020).

D. Obstacles During the Implementation of the Indomaret CSR Program and Solutions

TABLE II.
OBSTACLES DURING THE IMPLEMENTATION OF THE INDOMARET CSR PROGRAM AND SOLUTIONS

The parties	Obstacles in Program Implementation	Solutions that have been implemented
Indomaret	1. There has been a shift in the pattern of providing inputs 2. The performance of field assistants is less efficient and effective 3. There are still farmers who do not follow the SOP 4. Production targets have not been achieved as a result of the weather	1. Accept the methods offered by millennial farmers 2. Improve the performance of field assistants and expert teams 3. Providing sanctions for farmers 4. Clarity of information on product quantities (Grade A), supplies from other regions
Sleman Regency Government	1. Limited knowledge and skills in cultivating seedless watermelon 2. Limited ability of farmers to produce products that meet the 3K (quantity, quality, continuity) 3. Weather	1. Organize a thematic Field School on seedless watermelons 2. Providing business and entrepreneurship education 3. Provide field extension officers
Gadjah Mada University	1. Varying levels of understanding and skills of farmers regarding pollination 2. Farmers lack discipline in implementing cultivation SOPs 3. Other farmers' fields were found to be attacked by pests and diseases 4. The spread of land locations makes supervision difficult 5. Delay in identifying the disease by farmers 6. The spread of domiciles limits group activities	1. Conduct training and assistance on pollination 2. Provide cultivation assistance 3. Prepare sanitation and land fertility 4. Optimization of field supervision and online supervision 5. Optimizing assistance 6. Optimizing coordination via WhatsApp groups
Sleman Millennial Farmers	1. Shifting planting schedules by farmers due to weather factors 2. Production targets have not been achieved 3. Most of the farmers are beginner farmers 4. The prices offered by Indomaret i are not special 5. Limited capital 6. Millennial farmers do not yet have a secretariat 7. Bear social risks	1. Providing spare land and skilled human resources 2. Improve SOPs and explore alternative markets 3. Create a pilot, optimize mentoring 4. Open a fruit stall managed by Millennial Farmers 5. Accelerate capital turnover, create derivative products, join network stalls, and expand CSR 6. Use the facilities provided by the Regency Government, and optimize coordination via zoom 7. Accelerate sales, make derivative products, improve SOPs, optimize reserve land and skilled personnel, open stalls for millennial farmers

In realizing the Indomaret CSR Program to empower Sleman Millennial Farmers, each party involved encountered several obstacles, which can be broadly grouped into technical cultivation obstacles and market aspects. Table 2 describes obstacles in implementing the CSR Program and the solutions that have been implemented.

The biggest obstacle encountered in the Indomaret CSR Program was technical cultivation problems related to weather factors, so the production target of 5 tons per week could not be realized. Watermelon planting for season 1 will occur in December 2023 when rainfall is high, giving rise to pests (fruit flies) and diseases caused by viruses. Meanwhile, most farmers participating in the CSR Program are beginner farmers, do not follow the SOP for seedless watermelon cultivation, are late in identifying plant diseases, and still experience difficulties in pollination. Beginner farmers need experience cultivating seedless watermelons to understand the importance of implementing this SOP. They have yet to fully implement the SOP for cultivating watermelon without seeds, such as land preparation, fertilization, pollination, and plant care, thus opening up the risk of pests and diseases appearing on watermelon plants and needing to be on time in identifying them. Some farmers also need help understanding the importance of pruning plants and maintaining plant vines to optimize watermelon production. The spread of land locations makes it difficult for field assistants to provide assistance, monitoring, and supervision. To overcome this obstacle, the relevant parties have made follow-up efforts, namely improving the performance of field assistants in monitoring, supervision, and reporting; optimizing assistance by experts, Field Extension Officers, and Field Coordinators; creating a pilot; and optimizing coordination via WhatsApp group.

From a market aspect, the market guarantee quota provided by Indomaret is for seedless watermelon (Grade A) at a price agreed upon by Indomaret and Sleman Millennial Farmers. Sleman Millennial Farmers consider that the agreement price does not yet reflect a special price for Sleman Millennial Farmers. Apart from that, there are more products with quality below Grade A, so Millennial Farmers have to provide matching funds and look for alternative markets to sell these products quickly. Starting in April 2024, Sleman Millennial Farmers have opened a fruit stall to accommodate the harvests of Sleman Millennial Farmers, make derivative products, and join network stalls.

E. Management of Indomaret's CSR Program to Empowering Sleman Millennial Farmers

An integrated partnership between stakeholder actors is needed to face changing and dynamic challenges in the management process (Bowen et al., 2020). The Indomaret CSR program is carried out through planning, organizing, implementing and controlling stages involving related parties, namely Indomaret, the Sleman Regency Government, Gadjah Mada University and Sleman Millennial Farmers. The management process of the Indomaret CSR Program is outlined in Figure 1. Several CSR programs also implement management processes to improve welfare and environmental sustainability (Ibnusantosa et al., 2021; Syabillah et al., 2024a).

At the planning stage, Indomaret's CSR for Sleman Millennial Farmers, Indomaret collaborated with the Sleman Regency Government and Gadjah Mada University to identify the needs of Sleman Millennial Farmers in the seedless watermelon agribusiness which includes capital, cultivation and market access for seedless watermelons to be then outlined in a Cooperation agreement which is aimed at empowering Sleman Millennial Farmers. Stakeholders can synergize positively and voluntarily in planning to carry out large-scale and rapid changes through CSR programs (Glavas & Fitzgerald, 2020; Tiep et al., 2021). The Sleman Regency Government, as support, ensures that each collaborating party is committed to carrying out its roles and duties. At this planning stage, Standard Operating Procedures (SOPs), training materials and thematic Field Schools, and CSR activity schedules, including preparing farmers, land, experts, field assistants, field coordinators, companions, production input needs, planting schedules and markets, are also starting to be prepared. Alternative.

At the organizing stage, the four parties who play a role in Indomaret's CSR coordinate actively to ensure readiness for implementing the Indomaret CSR Program. Coordination explains the implementation of the contributions of each department/party in the CSR program so that it is ready to be implemented (Risi et al., 2023). At this organizing stage, the Sleman Regency Government ensures the readiness of thematic Field School materials and seedless watermelon cultivation training and coordinates with the Sleman Millennial Farmers to ensure the readiness of the land and farmers participating in the Indomaret CSR. Gadjah Mada University prepares field assistants, experts (soil science, cultivation, pests, microbiology, and agricultural social and economics), training materials and technology. Meanwhile, Sleman Millennial Farmers prepare data on production facility needs, field coordinators and planting schedules. Indomaret plays a role in providing funds and holding Focus Group Discussions to socialize the CSR Program.

Actuating is implementing a CSR program, which includes the communication process and direction given to program recipients through direct training by the organizer or implementer and indirect implementation through messages on social media groups such as WhatsApp (Syabillah et al., 2024b). Indomaret's CSR program for

Sleman Millennial Farmers is implemented by providing funds to procure production facilities (seeds, fertilizer, mulch and pesticides), provide training and cultivation assistance, and provide market access for seedless watermelons (Grade A). Indomaret's CSR program, Sleman Millennial Farmers, received training in seedless watermelon cultivation, especially for cultivation, which received support from the Sleman Regency Government through the organization of thematic Field Schools and assistance from Field Extension Officers. Meanwhile, for cultivation, Indomaret handed over this task to Gadjah Mada University to provide training, assistance and transfer of watermelon cultivation technology. Millennial farmers cultivate watermelon without seeds, handle and sort the harvest, and distribute the harvest both to Indomaret for products (Grade A) and alternative markets.

Controlling is an act of supervision/control, assessing the effectiveness of governance, which plays a role in reducing/avoiding risks and determining what follow-up efforts can be taken (Voegtlin & Pless, 2014). The four parties involved in Indomaret's CSR also carry out controlling. Indomaret conducts field monitoring every two weeks to see the seedless watermelon cultivation carried out by farmers. UGM deployed two field assistants to monitor and supervise seedless watermelon cultivation under the direction of experts. This field assistant is also responsible for making weekly reports. Sleman Millennial Farmers, through field coordinators, also monitor cultivation, product quantity, product quality and price. The Sleman Regency Government, through Field Extension Officers, also monitors cultivation carried out by farmers according to their work area.

Each party involved in Indomaret's CSR encountered several obstacles during program implementation (Table 2). The biggest obstacle in cultivating seedless watermelons is the weather factor. In planting season 1, farmers planted seedless watermelons in December 2023; the first harvest was carried out in March 2024. During this period, the watermelon plants were attacked by a disease caused by a virus, which resulted in the production target (Grade A) of 5 tonnes per week not being achieved. As a follow-up effort, they have made several improvements in human resources, cultivation techniques, and product handling and distribution mechanisms.

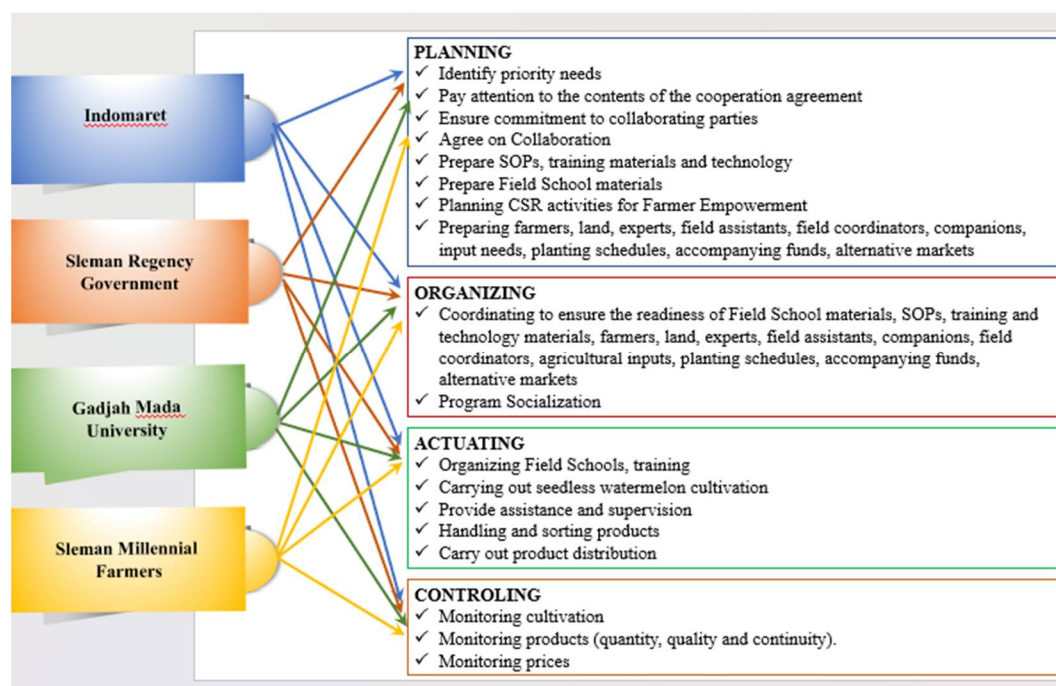


Figure 1. Management of Indomaret CSR Program to Empower Sleman Millennial Farmers

F. Effectiveness of Indomaret's CSR Program for Empowering Sleman Millennial Farmers

Good CSR Program management includes the following stages: 1. Determining priorities for community needs; 2. Gathering suggestions and community expectations; 3. CSR program direction; 4. CSR aims and objectives; 5. Company motivation in implementing CSR; 6. CSR management and implementation model; and 7. The role of CSR programs in community empowerment (Irwan et al., 2021). The management of the Indomaret CSR Program for Sleman Millennial Farmers during the process has been quite good, even though no special division at Indomaret handles CSR. Indomaret's CSR program was still in the implementation stage when the research

took place. The next section will describe the effectiveness of managing the Indomaret CSR Program for Sleman Millennial Farmers, as shown in Figure 2.

Determining priorities for community needs is very important in optimizing CSR programs because companies' programs often do not always prioritize the needs of local communities (Wilson, 2022). In the Indomaret CSR Program, several priority needs for target partners have been determined, including increasing market access, increasing farmers' knowledge and skills in cultivating seedless watermelons, and strengthening farmers' capital. Local communities become an inseparable part of the company so that they can create mutual benefits. In this way, the public can contribute by providing information, opinions and suggestions to determine which social programs will be implemented. Communities in this context can include youth groups, Non-Governmental Organizations (NGOs), and community leaders (Siregar, 2021). Before implementing the CSR Program, Indomaret had conducted a field survey to dialogue with farmers and collaborated with the Sleman Regency Government and Gadjah Mada University to obtain some information, input and suggestions regarding the CSR Program that would be implemented to benefit the parties. Who will collaborate?

The company has set aside some of its operational profits. It acts as an agent of change through a CSR program supported by the government, non-governmental organizations, the community and other related parties (Siregar, 2021). Indomaret, as a retail company, has carried out its role as an agent of change to increase the capacity of Sleman Millennial Farmers through the CSR Program, especially in the seedless watermelon agribusiness. The agribusiness sector is very important, considering its ability to bring economic and environmental benefits to companies and society (Mello et al., 2021). Indomaret's CSR program focuses on the agribusiness sector, which positively contributes to the company and Sleman Millennial Farmers. With this CSR Program, Indomaret gets a new source of supply for seedless watermelons (Grade A), and Millennial Farmers get an increase in their capacity to cultivate seedless watermelons and get market certainty for seedless watermelons (Grade A).

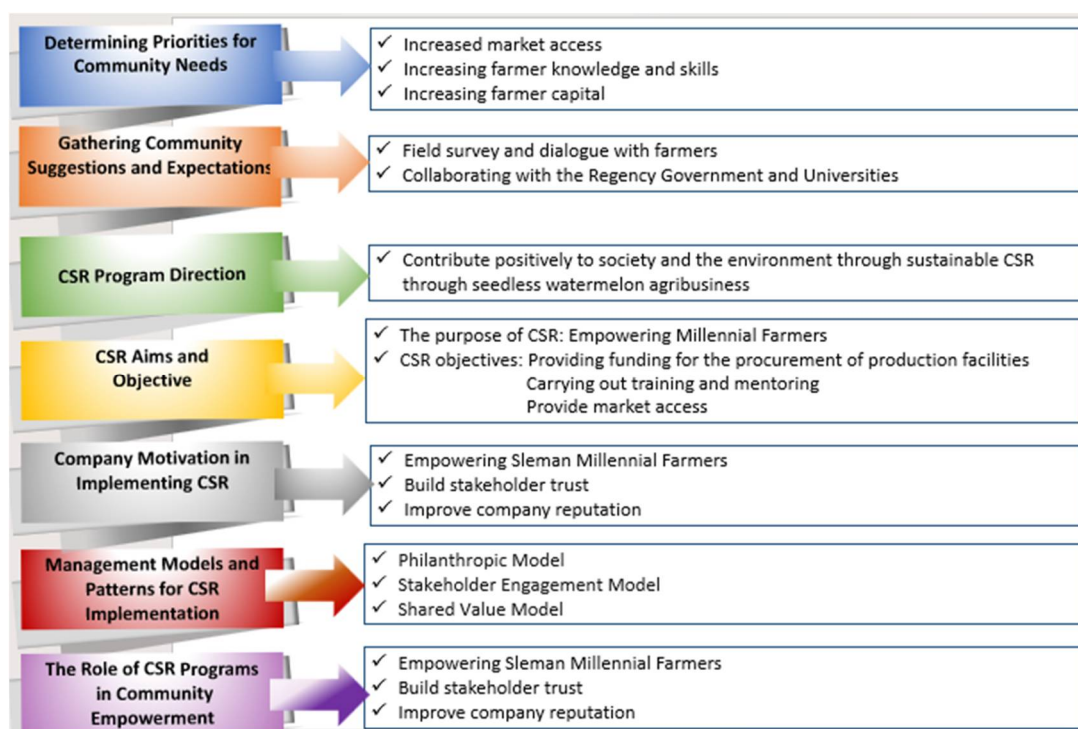


Figure 2. Effectiveness of Indomaret's CSR Program for Empowering Sleman Millennial Farmers

Community empowerment can be implemented in CSR programs, where strategy and innovation play an important role. The company's mentoring model can take the form of sharing, providing motivation and care, periodic reports, or exhibitions as a form of corporate social responsibility (Sari et al., 2020). Community empowerment requires support and participation from various parties such as farmer groups, extension workers, facilitators, government and companies (Sugito et al., 2022). Some companies pay special attention to their CSR programs to build reputation and branding, maintain social license, and maintain relationships with stakeholders (Andrés et al., 2020). Indomaret's motivation in carrying out CSR is to empower Sleman Millennial Farmers,

starting from strengthening capital, training and cultivation assistance to providing market guarantees, building trust from stakeholders, and building the company's reputation.

Indomaret's CSR implementation uses a Philanthropic Model, namely providing direct funding for the procurement of production facilities, training and cultivation assistance; The Stakeholder Engagement Model is collaborating with the Sleman Regency Government, UGM, and Sleman Millennial Farmers; and the Share Value Model, namely providing market access for seedless watermelons (Grade A) to Millennial Farmers. Some private companies apply the Philanthropic model (Acharyya & Agarwala, 2022), combining corporate interests with social and economic interests that contribute to sustainable development (Yu, 2020). The Shared Value Model is an SCR approach where companies provide practical opportunities for dialogue with the community. However, this approach has received little response from the community (Chen et al., 2020).

When the research took place, the Indomaret CSR Program was still in the implementation process and had implemented a CSR management strategy. If we look at the production targets, planting season 1 has not been achieved. Farmers are highly dependent on weather (Gumbi et al., 2023), capital and technology (Pal & Sharma, 2018), and access to land (Pechrová, 2017). However, from the aspect of farmer involvement, it shows an increase from 50 to 70 farmers in planting season 2. Indomaret's CSR program encourages the interest of young farmers to develop their potential in the agricultural sector (Yodfiatfinda, 2020), motivates them, and supports policies that attract young people to pursue this field. agriculture (Pechrová et al., 2018).

IV. CONCLUSSION AND RECOMENDATION

A. Conclusion

The stakeholders involved in the Indomaret CSR Program are Indomaret as the CSR funder, the Sleman Regency Government as supporting the program, Gadjah Mada University as the accompanying facilitator for seedless watermelon cultivation, and Sleman Millennial Farmers as the target group responsible for implementing the seedless watermelon agribusiness. The biggest obstacle to implementing the Indomaret CSR Program is technical obstacles in cultivating seedless watermelons caused by weather factors, farmers' ability and indiscipline in carrying out cultivation SOPs, and the lack of effectiveness of field assistants in monitoring and supervision. The governance of the Indomaret CSR Program for Sleman Millennial Farmers has gone through the planning, coordination, implementation and control stages. Indomaret's CSR program for Sleman Millennial Farmers is not yet effective enough because, in its implementation, there are still obstacles related to seedless watermelon cultivation, and production targets have not been achieved. It is within reasonable limits because the program is still being implemented.

B. Recommendation

At the end of the Indomaret CSR Program to empower Sleman Millennial Farmers, further research is necessary to evaluate the program's achievements and follow up to develop a more effective and efficient CSR Program.

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