

INTERNSHIP REPORT

**BUSINESS DEVELOPMENT ASSISTANCE THROUGH BUSINESS
INCUBATION ACTIVITIES PROVIDED BY PEAT AND MANGROVE
RESTORATION AGENCY (BRGM RI)**

INTERNSHIP AND CERTIFIED INDEPENDENT STUDY (MSIB)



by:

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**DEVELOPMENT ECONOMIC DEPARTMENT
INTERNATIONAL UNDERGRADUATE PROGRAM
FACULTY OF BUSINESS AND ECONOMICS
UNIVERSITAS ISLAM INDONESIA
YOGYAKARTA
2024**

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INTERNSHIP AND CERTIFIED INDEPENDENT STUDY (MSIB)

Presented as Partial Fulfillment of the Requirements to obtain a Bachelor's Degree
in the Development Economics Program of the Universitas Islam Indonesia

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UNIVERSITAS ISLAM INDONESIA
YOGYAKARTA**

2024

MOTTO

“A life that is not at stake, can never be won.”

(Friedrich Schiller)

“For indeed, with hardship (will be) ease.”

(Al-Insyirah verse 5-6)

“Sometimes, the person with the darkest past will create the brightest future.”

(Umar bin Khattab)

“it may be that my Lord will give me something better.”

(Al-kahf verse 40)

DECLARATION OF AUTHENTICITY

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Declare the originality of this Internship Report I have prepared. I do not write/ present the work of others for this internship report, nor do I present the words, ideas, or expressions of others without acknowledgment. If in the future this statement is proven to be untrue, I am willing to accept any sanctions in accordance with the stipulated provisions or the consequences.

Yogyakarta, 2 August 2024



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LEGALIZATION PAGE

**BUSINESS DEVELOPMENT ASSISTANCE THROUGH BUSINESS
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RESTORATION AGENCY (BRGM RI)**

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INTERNATIONAL PROGRAM, FACULTY OF BUSINESS AND ECONOMIC, UII
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**BUSINESS DEVELOPMENT ASSISTANCE THROUGH BUSINESS INCUBATION ACTIVITIES
PROVIDED BY PEAT AND MANGROVE RESTORATION AGENCY (BRGM RI)**

A BACHELOR DEGREE THESIS

By:

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Board of Examiners

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August 15, 2024

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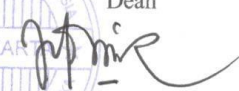
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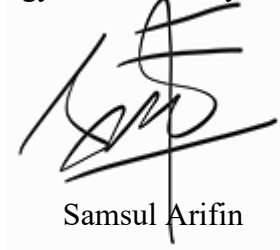
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Yogyakarta, 10 July 2024



Samsul Arifin

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ABSTRACT

This report examines the impact of business development through business incubation activities on the economic productivity of communities in peatland areas. Peatlands often face challenges in economic growth due to limited access to capital and different environmental conditions. Through the business incubation program facilitated by BRGM RI, the community groups (Pokmas: Kelompok Masyarakat) are empowered with training, mentoring, and access to resources used to support their business development in peatland areas. The data in this report include primary data and secondary data. The primary data were collected using the visible study method. A visible study is a study which refers to a type of research in which participants are aware that they are being observed or part of the study. The sources of the primary data are interviews and direct observation of conditions in the field. Meanwhile, the secondary data were obtained from previous research. The results of the direct observations show that the incubation program effectively and significantly increases knowledge and skills in business management, market access, and production capacity of Pokmas (the community groups). This increase contributes to increasing income, economic welfare, and productivity of farmers in peatland areas. Thus, the business incubation program is an effective strategy for regional economic development.

Keywords: Business Incubation, Community Groups, Peatlands, BRGM RI

CHAPTER I

INTRODUCTION

1.1. Company Profile

The Badan Restorasi Gambut dan Mangrove is one of the government institutions engaged in the development of villages with peatlands, known as BRGM RI or the Peat and Mangrove Restoration Agency.

Figure 1
Company Logo



Source: BRGM RI (2023)

Indonesia has approximately 22.5 million hectares of peatlands, ranking it among the top 5 countries with the largest peatland areas in the world. The problems associated with peatlands are their perception as useless and low-value areas due to their geological and environmental characteristics, such as weak and unstable soil foundations, high water content, sparse vegetation, and environmental conditions unsuitable for agriculture. However, the large amount of peatland has the potential for agricultural management and development. The management of peatlands in Indonesia is hampered by inadequate maps detailing the distribution and

characteristics of the physical and chemical properties of peat soils (Vincevica Gaile et al., 2021 in Asnan Siregar et al., 2021).

The BRGM RI is a non-structural institution under the direct responsibility of the President. BRGM RI was established through Presidential Regulation Number 120 of 2020 concerning the Peatland and Mangrove Restoration Agency.

BRGM RI's mission is to facilitate the acceleration of the implementation of peat restoration and improve the welfare of communities in peatland restoration areas as well as accelerate mangrove rehabilitation in target provinces.

The BRGM RI aims to improve social, economic, and environmental conditions of communities to help them avoid poverty.

These can be achieved if the communities can be empowered by the programs implemented by BRGM RI. Community empowerment can be realized through active community participation facilitated by the presence of empowerment actors. The main targets of community empowerment are those who are weak, and lack the power, strength or ability to access productive resources or those marginalized in development. The ultimate goal of the community empowerment process is to make community members self-reliant so they can improve their family's living standards and optimize the resources they have (Widjajanti, 2011).

The Indonesian Government's commitment to protecting and restoring important ecosystems continues to grow. This initiative began with the peatland ecosystem restoration program through the creation of the Peatland Restoration Agency (BRG) based on Republic of Indonesia Presidential Regulation No. 1 of 2016. Furthermore, the Indonesian Government will extend the peatland ecosystem restoration program for the next 4 years until 2024. In addition to peatland ecosystem restoration, the President has also launched a mangrove ecosystem rehabilitation acceleration program, which is another new task assigned to BRGM RI in

accordance with the Presidential Decree No. 120 of 2020 concerning the Peatland and Mangrove Restoration Agency.

The year 2021 marks a new chapter for BRGM RI in carrying out its mandate to accelerate peatland restoration and mangrove rehabilitation. The restoration of peatland ecosystems and reforestation of mangrove ecosystems are expected to not only improve environmental quality but also improve the welfare of communities, especially those living in peatland and mangrove areas. Therefore, planning, controlling, institutional strengthening, socialization, education, and evaluation are important stages to achieve optimal performance or impact.

BRGM RI as an institution that plays a role in peatland restoration and mangrove rehabilitation has attracted national and international attention. Peatland and mangrove ecosystems have the potential to reduce Green House Gas (GHG) emissions and provide economic benefits for society. The role of stakeholders is essential in the process of accelerating peatland restoration and mangrove rehabilitation. Besides the potential, there are challenges that could hamper the efforts to accelerate peatland restoration and mangrove rehabilitation in accordance as mandated by Presidential Decree 120 of 2020.

BRGM RI has the task of coordinating and facilitating the acceleration of the implementation of peatland restoration and improving the welfare of communities in peatland restoration areas in 7 provinces. It also plays a role in accelerating mangrove rehabilitation in 9 provinces. Based on Presidential Decree 120 of 2020, the functions of BRGM RI are as follows:

- a. Implementation of coordination and strengthening of policies in peatland restoration.
- b. Planning, controlling, and cooperating in the implementation of peatland restoration.
- c. Mapping of peat hydrological units.

- d. Implementation of construction, operation, and maintenance of peat rewetting infrastructure and its accessories.
- e. Strengthening community institutions in the context of peatland restoration.
- f. Socialization and education on peatland restoration.
- g. Improving the livelihoods of people on peatlands.
- h. Accelerating mangrove rehabilitation within and outside forest areas in 9 provinces.
- i. Providing administrative support.
- j. Implementation of other functions assigned by the President.

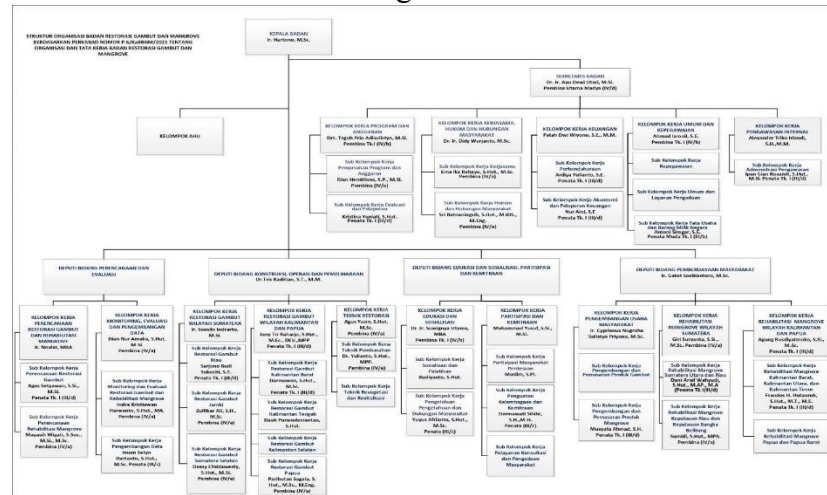
Activities within the scope of the BRGM RI Program include:

- a. Activities of the Agency Secretary in supporting administrative, operational, and financial management facilities;
- b. Activities of the Deputy for Planning and Evaluation;
- c. Activities of the Deputy for Construction, Operation and Maintenance;
- d. Activities of the Deputy for Education and Socialization, Participation and Partnerships;
- e. Activities of the Deputy for Community Empowerment.

1.1.1. Organizational Structure of BRGM RI

This chapter explains in detail the organizational structure of the company.

Figure 2
BRGM RI's Organizational Structure



Source: BRGM RI (2023)

a. Head of BRGM RI

The Head of BRGM RI leads the implementation of BRGM RI's duties and functions.

b. Agency Secretary

The Agency Secretary is under and responsible to the Head and has the task of providing administrative support to BRGM RI. The Agency Secretary has the following functions:

1. Coordination and preparation of plans, programs and budgets.
2. Providing administrative, secretarial, and resource support.
3. Management of state-owned assets and government goods/services procurement services.
4. Developing foreign relations and cooperation in the context of funding needs, science, and technology, peatland management, peatland restoration management, as well as accelerating mangrove rehabilitation.

5. Implementation of other functions assigned by the Head.

c. Deputy for Planning and Evaluation

The Deputy for Planning and Evaluation is under and accountable to the Head, and is responsible for planning and evaluating peatland restoration and accelerating mangrove rehabilitation. The Deputy for Planning and Evaluation has the following functions:

1. Technical planning for peatland restoration and accelerating mangrove rehabilitation.
2. Preparation of the peatland restoration data and accelerating mangrove rehabilitation.
3. Monitoring and evaluating peatland restoration and acceleration of mangrove rehabilitation.

d. Deputy for Construction, Operations and Maintenance

The Deputy for Construction, Operations, and Maintenance is under and responsible to the Head, has the task of carrying out construction, operation, and maintenance of peat rewetting infrastructure. The Deputy for Construction, Operations, and Maintenance has the following functions:

1. Reorganizing the management of burned peatland areas.
2. Implementing the construction of peatland rewetting infrastructure and all its accessories.
3. Organizing operations and maintenance of peat rewetting infrastructure and all its accessories.
4. Implementing conservation techniques in protected peatland zones.
5. Implementing cultivation techniques in peatland cultivation areas with appropriate plants, livestock

feed, and systems to support community welfare needs.

6. coordinating with regional coordinators according to their duties and functions.
7. Implementing monitoring and evaluation in the fields of construction, operations, and maintenance.

e. Deputy for Education and Socialization, Participation and Partnership

The Deputy for Education and Socialization, Participation and Partnership is under and responsible to the Head, and has the task of carrying out education and socialization as well as community participation and support. The Deputy for Education and Socialization, Participation, and Partnership has the following functions:

1. Implementing socialization and education on peatland restoration and accelerating mangrove rehabilitation.
2. Gathering and accommodating community participation and support.
3. Coordinating with regional coordinators according to their duties and functions.
4. Implementing monitoring and evaluation in the fields of education, outreach, participation, and partnerships.

f. Deputy for Community Empowerment

The Deputy for Community Empowerment is under and responsible to the Head, has the task of carrying out community empowerment. The Deputy for Community Empowerment has the following functions:

1. Implementation of improvements to community livelihoods on peatlands.

2. Product development and diversification.
3. Marketing the community products from peatland areas.
4. Accelerated implementation of mangrove rehabilitation using a labor-intensive approach.
5. coordinating with regional coordinators according to their duties and functions.

1.2. Background

The lack of knowledge and skills of peat communities in developing sustainable businesses as well as a lack of understanding of financial management and marketing can hinder the development of their businesses. This indirectly impedes their ability to access capital and financing for business expansion. According to Yuliana et al. (2022), the agricultural potential of peat areas is something that must be considered in the future. In certain areas, existing peatlands are often left idle, without recognizing the opportunities that can be created in the future.

According to Yuliana et al. (2022), Indonesia has 22.5 million hectares of peatland, making it the second-largest peatland in the world. Peatland has strategic significance for Indonesia's economic development as it can be relied upon to support the economy of communities in peatland areas.

Agricultural development aims to increase the yield and quality of production, enhance the income and living standards of farmers, livestock breeders, and fishermen, expand employment and business opportunities, support industrial development, and boost exports. Agricultural development cannot stand alone, agriculture is closely linked and interconnected related with other economic sectors, such as trade, education, and others. Progress and development in any field cannot be separated from technological advancements. The agricultural revolution was driven by the discovery of new machinery and methods in agriculture. Without technological changes, agricultural development could come to

an end. Production might cease to increase, and could even decline due to soil fertility depletion or environmental degradation.

According to Rusli et al. (2022), agricultural potential needs to be utilized to improve the community's economy, one of which is through managing agricultural products. For this purpose, the role of community groups is needed in helping to manage agricultural products as a manifestation of economic improvement. The strategic involvement of various parties, starting from the government and the economic community itself, is highly needed. One of the Community Business Development activities carried out by BRGM RI (Badan Restorasi Gambut dan Mangrove Republik Indonesia) is the Business Incubation program for targeted community groups who have already developed businesses and business assistance for those who are starting up businesses.

The focus of Business Incubation activities includes the analysis of community group product supply chains, facilitation of business licensing, product certification, and product development. The focus of mentoring activities includes strengthening the internal community groups institutions, preparing business plans, and assisting in the development of the quality of business products to ensure they are market-ready.

The community business development program is a downstream stage in the cycle of peatland restoration and mangrove rehabilitation process. This program is carried out as a measure to minimize the risks posed by peat restoration and mangrove rehabilitation activities to local communities. It seeks to harness the economic value of peatland and mangrove ecosystems, ensuring that these efforts do not conflict with the objectives of peat restoration and mangrove rehabilitation.

Based on the background above, the author reports his internship activities in the business incubation program carried out by BRGM RI in developing the economy of peat area communities. The title of this internship report is "**Business Development Assistance Through**

Business Incubation Activities Provided By Peat and Mangrove Agency (BRGM RI)”.

1.3. Problem Formulation

- 1.3.1. What are the factors that influence the success of community group businesses in participating in incubation programs and their impact on the development of group businesses?
- 1.3.2. How effective is the business incubation program in increasing the level of business sustainability in community groups?

1.4. Objectives of Internship

- 1.4.1. To understand the factor of success, advantages and benefits of business incubation activities for community groups in peat areas carried out by BRGM RI.
- 1.4.2. To understand the effectiveness of business incubation activities by BRGM RI.

1.5. Outputs

The outputs of the business incubation program implemented by BRGM RI are

- 1.5.1. Creating independent community groups: the business incubation aims to produce independent groups with some potentials such as increased community productivity to increase economic income and the revitalization of human resources.
- 1.5.2. Building insight: the content aspects of the incubation program include.

In line with this, the content can be divided into functional areas, some of which represent knowledge gaps that need to be addressed by the incubator. These areas may include, risk management, legal institutional issues and intellectual property, finance, marketing, technology/product/service development, business planning, building team, and so on. Similarly, there may be other resource gaps that can only be filled by the incubator, or through the incubator's partnerships network.

The business incubation activities include training and capacity building for the community in peatland areas, with the hope of enriching their knowledge in structured financial management and entrepreneurship.

All business assistance programs, including business incubators, are aimed at helping entrepreneurial ventures start, survive, and succeed. To achieve this goal, both parties, the incubator and the recipients of the incubation program, are involved in co-production to compensate for gaps in knowledge, competence, and resources. In the short term, co-production equips business groups the ability to face shocks, crises, and problems. In the long term, this provides time for business groups or companies partnering in co-production with the incubator to develop the necessary knowledge, competence and resources to achieve the independence of the co-production partners and the sustainability of economic entities.

- 1.5.3. Developing commodities: BRGM RI plays a role as a mentor and service provider for community groups to develop their main commodities. The incubation program consists of three stages, namely pre-incubation, incubation and post-incubation stages.

1.6. Benefits of Internship

1.6.1. For the Author

- a. As a requirement for graduation from undergraduate level education in the Department of Development Economics, FBE UII.
- b. Increased practical experience and abilities in the socio-economic field.
- c. Applying the knowledge gained during the internship, especially regarding business incubation in Indonesia.

1.6.2. For The Faculty of Business and Economics, Universitas Islam Indonesia

- a. It will be a reference for other authors to re-examine business incubation.
 - b. Discussion of real cases in institutions can enrich the teaching materials derived from field studies.
- 1.6.3. For Badan Restorasi Gambut dan Mangrove Republik Indonesia (BRGM RI)
- a. It can be a reference for future interns, especially in the business incubation assistant and marketing assistant divisions.
 - b. Knowing the effectiveness of the incubation program implemented by BRGM RI.

1.7. Systematics of Writing

1.7.1. CHAPTER I: Introduction

This chapter explains the company profile, location and timing of the internship, background related to the internship activities carried out, problem formulation, internship objectives, outputs, benefits of internship, and systematics of writing.

1.7.2. CHAPTER II: Literature Review

This chapter presents the theoretical framework used in this report, the problem details, and the activity plan.

1.7.3. CHAPTER III: Methodology

This chapter explain the implementation methods.

1.7.4. CHAPTER IV: Results and Discussion

This chapter explains the activity description, the business incubation activity plan, the implementation strategy plan, the profile of assisted community groups, the successful factors in the business incubation program, the impact of the business incubation program, and the effectiveness of the business incubation program.

1.7.5. CHAPTER V: Conclusion and Recommendation

This chapter presents the conclusions and recommendations.

CHAPTER II

LITERATURE REVIEW

2.1. Theoretical Framework

There are many theories of entrepreneurship proposed by authors. For example, Schumpeter defined an entrepreneur in 1949 as a person who initiates and helps sustain the process of development through the circular flow of the economy. In contrast, the economic theory of entrepreneurship states that entrepreneurship can only succeed under certain conditions, including a supportive economic environment (Śledzik K., 2013).

2.1.1. The Role of Government in Business Development

The role of government involves actions carried out by institutions or agencies to fulfill their duties as public servants with the aim of improving the welfare of society. The government can assist in business development by acting as a facilitator, regulator, and catalyst. (Rahmah et al., 2020).

One of the goals of the government's role related to entrepreneurial practices is to encourage entrepreneurship by creating a supportive environment for entrepreneurs. Entrepreneurship is a path to the country's economic development, and the implementation of guidelines governing entrepreneurial activities will enable business development to be achieved. Therefore, a creative conceptual model is proposed to see how business incubators function as a tool for entrepreneurial development. This model will review the moderating and mediating functions of start-ups as well as the role played by legislation that supports entrepreneurial development. Business incubation is one of the most effective strategies to encourage community entrepreneurship, to support job creation by supporting new business schemes, and by encouraging diversification of business opportunities. It stimulates growth and acts as an agent, revitalizing rural or poor areas (Adkins., 1999).

Saberi and Hamdan (2019) argue that there is a need for government regulations because entrepreneurship must be successfully implemented,

regardless of the governing authority, to achieve the goals of guidance that is often continually lacking.

Triwijaya (2022) contends that almost all agencies, especially regional governments, incorporate village development in their work programs. Of course, it is based on the understanding that villages are the frontline geographic units where the majority of community groups reside.

2.1.1.1. Business Development

Development is any effort to improve current or future job performance by providing information, influencing attitudes, or increasing skills (Irawati., 2018).

A business can be started by initiating a venture, collaborating with, or buying someone else's business, commonly known as franchising. Nevertheless, it is crucial to consider the direction in which the business will be taken. Therefore, business development is highly needed to develop and sustain the business. Many components such as production and processing, marketing, human resources, technology, etc. must contribute to business development.

Based on the Law of the Republic of Indonesia number 9 of 1995, small business is a small-scale economic activity that has the criteria of net worth or annual sales results, with the following conditions: (1) Having a net worth of a maximum of IDR 200,000,000 (two hundred million rupiah) excluding land and buildings used for business; (2) Have annual sales of a maximum of IDR 1,000,000,000 (one billion rupiah); (3) Belongs to Indonesian citizens; (4) independent, not a subsidiary or branch of a company owned, controlled or affiliated either directly or indirectly with a medium or large enterprise; and (5) formed as an individual business, a business entity that is not a legal entity, or a business entity that is a legal entity, including cooperatives.

According to Irawati (2018), it is a shared responsibility between the government and the community. In the future, the following efforts need to be made: (1) Creation of a conducive business climate, (2) Capital assistance, (3) Business protection, (4) Partnership development, (5) Training, (6) Establishing

special institutions, (7) Strengthening of Associations, (8) promotion development, and (9) development of equitable cooperation.

2.1.1.2. Business Incubation

According to the Canadian Business Incubator, incubation is a concept of developing quality entrepreneurs in a workspace managed by an institution dedicated to supporting quality businesses through mentoring, training, professional networking, and assistance in finding funding until they are successful and able to compete (Hasbullah et al., 2014).

Meanwhile, in Presidential Regulation of the Republic of Indonesia Number 27 of 2013 concerning the Development of Entrepreneurial Incubators, an Entrepreneurial Incubator is an intermediary institution that carries out the incubation process for incubator participants. Meanwhile, incubation is a process of coaching, mentoring, and development provided by the entrepreneurial incubator to the incubators participants.

Based on the Decree of the Minister of Cooperatives and Small and Medium Enterprises No. 81.3/Kep/M.KUKM/VIII/2002, incubation is described as a process of coaching small and medium businesses or developing new products carried out by business incubators in terms of providing business facilities and infrastructure, business development and management, and technological support (Wajdi et al., 2020).

The business incubator aims to help entrepreneurs develop business skills so they can thrive in society by providing services and support that help perfect their natural talents and abilities allowing them to develop their potential. In this way, business incubators become an important link that connects entrepreneurs with institutions that offer the services and products needed in this developmental effort.

Mahmood, Jamil and Yasir. (2016) report that business incubation is one of the most effective strategies for fostering community entrepreneurship, supporting job creation by backing new business schemes, and encouraging the diversification of business opportunities. Business incubation stimulates growth and acts as an agent, revitalizing rural or impoverished areas and encouraging

the transition to business ownership for students and workers seeking new career paths. Business incubators can focus on business spaces with low-cost and diverse business services to help entrepreneurs in the early stages of business development.

2.1.2. Community Groups

A group is an association of one or more networks of individuals formed to interact and depend on each other to establish and carry out social norms, roles, and status (Heryana, 2020).

Society is the entirety of living relationships without being limited by environment, nation, and so on. In a narrower sense, society refers to a collection of individuals restricted by class, nation, territory, and so on. (Prasetyo, 2019).

A community group is a group of people living together in an area and forming a system, either semi-open or semi-closed, where interactions occur between the individuals within the group. This can be seen through the numerous development programs designed by the government for villages (Harahap, 2018).

Community groups in villages have characteristics that vary between regions. The potential that each village has is also different, this needs to be developed into more aspects of economic growth to encourage the progress of a country. Village development plays an important role as it is an integral part of regional and national development.

2.1.2.1. Farmers

A farmer group is defined as a collection of farmers consisting of adult farmers, men, and women, young and old, who are informally bound in a group area based on compatibility and mutual needs, and within the influence and leadership of a farmer contact person (Indonesian Department of Agriculture, 1980).

Farmer groups are farmer institutions that organize farmers in developing their farming businesses. These groups function as real and operational organizations, serving as a medium for extension services and as a driver of

their members' activities. Some farmer groups also have other activities, such as mutual assistance, savings and loan businesses, and work meetings for farming activities (Nuryanti S., Dewa K. S., Swastika, 2011).

2.1.3. Peatland area

According to the official BRGM RI website, peatland is a type of land formed from layers of organic material that naturally accumulate from the remains of plants and animals that are imperfectly decomposed with a thickness of 50 cm or more. This accumulation occurs in swamps characterized by soft, wet soil and flammable organic material.

2.2. Problem Details

The lack of knowledge, skills, and understanding of financial management and marketing among the peatland community in developing sustainable businesses can hamper the development of their businesses which in turn indirectly impedes their ability to access capital and funding needed for businesses development.

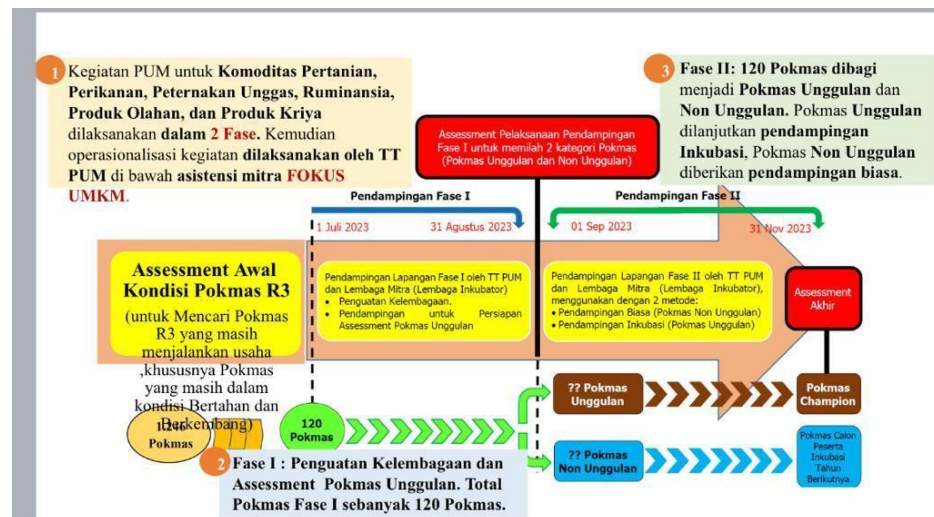
The low level of production and economic activity indicates low competence of human resources in peatland villages. This condition is exacerbated by limited access to information and new technology. The difficulty in accessing knowledge or skills from experts or practitioners forces them to rely on the trial and error process. This process not only results in slow skill development, but also the inability to anticipate the vulnerable environmental conditions of peatlands. Therefore, BRGM RI has a community business development program aimed at creating champion community groups that can increase the economic productivity of communities in peatland areas.

2.3. Activity Plan

Based on the issues detailed in sub-chapter 2.2., BRGM RI plans to conduct business development assistance for community groups through a

business incubation program with the activity plan outlined in the following schedule table:

Figure 3
Business Incubation Activity Plan



Source: BRGM RI (2023)

In the picture above, can be explained that business incubation activities are divided into two phases, namely the first phase of mentoring is used to assist in institutional strengthening and assessment preparation, and the second phase is used for the incubation mentoring process for groups that pass the first phase of mentoring. For further explanation, see the business incubation activity plan in chapter 4.

CHAPTER III

METHODOLOGY

3.1. Location and Timing of Internship

This internship was conducted for approximately 5 months starting from August 14, 2023 to December 31, 2023 located in a remote area in the West Kalimantan. The internship involves mentoring activities in the business incubation program.

Business incubation program activities fall under the responsibility of the Deputy 4 BRGM RI, namely the Deputy for Community Business Development. The working group for Community Business Development within the Deputy for Community Empowerment is tasked with improving community livelihoods, product development and diversification, as well as marketing community products from peatland and mangrove areas.

The community business development program is a stage of the programs that occurs at the end of the peatland restoration and mangrove rehabilitation process cycle. This program is carried out as an effort to minimize the risks of peatland restoration and mangrove rehabilitation activities to the local communities by utilizing peatland and mangrove ecosystems which have economic value, but do not contradict the objectives of peatland restoration and mangrove rehabilitation.

3.2. Implementation Method

The internship activities at BRGM RI are guided by field supervisors and PICs from each placement province. The field supervisors and PICs serve as facilitators who provide instructions and information for interns according to the competencies that must be developed during the internship activity. The implementation method for the internship activity includes:

3.1.1. Work Practices

The method of implementing work practices is carried out with the hope that interns will be able to apply the *tridharma* of

higher education, which includes education, research, and community service. In the field of education, it specifically aims to study the socio-economic activities carried out by BRGM RI for the peatland communities in West Kalimantan Province, especially in the business incubation process. In the field of research, the method is carried out by gathering information or data needed during the internship. Community service in the internship activities is realized through the active participation of interns in completing tasks according to the procedures established by the organization.

3.1.2. Data Logging

The data required for the internship with the focus on business incubation is gathered using a visible study approach. Visible study refers to a type of research in which participants are aware that they are being observed or are part of a study. In this method, the subjects give informed consent to participate in the research, and they are informed about the objectives and procedures that will be conducted.

During the internship, the author uses primary data and secondary data. Primary and secondary data are collected directly from original sources, which are then used to support the creation of the final report of the internship activities. The sources of primary data are obtained from conducting interviews and direct observation of conditions in the field. Meanwhile, the secondary data sources are derived from previous research.

CHAPTER IV

RESULTS AND DISCUSSION

4.1. Activity Description

The internship was conducted in the position of a business incubation assistant. The business Incubation Assistant is a position in the certified internship program Merdeka Campus, which places students in the Community Business Development Working Group unit under the Deputy for Community Empowerment. This Working Group is responsible for improving community livelihoods, developing and diversifying products, as well as marketing products from peatland and mangrove areas.

The community business development program is a work program stage positioned at the end of the peatland restoration and mangrove rehabilitation process. This program is carried out as an effort to minimize the risks of peatland restoration and mangrove rehabilitation activities to local communities by utilizing the economic value of peatland and mangrove ecosystems, while ensuring these activities do not contradict the objectives of peatland restoration and mangrove rehabilitation.

The strategy for implementing community business development involves clustering of target community groups and work areas of Community Business Development. The work areas here mean Community Groups that have undertaken R3 revitalization activities (revitalization, rewetting, revegetation) that are in a development phase and will carry out intensive business incubation. The scope of analysis includes market chain, business licensing facilitation, product development, market access facilitation, and capital access facilitation.

Terms of Reference (TOR) is a reference or a guideline that provides a general overview of the main activities of the business incubation activities to be conducted. The following is a series of activities that have been accomplished during the internship program with the Peat

Restoration and Mangrove Rehabilitation Agency in the position of Business Incubation Assistant in the West Kalimantan work area:

Table 1. Activity Guide

Name of Activity	Business Incubation
Activity Period	14 August 2023 – 31 December 2023
Activity Targets	Achievement of business incubation activity targets 1. Assessing the business conditions of community groups 2. Providing institutional assistance to Community groups 3. Assisting business transformation 4. Forming business clusters 5. Preparing business plans for community groups 6. Assisting the implementation of business plans 7. Preparing licensing documents Implementing and improving basic facility techniques to develop skills, knowledge, and attitudes, including the following: 1. Basic attitudes of the facilitator. Management of emotional intelligence, interests, and empathy. 2. Personal skills by listening, observing, listening, asking, exploring, and concluding 3. Social skills by motivating, inspiring, influencing, encouraging, and multi-directional dialogues

	4. Planning skills based on local potential.
Competency Development Method	• Theory • Discussion • Practice
Skills to develop	1. Business development assistance techniques for the community. 2. Introduction to the concepts and activities of peatland restoration and mangrove rehabilitation. 3. Preparation of business and product licensing documents. 4. Analysis of the Value chain of peat/mangrove products that have the potential to develop. 5. Innovation in the development and diversification of peat/mangrove products. 6. Techniques for assessing business conditions and conditions of community groups. 7. Effective Communication. 8. Assistance techniques for strengthening community group institutions. 9. Analysis of market potential for the development/ diversification of peat/ mangrove products.

4.2. Business Incubation Activity Plan

In the incubation activity plan in Figure 1, sub-chapter 2.3, there are four implementation stages: initial assessment, phase 1, phase 2, and final assessment. The initial assessment was carried out to find out which

community groups were continuing to develop their businesses after receiving R3 assistance (revitalization, rewetting, revegetation) from BRGM RI. In the next stage, there is phase 1 assistance which was conducted to strengthen institutions in preparing the assessment of community groups. In phase 2 (incubation phase), community groups that had passed phase 1 received an incubation program which included market network expansion, product diversification, and subsidized capital assistance in the form of agricultural tools and machinery. Then the final assessment is the concluding stage in incubation activities to select the top community group. However, this internship activity only includes mentoring activities in phase 1 and phase 2.

Table 2. Phase of Business Incubation

Aspect	Phase 1	Phase 2
Organizational Institutions	- Improvement of membership and organizational structure of Community Groups - Institutional improvements (SK and AD/ART)	- Organizational strengthening - Archiving Community group documents
Business Development	- Analysis of the feasibility of community group businesses - Improvement of BMC (business model canvas) for community group businesses	- Product development - Digital marketing development - Preparation of business document certification

		• Establishment of a partnership network • Increased capacity in managing finances
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In the table above, there are two phases in the implementation of incubation activities. In the process of business incubation, phase 1 or pre-incubation involves improving the institutional capacity of community groups to prepare for the assessments of both high-performing and non-high performing community groups.

4.3. Implementation Strategy Plan

Before the incubation activities were conducted, there was an implementation strategy that categorized community groups into two parts surviving community groups and developing community business groups. In distinguishing these two parts, a direct assessment was carried out by BRGM RI partner consultants and the Community Business Development PIC for each province based on several joint considerations and negotiations with BRGM RI Community Business Development technical staff. The assessment was carried out using a curation form that evaluates the readiness of community groups to run a business incubation program. There are two assessment aspects that qualify community groups for the the pre-incubation stage (phase 1), namely the institutional aspect and the business development aspect as shown in Table 2, sub-chapter 4.2 above.

Based on the assessment results, community groups with the assessment score of above 80 points would receive a business incubation program (phase 2) from BRGM RI. After going through the selection and mentoring process (post-incubation), this community group would be re-selected to become one of the champion groups in the 2023-2024

incubation period by going through several evaluations, starting from incubation mentoring until achieving the desired goals of the community group.

The following is an overview of the implementation strategy plan for the success of the business incubation program carried out by BRGM RI:

Figure 4
Implementation Strategy Plan



Source: BRGM RI (2023)

4.4. Profile of Assisted Community Groups

Incubation activities were conducted from the beginning of 2023, supervised by the Deputy for Community Business Development. The following is a list of business groups that went through an assessment process before the implementation of the incubation program.

Table 3. Profile List of Community Groups

No	Group Name	Profile	Information
1.	MPA Arsyil Mandiri	MPA (Fire Care Community) is an association of peatland community members who volunteer to control land and forest fires. This group also operates in the agricultural sector with horticultural cultivation.	Regular Assistance
2.	MPA Punggur Besar	MPA Punggur Besar is an association of community groups domiciled in Punggur Besar Village, District, Kubu Raya. This group also has a joint business engaged in the production of mocaf flour.	Business Incubation
3.	Lembah Hijau 1	Lembah Hijau 1 Group is a community group engaged in agriculture, with ginger as their main commodity.	Business Incubation
4.	Damai Al Barokah	The Damai Al Barokah Group is a community group engaged in agricultural sector with watermelon and chili as their main commodities.	Regular Assistance
5.	Sumber Rejeki	The Sumber Rejeki Group is a community group that mobilizes its group members to work in the agricultural sector	Regular Assistance
6.	Terbit Usaha	The Terbit Usaha group is a group whose business location is closest to the capital of West Kalimantan province and operates its business in the vegetable and guava sectors.	Regular Assistance

From the data above, the assessment results of six groups were obtained, showing that only two groups passed to proceed to the business incubation process. This evaluation was based on both the internal to external aspects of each group.

In this internship report, the discussion of the business incubation program will be only focused on one of the community groups that the author assisted during the internship, namely the MPA Punggur Besar group.

4.5. Successful Factors in the Business Incubation Program

Before the business incubation program was implemented, there were stages that determine whether a community group qualifies the program. First stage was phase 1 assistance, which identifies the factors that determine the success of community groups in obtaining the incubation program.

4.5.1. Phase 1 Assistance

In this phase, four types of assistance are provided to evaluate the success of community groups before incubation activities begin.

4.5.1.1. Assistance with Administration of Legal Documentation for Community Groups

Legal documentation for community groups is issued by the government to provide legal recognition for the existence of a community group. In this case, the technical staff of Community Business Development team and their associates assist in obtaining the necessary legal documents for the community group, including the group's Decree (SK), domicile letter, along with the AD/ART (Articles of Association/Bylaws) for each community group.

4.5.1.2. Assistance in Making Business Plan for Community Groups

A business plan is a summary of the establishment plan for a business which contains a detailed explanations of activities and financial plans, marketing opportunities and strategies as well as management capabilities. This business plan outlines the direction and objectives that the group wants to achieve, and the strategies to accomplish them, serving as a road map for entrepreneurs to build a successful business.

One way to write a business plan is by using the Business Model Canvas (BMC) approach. The Business Model Canvas is the latest approach and technique for explaining, analyzing, and developing a business model to ensure long-term growth and profitability. As a tool, the Business Model Canvas helps entrepreneurs have a better understanding of how their business operates. It allows business owners to view their business from a broad perspective while still providing a detailed and comprehensive view of the key elements essential for success.

The following is the BMC the author created, with guidance from relevant technical personnel in its creation:

Figure 5
BMC of MPA Punggur Besar

BUSINESS MODEL CANVAS		Nama pokmas	Usaha
		Alamat	Disusun Oleh
		MPA PUNGGUR BESAR	TEPUNG MOCAF
		DESA PUNGGUR BESAR	LISA DAMAYANTI

MITRA KUNCI	AKTIVITAS UTAMA	KEUNGGULAN / VALUE PROPOSITION	HUBUNGAN KONSUMEN	SEGMENT PASAR
1. DINAS PERTANIAN. 2. PETANI SEKITAR. 3. BUYER / AGRNT 4. DINAS DEPERINDAG 5. DINAS KOPERASI DAN UMMK	1. PEMBIBITAN, PENANANAN, PEMELIHARAAN DAN PEMANENAN UBI SINGKONG. 2. PENGOLAHAN UBI SINGKONG MENJADI TEPUNG MOCAF. 3. PEMASARAN TEPUNG MOCAF	1. BAHAN BAKU BERASAL DARI LAHAN SENDIRI (KELOMPOK). 2. BAHAN BAKU BERASAL DARI PETANI DISEKITAR DESA PUNGGUR BESAR. 3. BAHAN BAKU SELALU TERSEDIA (BERLIMPAH) 4. HARGA TERJANGKAU. 5. KWALITAS TERJAMIN. 6. BUYER SIAP EXPORT.	1. MEMBELI DALAM JUMLAH BESAR UNTUK BAHAN BAKU. 2. MEBERIKAN POTONGAN HARGA UNTUK RESELLER, RETAIL DAN GROSIR. 3. MEMBERIKAN POTONGAN BAHKAN FREE BIAYA KIRIM UNTUK WILAYAH TERTENTU. 4. TERSEDIA KEMASAN TESTER DENGAN HARGA TERJANGKAU BAHKAN ADA YANG FREE TESTER	1. PELAKU BISNIS YANG MENGGUNAKAN TEPUNG MOCAFF. 2. UMMK. 3. IBU/BPK RUMAH TANGGA. 4. PRIA/WANITA USIA 20-45TH. 5. MASYARAKAT EKONOMI MENENGAH KEATAS. 6. HEALTHY PEOPLE
	SUMBER DAYA UTAMA 1. LAHAN YANG CUKUP LUAS 2. TANAH YANG CUKUP SUBUR 3. KEAKTIFAN ANGGOTA 4. MEMILIKI KEMAMPUAN DIBIDANG PERTANIAN 5. MEMILIKI PERALATAN CUKUP LENGKAP 6. MEMILIKI PENGETAHUAN DALAM PEMBUATAN TEPUNG MOCAFF		SALURAN DISTRIBUSI 1. TOKO PERALATAN KUE. 2. E-COMMERCE. 3. PENGEPUK / AGENT	

STRUKTUR BIAYA	PENDAPATAN USAHA
1. BAHAN BAKU UBI DALAM 1X PRODUKSI 4. UPAH PENGOLAHAN / PENGEMASAN DLL 4 ORG X Rp.150.000,- = Rp. 600.000,- Rp. 12.000 X 20 = Rp. 240.000,- 3 TON UBI X Rp. 2000 = Rp. 6.000.000,- 2. UPAH KUPAS (1 ORG KEMAMPUAN KUPAS 100KG/HARI) 30 ORG X Rp.60.000,- = Rp. 1.800.000,- 3. BAHAN BAKAR (20 LITER UNTUK 1X PRODUKSI) 4. BIAYA LAIN2 = Rp.360.000,- TOTAL BIAYA PRODUKSI = Rp. 9.000.000,-	1 TON UBI MENGHASILKAN 300KG TEPUNG MOCAFF 3 TON UBI = 900KG MOCAFF HARGA JUAL Rp.20.000,- / KG Rp. 20.000,- X 900KG = Rp. 18.000.000,- KEUNTUNGAN = PENDAPATAN - PENGELUARAN BIAYA = Rp. 18.000.000,- - Rp. 9.000.000,- = Rp. 9.000.000,-

Figure 6
Marketing Strategy Canvas

KANVAS STRATEGI PEMASARAN		Nama pokmas MPA PUNGGUR BESAR	Usaha TEPUNG MOCAFF
		Alamat DESA PUNGGUR BESAR	Disusun Oleh LISA DAMAYANTI

TARGET PASAR 1. PELAKU BISNIS YANG MENGGUNAKAN TEPUNG MOCAFF. 2. UMKM. 3. IBU/BPK RUMAH TANGGA. 4. PRIA/WANITA USIA 20-45TH 5. HEALTHY PEOPLE 6. MASYARAKAT EKONOMI MENENGAH KEATAS.	MASALAH YANG DIHADAPI OLEH TARGET PASAR 1. PRODUK MASIH BARU, MASYARAKAT BELUM TERBIASA MENGGUNAKAN TEPUNG MOCAFF. 2. PERLU EFFORT LEBIH UNTUK MEMPERKENALKAN TEPUNG MOCAFF AGAR LEBIH DIKENAL DAN DIKONSUMSI OLEH MASYARAKAT UMUM 3. SEGMENT PASAR YANG TERBATAS (HANYA ORANG2 TERTENTU YANG RUTIN MENGKONSUMSI / MENGGUNAKAN TEPUNG MOCAFF) 4. HARGA RELATIF TINGGI DIBANDING TEPUNG UMUM LAINNYA (TERIGU, SAGU/KANJI, JAGUNG DLL). 5. BELUM MENJANGKAU MASYARAKAT KELAS EKONOMI MENENGAH KEBAWAH	PRODUK YANG TERSEDIA 1. AKAN SEGERA MEMPRODUKSI TEPUNG MOCAFF DENGAN KAPASITAS MESIN MENCAPAI 3 TON DALAM 1X PROSES PRODUKSI DAN MENGHASILKAN 900KG TEPUNG MOCAFF
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LOKASI PENJUALAN RUMAH PRODUKSI DI DESA PUNGGUR BESAR	KEUNGGULAN PRODUK YANG DITAWARKAN 1. BAHAN BAKU BERASAL DARI LAHAN SENDIRI (KELOMPOK). 2. BAHAN BAKU BERASAL DARI PETANI DISEKITAR DESA PUNGGUR BESAR. 3. BAHAN BAKU SELALU TERSEDIA (BERLIMPAH) 4. HARGA TERJANGKAU. 5. KUALITAS TERJAMIN. 6. BUYER SIAP EXPORT.
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SALURAN DISTRIBUSI 1. BUYER / AGENT PEMASOK TEPUNG MOCAFF 2. E-COMMERCE 3. PASAR LUAR NEGERI	SUMBER DAYA MANUSIA YANG DIBUTUHKAN 1. TENAGA ADMINISTRASI DAN PEMASARAN 2. TENAGA AHLI DALAM BIDANG QUALITY CONTROL 3. MANAGER / SPV	KETERSEDIAAN BAHAN BAKU 1. BAHAN BAKU UBI SELAIN DI TANAM DILAHAN SENDIRI (KELOMPOK) JUGA TERSEDIA BANYAK DI SEKITAR DESA 2. HARGA BAHAN BAKU YANG TERJANGKAU
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PROMOSI 1. SIAP MEMBELI DALAM JUMLAH BESAR UNTUK BAHAN BAKU. 2. MEMBERIKAN POTONGAN HARGA UNTUK RESELLER , RETAIL DAN GROSIR. 3. MEMBERIKAN POTONGAN BAHKAN FREE BIAYA KIRIM UNTUK WILAYAH TERTENTU. 4. TERSEDIA KEMASAN TESTER DENGAN HARGA TERJANGKAU BAHKAN ADA YANG FREE TESTER	BIAYA PRODUKSI 1. BAHAN BAKU UBI DALAM 1X PRODUKSI 4. UPAH PENGOLAHAN / PENGEMASAN DLL 4 ORG X Rp.150.000,- = Rp. 600.000,- Rp. 12.000 X 20 = Rp. 240.000,- 3 TON UBI X Rp. 2000 = Rp. 6.000.000,- 2. UPAH KUPAS (1 ORG KEMAMPUAN KUPAS 100KG/HARI) 30 ORG X Rp.60.000,- = Rp. 1.800.000,- 3. BAHAN BAKAR (20 LITER UNTUK 1X PRODUKSI) 4. BIAYA LAIN2 = Rp.360.000,- TOTAL BIAYA PRODUKSI = Rp. 9.000.000,-	HARGA JUAL 1 TON UBI MENGHASILKAN 300KG TEPUNG MOCAFF 3 TON UBI = 900KG MOCAFF HARGA JUAL Rp.20.000,- / KG Rp. 20.000,- X 900KG = Rp. 18.000.000,- KEUNTUNGAN = PENDAPATAN - PENGELUARAN BIAYA = Rp. 18.000.000,- - Rp. 9.000.000,- = Rp. 9.000.000,-
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Figure 7
Analysis of The Internal and External Environment of The Business

ANALISIS LINGKUNGAN INTERNAL USAHA

Nama POKMAS	MPA PUNGGUR BESAR	Usaha	TEPUNG MOCAF
Alamat	DESA PUNGGUR BESAR	Disusun Oleh	LISA DAMAYANTI

	5 M	KEKUATAN	KELEMAHAN	KESIMPULAN
Man	Kondisi Anggota POKMAS Sumber daya manusia, pengetahuan, keterampilan dan attitude.	1. KOMPAK 2. AKTIF 3. TERMASUK ANGGOTA MASYARAKAT PEDULI API 4. MEILIKI KETERAMPILAN PENGETAHUAN DAN PENGALAMAN DALAM BERTANI 5. TERDIRI DARI MULTY ETNIS	1. JIKA MUSIM KERING AKAN SERING TERJADI KARHUTLA, ANGGOTA FOKUS PADA KEGIATAN PEMADAMAN SEHINGGA LAHAN PERTANIANNYA SEDIKIT TERBENGKALAI.	HARUS BISA MEMBAGI WAKTU ANTARA PEMADAMAN DAN JUGA BERTANI
Material	Bahan baku, ketersediaan, harga, kualitas.	BAHAN BAKU MUDAH DIDAPAT, JUMAH BANYAK DAN HARGA YANG TERJANGKAU	BERSAING DENGAN PEMBELI LAIN	HARUS MEMILIKI PETANI / AGENT TETAP AGAR TIDAK KEHABISAN / KEDULUAN PEMBELI LAIN
Machinery	Peralatan dan mesin, kecukupan teknologi dan perawatan.	MEMILIKI RUMAH PRODUKSI DENGAN 1 UNIT MESIN PRODUKSI	MESIN HANYA 1 MENAKIBATKAN PRODUKSI TERBATAS	PERLU PENAMBAHAN MESIN DAN ALAT LAIN UNTUK MENAMBAH KWAN TITI DAN KWALITAS PRODUKSI
Money	Modal usaha, modal kerja operasional dan modal produksi	MENGUNAKAN MODAL KELOMPOK DAN MODAL PERORANGAN (KETUA)	MODAL YANG TERBATAS SEHINGGA PRODUKSI BELUM MAXIMAL	PERLU ADANYA BANTUAN TAMBAHAN MODAL UNTUK MENINGKATKAN KINERJA
Managemet	Pengelolaan, struktur organisasi, pembagian kerja dan standar pelaksanaan (SOP).	SUDAH MEMILIKI TENAGA KERJA DAN STRUKTUR ORGANISASI YANG BAIK DAN MENJALANKAN SOP		

ANALISIS LINGKUNGAN EKSTERNAL USAHA

ELEMEN LINGKUNGAN EKSTERNAL MAKRO		PELUANG	ANCAMAN	KESIMPULAN
Ekonomi	Kondisi ekonomi nasional dan global	Ada peluang pasar lokal dan pasar ekspor untuk produk olahan	Pokmas tidak mengikuti perkembangan untuk produk olahan singkong	Harus ada inovasi untuk pengembangan produk dari singkong agar Pokmas dapat lebih berkembang
Politik dan hukum	Kondisi politik dan hukum local dan nasional; penguasa kebijakan & aturan	Pemerintah desa, Kecamatan, dinas terkait seperti dinas pertanian, kehutanan dan KPHL sangat mendukung	Jika adanya pergantian jabatan di struktur pemerintahan dalam mitra dari Pokmas maka program belum tentu berkelanjutan	Pokmas harus mencari mitra lainnya dan mempertahankan kepercayaan mitra sebelumnya untuk bekerjasama secara kontinyu
Alam	perubahan iklim, trend "go green"	Pada saat cuaca stabil maka panen akan melimpah	Jika musim terlalu ekstrim maka lokasi lahan akan banjir atau jika musim kemarau maka buah akan lebih kecil dari biasanya	Pokmas harus ada antisipasi menjelang cuaca buruk
Teknologi	trend dan perkembangan	Memiliki alat pengolahan	Selama beberapa tahun terakhir Pokmas melakukan pemanenan dengan manual dan pengolahan produk tepung yang memerlukan tenaga yang banyak	Dalam beberapa tahun kedepan maka Pokmas harus memiliki alat yg modern untuk pemanenan dan memiliki produk olahan seperti tepung dll dengan alat yg memadai
Sosial Budaya	Kondisi adat istiadat, sosial dan budaya di daerah POKMAS	Masyarakat sekitar mendukung usaha ini dengan cara membeli produk di lingkungannya sendiri		
Demografi	komposisi usia, status ekonomi konsumen	Konsumen menengah kebawah, menengah dan menengah ke atas		
Isu Internasional	tenaga kerja, perdagangan bebas dan proteksi	memiliki kandungan gizi yang baik dan banyak inovasi produk turunan dari singkong itu sendiri yg dapat dikembangkan	Adanya Isu Karhutla yg sedang terjadi di area lahan	Pokmas harus menjadikan isu Karhutla sebagai isu kesehatan yg harus diangkat, sering konsumsi buah segar dan menjaga daya tahan tubuh

4.5.1.3. Assistance in Preparing Feasibility Analysis for Community Group Business

a. Feasibility Analysis

To ensure and maintain the sustainability of business activities that are planned or already underway, a business feasibility is required. This analysis calculates the price per product, expenses, and also revenue over a production cycle.

- COGS (Cost of Good Sold) can be calculated using the following formula:

$$COGS = \frac{Total\ Variable\ Cost}{Production}$$

- Product profits can be calculated using the following formula:

$$\pi = TR - TC$$

Π = Profit

TR = Total revenue

TC = Total cost

- R/C Ratio can be calculated using the following formula:

$$\frac{R}{C} Ratio = \frac{Total\ Revenue\ (TR)}{Total\ Cost\ (TC)}$$

R/C ratio < 1 = the business being run is not profitable

R/C ratio = 1 = the business activities are neither profitable nor unprofitable

R/C ratio > 1 = the business being run is profitable

- BEP (Break Even Point)

BEP Units can be calculated using the following formula:

$$BEP\ Unit = \frac{Total\ Fixed\ Cost}{Price - COGS}$$

$$BEP\ Rupiah = \frac{Total\ Fixed\ Cost}{Price - COGS} \times Price$$

The following are the results of calculations using the formulas above.

Table 4. Fixed Cost

No	Goods	Price	Total	Lifetime	Accumulation
1	Machete	Rp80,000	15	10	IDR 120,000
2	Hoe	Rp100,000	15	10	IDR 150,000
3	Arit	Rp60,000	15	10	IDR 90,000
4	Arco	Rp550,000	5	10	IDR 275,000
5	Sprayer	Rp650,000	5	10	IDR 325,000
6	Digger	Rp150,000	15	10	IDR 225,000
7	Boots	Rp100,000	15	10	IDR 150,000
8	Bag	Rp2,000	200	3	IDR 133,333
Total Fixed Cost					IDR 1,468,333

Table 5. Variable Cost, Ratio, and BEP

No	Variable	Price	Employee,s Salary	Total Employee	Day Time Work	Amount	Total Price
1	Grower employee		Rp50,000	15	3		IDR 2,250,000
2	Maintenance employee		Rp50,000	15	4		IDR 3,000,000
3	harvester employee		Rp50,000	5	1		IDR 250,000
4	Seeds	Rp25,000				35	IDR 875,000
5	Fertilizer	Rp65,000				20	IDR 1,300,000
Total Variable Cost							IDR 7,675,000

COGS	Rp. 959
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Total Cost	IDR 9,143,333
Price Rate (Kg)	Rp. 1,700
Production	8000
Earnings	IDR 13,600,000
Revenue	IDR 4,456,667
Ratio	1.48742253

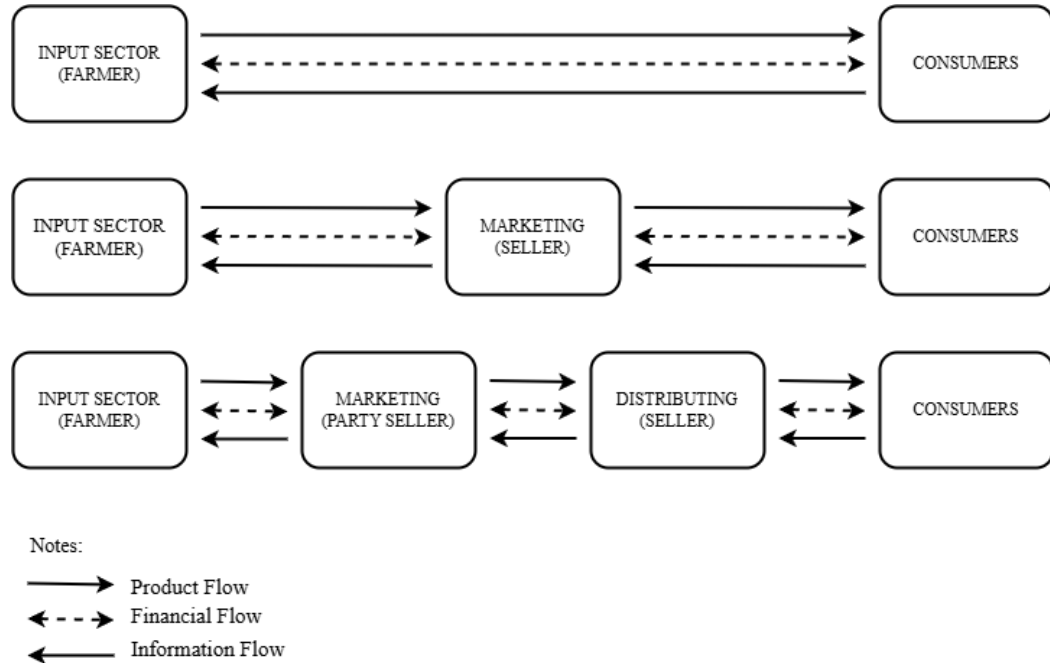
BEP	
RP	IDR 3,370,352
	Rp. 421.29
Unit	1982.56
Payback	0.494203441
Period	5.930441286

The group whose business feasibility being analyzed is the MPA Punggur Besar Group. Based on the data in the table above, it shows that the feasibility analysis has resulted in a COGS (cost of good sold) value of Rp959 per production cycle with a BEP (break-even point) value of Rp3,370,352 representing the break-even point with sales amounting to 1982.56 Kg and a payback period of 6 months. The production results show that the product has a ratio >1 with an income of Rp13,600,000 per harvest and a net income of Rp4,456,667. Therefore, it can be concluded that the main commodity product from the MPA Punggur Besar group is "feasible" and can proceed with product diversification.

b. Value Chain Analysis

In any business operation, analyzing the value chain of agricultural products is unavoidable and is a very important concept in understanding the agricultural production process to the distribution of products to the end consumers. Value chain analysis is highly needed for building a competitive edge in the agricultural industry and maintaining business sustainability amid increasingly fierce industry competition. The agricultural sector will be superior, productive, and competitive if every flow of activity is carried out efficiently. The following is the distribution pattern carried out by the Community Groups.

Figure 8
Distribution Pattern



The chart above explains that there are 3 main activities in the value chain flow, namely product flow, financial flow, and information flow. From each activity, we can understand how the stages of product distribution occur. Product flow refers to the movement of goods from producers to consumers, financial flow involves the flow of money related to product sales, and information flow refers to the exchange of information to optimize financial flow and product flow. In the first pattern, the distribution supply chain does not involve intermediaries and the group directly sells its products to the market. The first pattern represents the shortest distribution pattern, with the end consumers being local residents who have a relatively small purchasing capacity, ranging from 3-50 kg. In contrast, the longest supply

chain distribution pattern is the 3rd pattern, which has a relatively large purchasing capacity, reaching up to 800 kg.

Based on the three patterns above, marketing margin and marketing share can be calculated to determine the marketing efficiency of the Punggur Besar MPA group.

1. Marketing Margin

Marketing margin is the difference between the price paid by consumers and the price received by input sectors/producers. Marketing margin formula:

$$MP = Pr - Pf$$

MP = Marketing Margin

Pr = Consumer price

Pf = Price in input sector

2. Share Marketing

Marketing share formula:

$$Sf = \frac{Pf}{Pr} \times 100\%$$

Sf = Share (division) received by input sector

Pr = Consumer price

Pf = Price in input sector

3. By Decision:

Marketing share value >40% = efficient

Marketing share value <40% = inefficient

Table 6. Marketing Efficiency

No	Chain	Consumer Price	Producer Price	Margin	Market Share (%)
1	Pattern 1	2000	1700	300	85
2	Pattern 2	2500	1700	800	68
3	Pattern 3	6000	1700	4300	28.3

Based on the table above, there is a difference in the marketing margin value in the pattern I network of Rp. 300, pattern II network is Rp. 800 and pattern III network Rp. 4300. Marketing margin is the difference between the price received by farmers and the price paid by consumers. Price differences at the trader level lead to variations in consumer prices. In addition, it is also found that the marketing share values are as follows: 85% for network Pattern I, 68% for network pattern II, and 28.3% for network pattern III. This indicates that network patterns I and II are considered efficient in their supply chain marketing networks because their marketing shares exceed 40%. In contrast, network pattern III has an inefficient supply chain network with a marketing share of only 28.3%.

Production and sales of cassava can also be continuously improved to reach broader market. Collaboration among farmers, customers, and other business owners can yield a positive impact. To

achieve this, product diversification is needed to increase marketing and sales of related products.

4.5.1.4. Assessment Techniques for Business Conditions and Community Group Conditions

The assessment of business conditions and the group's conditions was conducted directly by visiting the MPA Punggur Besar group located in Punggur Besar Village, Kubu Raya Regency. This assessment was also carried out by the central party (BRGM RI) represented by the PIC Deputy for Community Business Development for each province. Therefore, the author was also guided by a mentor to participate in assessing the business conditions and the group's conditions. The assessment included several aspects, namely:

a. Institutional aspects

The basic elements include the legality of group formation and AD/ART, membership, members' activity, organizational structure, and secretariat. The focus areas during the mentoring stage include; improving group membership (domicile and member data), updating the group's decree and AD/ART, and other aspects for strengthening institutional capacity.

b. Institutional aspects of business

The basic elements include the business activities currently undertaken by the community groups and, the status of aid goods from BRGM RI. The focus areas during the mentoring stage are internal resources, supporting resources for group business management, market analysis, business feasibility

analysis, and priority analysis of business fields and business commodities.

Based on the assessment forms for the aspects mentioned above, the following is a detailed explanation of the evaluation results for the business conditions and the conditions of the MPA Punggur Besar group:

1. Institutional Aspects of the MPA Punggur Besar group. The legality of the formation of AD/ART should be based on institutional aspects. The Punggur Besar MPA group is one of the group that has valid legality, as proven by the Decree (SK) issued by the Head of Punggur Besar Village Number 33 dated 20-07 concerning the Formation of Community Groups, showing that the MPA Punggur Besar group has valid legality. This decree, includes a list of the administrators and members. In addition, this group also has AD/ART which has been reviewed and approved by all group members. To date, all members remain actively engaged in activities.
2. The MPA Punggur Besar group already has its own active account book in the name of the MPA Punggur Besar group and has a special secretariat at the house of the chairman of the MPA Punggur Besar group.

Results of targets at the institutional assistance stage:

1. All administrators and members come from local residents according to their domicile. hotocopies of the ID Cards of the administrators and group members have been completely archived.
2. Assistance from the technical staff of the BRGM RI Community Business Development has improved the

activity of group members, starting from improving the group's structure, administration, and regular meetings or deliberations to increase member participation.

3. Based on the final Decree, the MPA Punggur Besar group does not need to update SK or AD/ART any further.

Business Development Aspects of the MPA Punggur Besar group. The business being run by the group:

1. The main business is in the agricultural sector with cassava as the main commodity. Then the processed cassava is ready for sales in the market in the form of mocaf flour.
2. The MPA Punggur Besar group once received assistance in the form of fire extinguishers and a guard post from the BRGM RI. These items are still present and functioning well, and they remain in the possession of the group.

Results of targets at the business mentoring stage. At this point, the Pokmas business development aspect is carried out or provided with direct assistance by the technical staff of Community Business Development, BRGM RI partner consultants, and also the student interns involved.

Based on the explanation of phase 1 above, it can be concluded that several factors influence the success of the community groups in obtaining the business incubation program. These factors include completeness of institutional administration, readiness for business sustainability, and the value chain analysis conducted by the group during the post-revitalization carried out by BRGM RI.

Administrative equipment includes various institutional documents that must be fulfilled as the requirements before the business incubation takes place. Readiness of business sustainability shows the extent to which a group is able to plan and run its business sustainably, including resource management, business strategy, and ability to adapt to market changes. In addition, value chain analysis carried out by groups is very important to understand their position in the market, identify opportunities and obstacles, and formulate effective marketing strategies. These factors provide a comprehensive picture of the group's potential and readiness in undergoing business incubation, which in the end, all of these results will influence the results of the group's success before receiving a business incubation program from BRGM RI.

4.6. Business Incubation Impact on Community Group Business Development

After the completion of phase, the process continues with phase 2 or the incubation phase. Community groups that pass and meet the requirements in the phase 1 assessment will receive a follow-up program in the form of business incubation, while groups that do not meet the requirements will receive regular assistance and become potential incubation participants for the next business incubation period. At this stage, the results or impacts obtained by the community groups from the business incubation program will be explained.

4.6.1. Phase 2 Assistance

This phase 2 mentoring activity aims to increase the income of the community groups and encourage their self-sufficiency thereby supporting sustainable peatland restoration activities. Therefore, in this phase 2, several BRGM RI-assisted community groups have been selected as champion community groups. Champion community groups are outstanding community groups chosen and filtered from various groups through various

considerations and assessments from multiple aspects during phase I activities. The following are the activities conducted during phase 2.

4.6.1.1. Assistance with Administrative Completeness

Assistance with administrative completeness aims to strengthen the community groups' capability in managing administrative and archival affairs. This stage is designed to ensure that the community groups are adequately prepared to meet the administrative needs of management. One of the main focuses is assisting them in preparing the necessary business licensing documents. As part of these activities, the author prepared a logo for the MPA Punggur Besar group, which is an important aspect of the group's identity and can be used in various official documents and promotional materials.

4.6.1.2. Assistance in Preparing Business Permits

Preparing business licensing documents for the community group refers to the process of collecting, preparing, and submitting documents required to obtain a business license and approval for the production or sale of products or services. Business and product licensing documents are issued by government authorities to provide permits or approval for business owners. The document show that the business owners have met the standards set by the government or authorized institutions. Some of the business licensing documents that must be fulfilled are NIB, SIUP, P-IRT, and halal certification from MUI. The assisted community group has not been able to fulfill the licensing documents mentioned because the products they produce are still under development, so the Punggur Besar MPA group will be registered in

SIMLUHTAN (Agricultural Extension Management Information System) to facilitate farmers in accessing data and information related to agricultural extension on the Ministry of Agriculture. It also simplifies the process of verifying registered farmers through farmer groups and receiving subsidies, which will be directly handled by the Food Crops and Horticulture Service of West Kalimantan Province.

4.6.1.3. Product development and diversification innovation

Based on survey results regarding the target for innovation in product diversification development, the internal resources of the group or its members are accustomed to farming, cultivating horticultural crops, and cassava. Each group member has their own private plantation land and possesses the skills relevant to the business to be developed. Therefore, it is necessary to develop community businesses. The processing technology introduced to the community does not have to be complicated; instead, they need simple and easy-to-apply processing technology that can be easily used by farmers.

Innovation is not only limited to the development of new products or services. It also encompasses new business thinking and new processes. There are five subsystems integrated through various product diversification activities, including the subsystem for procurement of production facilities for agricultural tools and machinery, the farming subsystem, the agro-industrial subsystem for product processing, the distribution and marketing subsystem, and the supporting institutional subsystem. Value addition is achieved through the

diversification of cassava products into mocaf flour via several processing stages as well as expenses incurred in producing the final output. The development and diversification of products in the agricultural sector (cassava commodities) results in added value to these commodities as they undergo processing, transportation, or storage during production activities.

4.6.1.4. Market Potential Analysis for Product Diversification

By diversifying cassava products into flour with packaging and labels, the business increases the added value of the products based on the indicators such as the improved quality of the products to meet market demand, the suitability of the products' (packaging) consumer needs and preferences (based on proper packaging and labeling) and the ease of product distribution to ensure accessibility for consumers. The diversification of agricultural food products through labelling/branding and the completion product licensing through quality testing are promotional and product development activities aimed at capturing a wider market.

In this effort, community groups also work together to support the sustainability of their business. In general, community groups partner with a plasma core pattern, where large businesses act as the core and community group businesses function as the plasma. The core business/company will provide coaching, production facilities, technical training, and product marketing. In addition, the BRGM RI will support the community groups by assisting in business development, business incubation, provision of equipment, and product marketing. Community groups partnering with BRGM RI

are also responsible for ensuring that peatlands continue to function in accordance with BRGM RI's objectives.

The MPA Punggur Besar community group has established a partnership with the local agricultural department to expand its market share by promoting its products through Hortimart. The main objective of Hortimart is to support the development of farmers' products and increase production and quality of products that the community groups offer, thereby increasing their income, improving productivity, and meeting market needs.

Other partnerships are also established through general trade partnership patterns. The general trade partnership pattern involves a relationship between small businesses and large enterprises in which the large enterprise markets the small business's production and the small business supplies the needs needed by the large enterprise. This pattern is used by the MPA Punggur Besar which partners with exporters to sell their products. This pattern is carried out on the principle of mutual benefit, allowing the MPA Punggur Besar group to sell its products on a larger scale while receiving promotional support, and enabling the exporter to profit from the sales.

In the process of analyzing market potential, the community groups are also introduced to one of the marketing methods, namely the digital marketing method. The incubation facilitators also played a role in creating marketing media for the community groups by creating websites, catalogs, Google Maps listing, and profiles for the community groups. This initiative aims to facilitate information access, bring the groups' business closer to

customers and investors, enhance the groups' branding efforts.

4.6.1.5. Subsystem for Procurement for Agricultural Tools and Machinery

BRGM RI facilitates the community groups by providing subsidies in the form of agricultural equipment and machinery to support the success of their businesses. Economically, the use of such equipment yields various positive impacts. BRGM RI's main target is to facilitate the provision of agricultural tools and machinery to drive technological transformation for farmers towards more modern, effective, and environmentally friendly agriculture. Agricultural mechanization in a broad sense aims to increase labor productivity, increase land productivity, and reduce production costs by improving efficiency, effectiveness, productivity, quality of results, while alleviating the workload on farmers. The development is directed at increasing production with high-quality, competitive results, thereby achieving food security and improving farmer welfare.

Based on the explanation of phase 2, the impact obtained by the community groups after receiving business incubation from BRGM RI includes the provision of capital in the form of tools and machinery to support their productivity. With the tools, the community groups can increase production capacity by diversifying products, thereby having higher selling value, optimizing operations, and reducing production costs. Additionally, the community groups also gain access to market expansion, helping them reach a broader and more diverse market at local, national, and international levels, and receive certification facilities supported directly by the relevant authorities.

4.7. Effectiveness of Business Incubation Program

The effectiveness of the business incubation program in increasing the sustainability of group businesses can be measured from the following aspects:

4.7.1. Assistance and Guidance

Business incubation offers ongoing mentoring from experienced mentors. This helps business groups develop more optimal business strategies and gain a better understanding of the market.

4.7.2. Access to Resources

Incubation programs often provide access to resources such as equipment, technology, and start-up funding. This access can help business groups start and grow their businesses more quickly and efficiently.

4.7.3. Training and Education

Business incubation provides relevant training in various topics such as business management, marketing, finance, and technical skills. This can increase the capabilities and knowledge of group members in managing their businesses.

4.7.4. Networking and Connections

Incubation programs often involve industry players, investors, and other business communities. These connections can open up opportunities for collaboration, investment, and broader marketing for business groups.

4.7.5. Collaborative Environment

Being in an environment consisting of other entrepreneurs who are also in the development stage can encourage innovation and collaboration. Business groups can learn from each other and share experiences in entrepreneurship.

4.7.6. Risk Reduction

Through the guidance and resources provided, the incubation program can help the business groups identify and mitigate potential risks. This increases the chances of long-term business sustainability.

To obtain a more comprehensive understanding of the effectiveness of the business incubation program, it is important to look at empirical data and case studies. Research evaluating the impact of incubation programs on business sustainability often shows improvements in terms of business survival, revenue growth, and market expansion. A more complete picture of effectiveness can be observed from developments in post-incubation activities, but in this case, the incubation team only provides assistance until the incubation process is complete. Post-incubation activities are continued with other teams provided with reporting still carried out by the technical staff of BRGM RI Community Business Development.

Based on the two aspects used to evaluate the success of participation in the BRGM RI business incubation program, community groups must fulfill all the criteria listed on the curation assessment form. However, there are four groups that did not pass the incubation program because they did not meet the assessment requirements. Several aspects hindered the assisted community groups from qualifying for the incubation program, including:

a. Program Suitability

Because the incubation program provided does not offer the same program to all groups and not all community groups are suitable for the type of incubation program carried out by BRGM RI, it is important to ensure compatibility between business needs and services provided. The program offered by BRGM RI involves providing subsidies in the form of agricultural tools and machinery to support community productivity. However, not all community

groups need these tools; some need assistance in the form of fertilizer or seeds to cultivate their land.

b. Participant Commitment

Success also depends greatly on the commitment and ability of the business group to take advantage of the opportunities and guidance provided. In this context, a moral hazard occurs when incubation participants engage in activities unrelated to the incubation program.

Overall, the incubation program has effectively enhanced business sustainability, especially when supported by adequate resources, appropriate business assistance, and strong commitment from participants. The incubation program not only provides initial support, but also ensures that the assisted community groups have access to the necessary resources for business development.

With adequate and focused guidance, the assisted community groups can gain valuable insights into business strategy, financial management, product diversification and effective marketing. This assistance helps community groups identify and overcome challenges they may face while running their businesses, thereby enhancing their competitiveness and business branding in a broader market.

Furthermore, the full commitment of the participants is also a key factor in the program's success. Highly-committed participants tend to be more supportive in participating in every stage of the program and selection process, as well as in taking advantage of every opportunity available. This allows group members to adapt more quickly to market developments and optimize their business potential.

In the long term, an effective incubation program not only helps improve business sustainability, but also contributes to improving the quality of life of the community. This aligns with the goals of BRGM RI, including peatland restoration.

CHAPTER V

CONCLUSIONS AND RECOMMENDATIONS

5.1. Conclusions

The business incubation program run by BRGM RI is under the supervision of the Community Business Development Working Group, which assists in the mentorship program for business incubation activities for the mentored community groups. Improving the institutional structure and assisting the community in the business-preparing documents are the key factors in the group's success in incubation activities. BRGM RI not only provides support in the form of guidance, but also provides program subsidies in the form of agricultural equipment and machinery for the assisted community groups who have passed the program selection. This assistance aims to increase their income and productivity.

Activities in the role of Business Incubation Assistant include helping assisted community groups maximize activities to support additional agricultural income and business profits through infrastructure development, promotion, and expansion of trading partner networks. Other activities include monitoring and evaluating the business activities of community groups, improving the financial bookkeeping system of community groups, providing additional facilities and infrastructure to support agricultural productivity, innovating product development, developing skills, and increasing farming business capacity. With the incubation activities carried out by BRGM RI, it is expected that farmer groups in peatland areas will achieve a higher level of success in their business activities and increase community independence in managing businesses that do not contradict the concept of peatland restoration.

Overall, the incubation program run effectively in efforts to increase business sustainability, especially when supported by adequate resources, appropriate business mentoring, and full commitment from participants. The success of this incubation program is also influenced by collaboration between various parties, including the government, the private sector, and

other institutions. Networking among various sectors can create an ecosystem that supports business growth, thereby providing a long-term and broader positive impact on the regional and national economy.

5.2. Recommendations

During the activities, not all of them proceeded as expected, there were some challenges faced by the incubation team. The challenges include members who were not fluent in Indonesian, poor commitment from participants, incompatibility of activities between BRGM RI and the assisted groups, and BRGM RI's partner consultants who only focused on one aspect. The recommendations provided are as follows:

1. It is recommended that BRGM RI provide more flexibility to incubation participants. It turns out that several Community Groups did not pass the incubation program as the program did not suit the participants' needs. Thus, flexibility is highly crucial.
2. It is recommended that BRGM RI be more selective in choosing incubation participants and choosing highly committed groups.
3. It is recommended that BRGM RI also select partner consultants with high responsibility and ensure that the partner consultants provide continuous assistance. This recommendation stems from the fact that the partners engaged by BRGM RI only focused on institutional improvements, and neglected the marketing processes and economic improvements as sustainable business development.

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ATTACHMENTS

Attachment 1 - Weekly Activities

Weeks	Activity
1	• Participated in the MSIB national onboarding program which provided a lot of input and insight from partner representatives and participant parents for future work. • Independent learning via YouTube and the BRGM RI Website regarding restoration activities. • Learn independently through the Ministry of Education and Culture website about entrepreneurship, business planning, business development and business incubation. • On August 17th I did not take part in any activities because the national holiday coincided with the 78th Independence Day of the Republic of Indonesia. • Coordinating the implementation of internships for business incubation assistants and marketing assistants via Zoom with mentors from BRGM RI and discussing the conversion of SKS that will be applied to internship activities.
2	• Introduction to peat restoration concepts and activities regarding the characteristics of peat ecosystems starting from the formation process to the use of peat ecosystems. - peat restoration regarding hydrological restoration planning and strategies, followed by material on mangrove rehabilitation regarding potential and development efforts. • Characteristics of the mangrove ecosystem, accelerated planning for mangrove rehabilitation based on the unity of the mangrove landscape, and implementation of mangrove rehabilitation related to challenges and strategies for achieving success.

	• Monitoring and evaluating peat restoration and mangrove rehabilitation, the role of villages and communities in peat restoration and mangrove rehabilitation, peat restoration and mangrove rehabilitation to support FOLU Net Sink 2030, and Post Test. • Zoom meetings with mentors and technical staff regarding mobilization, terrain familiarization and job introduction.
3	Study and discuss in detail about the economic, social and environmental situation of the area that will be targeted, analyze conditions related to land, planting methods and farmers' markets, and formulate strategies for mentoring plans for community groups who will later receive a harvest incubation program from local farmers .
4	Business feasibility analysis data collection is to find out whether the business that has been carried out by community groups is feasible or not, if it is considered feasible then business development innovations will be carried out to overcome sales problems from community groups.
5	Manage the data obtained to determine the feasibility of community group businesses, and determine what problems community groups face in managing land to meet their main product needs.
6	Based on field analysis, we identified that we provide experience in good time management, brainstorming and learning about leadership by having lots of discussions with community groups about their business and providing solutions to problems faced by community groups.
7	Collecting data from community groups to manage business feasibility and monitoring peatland fires around community group land locations.
8	This week we learned a lot about market analysis, how to make compost fertilizer, supply and demand analysis which we will later present to community groups who receive the incubation program.

9	• Discussion of community group evaluation plans - Visit to the Green Valley community group in Kab. Mempawah for group evaluation - visit to community groups MPA Arsyil Mandiri and MPA Punggur Besar in Kab. Kubu Raya for group evaluation. • Make a visit to the Department of Agriculture to discuss counseling and guidance for community groups. • Discussion of incubation placement
10	• Travel to the location of the community group that will be incubated. • Visit the village office to request Poktan data and ensure that no Pokmas members participate in other Poktan. • Visiting BUMDES to identify fertilizer prices. • Discussion with community group members regarding incubation activities. • Comparative analysis of prices for using organic and chemical fertilizers
11	• Create logos and letterheads for community groups. • Review the needs and constraints that exist on the community community land. • Return to Pontianak and visit the agriculture department to follow up on incubation activities. • Carrying out monitoring and evaluation at the West Kalimantan TRGMD office. • Discussion and evaluation with the FOKUS team to continue incubation activities by creating a website and Google business account.
12	The process of creating a website for marketing the products of the community groups and implementing an effective communication assistance process with the incubation assisted community groups.

13	Create a Pokmas logo, register the Pokmas location on Google Maps to introduce the Pokmas profile using digital marketing methods.
14	• Prepare value chain analysis papers from community groups. • Evaluation of the community group assessment to complete the initial assessment by the mentor. • Monitoring progress and output of incubation activities
15	• Discuss equipment requirements and files needed for training. • Coordination with community group members. • Introduction of community service products with digital marketing processes
16	• Assist in the process of collecting files required by the PIC for reporting purposes related to training activities • Conducting price surveys for goods for the Green Valley Community Group 1 incubation process • The process of making a letter of willingness as a candidate for providing assistance with community business development equipment for incubation activities and data on community group personnel and equipment
17	• Update community community websites and social media as marketing and branding media • Zoom with mentors, D4 BRGM RI staff, TT PUM, and BRGM RI partners (FOKUS UMKM and Agrimuda) to discuss progress and final report for the community group incubation process • Follow up community community data to SIMLUHTAN
18	• Process of making internship reports • Assistance to community groups and evaluation of community groups for incubation activities
19	Making a draft of the final MSIB internship report

20	Making a draft of the final MSIB internship report
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Attachment 2 – Internship Certificate



Attachment 3 - Institutional Aspect Assessment Form

FORMULIR PENILAIAN I (ASPEK KELEMBAGAAN)					
I. PENILAIAN TERHADAP UNSUR YANG BERSIFAT UNSUR DASAR PADA ASPEK INI					
No	Unsur Yang Dinilai	Kriteria Penilaian	Hasil Penilaian	Skor	Keterangan
A	LEGALITAS PEMBENTUKAN & AD/ART POKMAS				
A.1	Terdapat SK Pembentukan Pokmas yang diterbitkan Pejabat Berwenang (contoh: SK Kepala Desa)	- Tidak Ada SK: 1 - Ada SK & tidak ada arsip: 3 - Ada SK & ada arsipnya: 5	Belum dinilai	0	Hanya ada data Nomor Sknya, yaitu SK Kepala Desa Nomor ... tanggal ... tentang ..., tetapi arsipnya tidak ada
A.2	Pokmas memiliki AD/ART (belum mempertimbangkan kualitas AD/ARTnya)	- Belum ada AD/ART: 1 - Sudah Ada AD/ART: 5	Belum dinilai	0	
B	KEANGGOTAAN POKMAS				
B.1	Terdapat data yang berisi daftar nama pengurus dan anggota pokmas (di dalam SK pembentukan pokmas atau di dalam SK Ketua Pokmas)	- Ada Data: 5 - Tidak Ada Data: 1	Belum dinilai	0	Ada 1 anggota yang sudah pindah domisili
C	KEAKTIFAN ANGGOTA POKMAS				
C.1	Jumlah anggota pokmas yang terdapat dalam SK pembentukan pokmas (pengurus + anggota)	Skor Keaktifan Anggota: - 0% sd 40%: 1 - 41% sd 60%: 2 - 61% sd 75%: 3 - 76% sd 90%: 4 - 90% sd 100%: 5	0	0	Anggota pokmas yang aktif sebanyak 8 orang (data terlampir)
C.2	Jumlah anggota pokmas yang terdapat dalam SK yang aktif melakukan kegiatan di dalam ruang lingkup organisasi Pokmas		0	0	Anggota pokmas yang tidak aktif sebanyak 2 orang, dengan penjelasan: 1 orang pindah domisili a.n. rami, dan 1 orang karena ada persoalan ... a.n. roli
C.3	Persentase tingkat keaktifan anggota Pokmas (pengurus + anggota)		#DIV/0!		
D	STRUKTUR, SEKRETARIAT DAN REKENING POKMAS				
D.1	Pokmas memiliki memiliki struktur Organisasi (belum mempertimbangkan kualitas strukturnya)	- Belum: 1 - Sudah: 5	Belum dinilai	0	
D.2	Pokmas telah memiliki memiliki sekretariat (belum mempertimbangkan legalitas sekretariat)	- Belum: 1 - Sudah: 5	Belum dinilai	0	
D.3	Pokmas memiliki rekening bank (belum mempertimbangkan tingkat aktifitas rekening)	- Belum: 1 - Sudah: 5	Belum dinilai	0	
	TOTAL SKOR PADA UNSUR DASAR			0	
II. PENILAIAN TERHADAP UNSUR YANG MENJADI SASARAN DI TAHAP PENDAMPINGAN					
No	Unsur Yang Dinilai	Kriteria Penilaian	Hasil Penilaian	Skor	Keterangan
A	PERBAIKAN KEANGGOTAAN POKMAS (DOMISILI DAN DATA ANGGOTA)				
A.1	Semua pengurus dan anggota pokmas sudah berasal dari penduduk setempat yang sehari-hari berdomisili sesuai alamat Pokmas	- Tidak perlu perbaikan: 4 - Ada non domisili & blm proses: 1 - Ada & baru sebagian diganti: 3 - Ada & semua sudah diganti: 5	Belum dinilai	0	Ada 1 anggota yang sudah pindah domisili sudah di sepakati diganti, nama calon penggantinya adalah ...
A.2	Foto Kopi KTP pengurus dan anggota sudah disiapkan secara lengkap	- Belum ada: 1 - Baru sebagian: 3 - Sudah kesemuanya: 5	Belum dinilai	0	Dari 15 anggota, sudah 15 yang ada fotokopi KTPnya
B	PENDAMPINGAN UNTUK MENINGKATKAN KEAKTIFAN ANGGOTA POKMAS				
B.1	Jumlah anggota pokmas yang terdapat dalam SK pembentukan pokmas pada masa pendampingan	Skor Berdasar Persentase Tingkat Keaktifan Seluruh Anggota (pengurus+anggota): - 0% sd 40%: 1 - 41% sd 60%: 2 - 61% sd 75%: 3 - 76% sd 90%: 4 - 90% sd 100%: 5	0	0	Tenaga Teknis PUM BRGM telah melakukan pendampingan kelembagaan Pokmas untuk meningkatkan keaktifan anggota Pokmas, dimulai dari proses perbaikan keanggotaan untuk mengganti anggota yang pindah domisili, lalu melengkapi arsip data anggota (Foto Kopi KTP dll), kemudian merutinkan rapat dan musyawarah untuk meningkatkan peran serta anggota
B.2	Jumlah anggota pokmas yang terdapat dalam SK yang pada saat ini aktif melakukan kegiatan di dalam ruang lingkup organisasi Pokmas		0	0	
B.3	Persentase penambahan tingkat keaktifan anggota Pokmas pada awal pendampingan dengan masa pelaksanaan pendampingan		#DIV/0!		
B.4	Persentase tingkat keaktifan anggota Pokmas (pengurus + anggota)		#DIV/0!		
C	PEMBAHARUAN SK DAN AD/ART POKMAS				
C.1	Berdasarkan hasil penilaian pada awal pendampingan, khususnya terkait domisili anggota pokmas dan keaktifan anggota pokmas, apakah diperlukan pembaharuan SK Pokmas?	- Tidak perlu SK baru: 4 - Perlu tapi belum diproses: 1 - Tahap rapat internal: 2 - Tahap pengajuan ke Kades: 3 - Sudah terbit SK baru: 5	Ya, perlu perbaikan SK	0	Anggota pokmas yang sudah pindah domisili serta anggota pokmas yang tidak aktif sudah dibahas di rapat internal untuk proses penggantian, nama calon pengganti sudah disepakati
C.2	Jika pada A.1 menjawab "Tidak" maka pilih jawaban "Tidak Perlu SK Baru" pada kolom pertanyaan ini. Jika pada A.1 menjawab "Ya" maka pilihlah pada pilihan jawaban yang tersedia pada kolom ini untuk menjawab pertanyaan ini: Proses pembaharuan SK Pokmas sudah sampai tahap apa?		Belum dinilai		
C.3	Berdasarkan penilaian semua unsur pada aspek kelembagaan, apakah Pokmas memerlukan perbaikan AD/ART?	- Tidak perlu AD/ART baru: 4 - Perlu & belum diproses: 1 - Perlu & sedang berproses: 3 - Perlu & telah disahkan: 5	Belum dinilai	0	
D	UNSUR LAINNYA UNTUK PENGUATAN KELEMBAGAAN				
D.1	Pokmas memiliki memiliki struktur Organisasi yang lengkap serta terhubung dengan kebutuhan struktur untuk menjalankan rencana usaha (RU)	- Belum ada struktur: 1 - Ada & belum lengkap: 2 - Ada & lengkap: 3 - Ada & lengkap & terhubung RU: 5	Belum dinilai	0	Sudah ada, ditetapkan dalam SK ketua pokmas nomor ... / BA rapat tgl ... dan telah dicetak untuk dipajang di posko pokmas
D.2	Pokmas mengadakan pertemuan rutin	- Belum ada: 1 - Sudah ada: 5	Belum dinilai	0	Sudah ada pertemuan rutin 1 bulan sekali
D.3	Pokmas telah memiliki memiliki sekretariat yang jelas dan ada Surat Domisilinya dari Kades	- Belum Ada: 1 - Sudah & blm ada srt domisili: 3 - Sudah & ada srt domisili: 5	Belum dinilai	0	Surat keterangan domisili dari Kades nomor ... tanggal ...
D.4	Pokmas memiliki rekening bank yang masih aktif	- Belum dicek ke Bank: 1 - Sudah dicek & aktif: 5	Belum dinilai	0	No rek ... Bank ... atas nama ...
D.5	Pokmas memiliki metode untuk menyelesaikan masalah atau konflik jika terjadi masalah di dalam kelompoknya	- Belum ada: 1 - Baru dibahas: 3 - Sudah ada & sdh disahkan: 5	Belum dinilai	0	Sudah ditetapkan mekanismenya di dalam Anggaran Rumah Tanggal Pasal ... / dalam BA Rapat tgl ... / dalam SK ketua Pokmas nomor ...
D.6	Pokmas telah memiliki kesepakatan untuk memiliki uang kas (baik dari iuran anggota atau dari jasa sewa aset milik pokmas atau sumber lainnya)	- Belum ada: 1 - Baru dibahas: 3 - Sudah ada & sdh disahkan: 5	Belum dinilai	0	Sudah ditetapkan besarnya di dalam Anggaran Rumah Tanggal Pasal ... / dalam BA Rapat tgl ... / dalam SK ketua Pokmas nomor ...
	TOTAL SKOR PADA UNSUR SASARAN PENDAMPINGAN			0	

Attachment 4 - Business Development Aspect Assessment Form

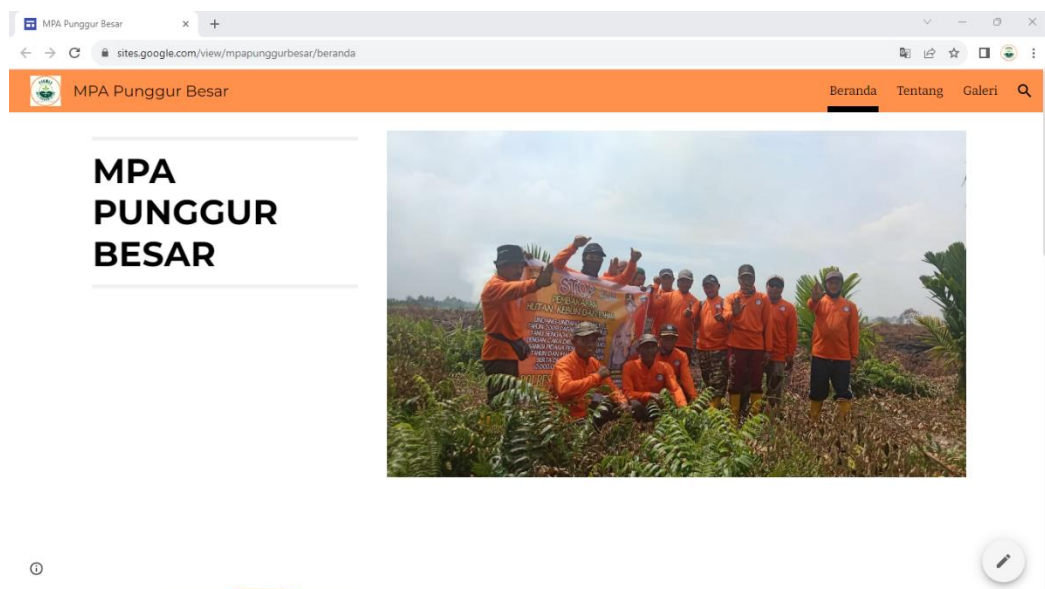
FORMULIR PENILAIAN II (ASPEK PENGEMBANGAN BISNIS)					
I. PENILAIAN TERHADAP UNSUR YANG BERSIFAT UNSUR DASAR PADA ASPEK INI					
No	Unsur Yang Dinilai	Kriteria Penilaian	Hasil Penilaian	Skor	Keterangan
A Usaha Yang Sedang Dijalankan Oleh Pokmas					
A.1	Apa bidang usaha utama yang saat ini dijalankan oleh Pokmas?	Pertanyaan ini tidak dinilai (dirujuk pada jawaban selanjutnya)	Pertanian		Komoditas usahanya yaitu ...
A.2	Bantuan usaha yang pernah diberikan oleh BRGM kepada Pokmas ini untuk bidang usaha apa?	Pertanyaan ini tidak dinilai (dirujuk pada jawaban selanjutnya)	Pertanian		Komoditas usahanya yaitu ...
A.3	Apakah bidang usaha dan komoditas usaha yang saat ini sedang dijalankan Pokmas masih sama dengan yang dulu pernah dibantu BRGM?	- Keduanya berbeda : 1 - Bidang sama & komodits beda : 3 - Keduanya masih sama : 5	Belum dinilai	0	Bidang usahanya Peternakan, komoditas usahanya Ternak Sapi
B Status Barang Bantuan dari BRGM					
B.1	Apakah pokmas masih memiliki aset dengan status milik kelompok yang asal usulnya dari bantuan BRG/BRGM? (dalam bentuk alat / bangunan / uang / barang lainnya)	- Sudah tidak ada : 1 - Masih & tersisa sebagian : 2 - Masih & sesuai jumlah awal: 4 - Masih & ada penambahan : 5	Belum dinilai	0	Aset tersebut berupa: Sebanyak
B.2	Jika masih ada aset milik pokmas, pada saat ini dikuasai oleh siapa aset tersebut?	- Semua jadi pribadi : 1 - Sebagian masih di kelompok : 3 - Semua masih di kelompok : 5	Sudah tidak ada	0	
TOTAL SKOR PADA UNSUR DASAR				0	
II. PENILAIAN TERHADAP UNSUR YANG MENJADI SASARAN DI TAHAP PENDAMPINGAN					
No	Unsur Yang Dinilai	Kriteria Penilaian	Hasil Penilaian	Skor	Keterangan
A Sumber daya internal (pengetahuan anggota)					
A.1	Apa pekerjaan utama mayoritas anggota pokmas? (sumber penghidupan keluarganya)	Pertanyaan ini tidak dinilai, namun wajib dijawab	Lainnya		Contoh: petani karet, buruh perkebunan sawit, dll
A.2	Anggota pokmas memiliki wawasan wirausaha dan pengalaman menjalankan usaha yang berguna bagi pengelolaan usaha pokmas	- Tidak ada yang memiliki : 1 - Hanya sebagian anggota : 3 - Semua anggota memiliki : 5	Belum dinilai	0	
A.3	Anggota pokmas memiliki keterampilan (skill) teknis yang sesuai dengan bidang usaha dan komoditas usaha yang dijalankan oleh Pokmas	- Tidak ada yang memiliki : 1 - Hanya sebagian anggota : 3 - Semua anggota memiliki : 5	Belum dinilai	0	
B Sumber daya pendukung untuk pengelolaan usaha pokmas (Tanah, Bangunan, Alat)					
B.1	Apakah Pokmas membutuhkan bidang tanah untuk menjalankan usahanya?	- Tidak membutuhkan tanah : 5 - Pinjam pakai dari non anggota : 2 - Pinjam pakai tanah negara : 3 - Memanfaatkan tanah anggota : 4 - Tanah milik pokmas : 5	Belum dinilai	0	
B.2	Apakah Pokmas membutuhkan bangunan untuk menjalankan usahanya?	- Tidak butuh bangunan : 5 - Pinjam pakai dari non anggota : 2 - Pinjam pakai bangunan negara : 3 - Memanfaatkan milik anggota : 4 - Bangunan milik pokmas : 5	Belum dinilai	0	
B.3	Apakah pokmas memiliki akses terhadap penggunaan peralatan atau mesin yang dibutuhkan untuk menjalankan usaha Pokmas? (Catatan: peralatan/mesin diperlukan untuk memudahkan proses produksi)	- Belum pakai alat/mesin : 1 - Semua milik pihak lain : 2 - Semua milik anggota : 3 - Sebagian milik pokmas : 4 - Semua milik pokmas : 5	Belum dinilai	0	
C Analisis Pasar					
C.1	Seberapa sering komoditas usaha yang saat ini diusahakan oleh pokmas dibutuhkan oleh pasar? (Permintaan pasar)	- Dibutuhkan setiap hari : 5 - Berkala tapi sering : 3 - Berkala dan jarang : 1	Belum dinilai	0	Contoh: Sayur dan daging dibutuhkan harian oleh masyarakat, Kerajinan dan olahan jajanan dibutuhkan berkala
C.2	Seberapa besar potensi pasar terhadap komoditas usaha yang saat ini diusahakan oleh pokmas?	- Semua masyarakat butuh : 5 - Sebagian masyarakat : 3 - Hanya peminat khusus : 1	Belum dinilai	0	Contoh: Sayur dibutuhkan oleh semua masyarakat. Makanan olahan jajanan dibutuhkan sebagian masyarakat. Hasil kerajinan dibutuhkan pembeli khusus.
C.3	Apakah komoditas usaha yang dikelola Pokmas memiliki keberlanjutan permintaan pasar?	- Standar barang untuk layak jual jelas dan pasar tersedia setiap saat: 5 - Standar barang untuk layak jual jelas tapi pasar tersedia berkala: 3 - Standar barang untuk layak jual sering berubah dan pasar tersedia berkala: 1	Belum dinilai	0	Contoh: Kualitas sayur dan daging yang layak dijual ke pasar itu sudah jelas serta pasarnya tersedia setiap saat. Standar makanan olahan yang layak jual ke pasar itu jelas tetapi permintaan berkala. Standar hasil kerajinan yang diminati pasar itu sering berubah dan pasar hanya tersedia berkala.
D Analisis Kelayakan Usaha					
D.1	Apakah pokmas sudah mengidentifikasi potensi pasar yang akan di tuju untuk memasarkan produk komoditas usahanya pokmas?	- Belum identifikasi : 0 - Sdh identifikasi & blm ketemu : 2 - Sdh identifikasi & sdh ketemu : 5	Belum identifikasi	0	Contoh : memenuhi kebutuhan ternak untuk lebaran idul adha
D.2	Berdasarkan hasil identifikasi potensi pasar, apakah pokmas memiliki kemampuan untuk mengakses pasar tersebut untuk memasarkan komoditas usahanya?	- Tidak tahu cara identifikasinya : 0 - Tahu tapi tidak memiliki akses : 2 - Memiliki akses & blm dicoba : 3 - Memiliki akses & sdh dicoba : 5	Tidak tahu cara identifikasinya	0	Contoh: Pasarnya ada di desa, di ibukota kecamatan dan di ibukota kabupaten yang semuanya mudah di akses.
D.3	Apakah kualitas produk komoditas usaha yang di dihasilkan oleh pokmas ada pesaingnya dipasar?	- Tidak ada pesaing : 1 - Ada & pesaing lebih bagus : 2 - Ada & pokmas bisa setara : 4 - Ada & pokmas lebih bagus : 5	Belum dinilai	0	
D.4	Apakah harga jual terhadap komoditas usaha yang di dihasilkan oleh pokmas ada pesaingnya dipasar?	- Tidak ada pesaing : 1 - Ada & pesaing lebih murah : 2 - Ada & pokmas bisa setara : 4 - Ada & pokmas lebih murah : 5	Belum dinilai	0	

No	Unsur Yang Dinilai	Kriteria Penilaian	Hasil Penilaian	Skor	Keterangan
D.5	Apakah pokmas sudah memiliki mitra pembeli pada potensi pasar yang dituju?	- Ada target tapi blm bermitra : 1 - Sudah tapi tdk berlanjut : 2 - Sudah & baru dimulai : 4 - Sudah & terus berlanjut : 5	Belum diidentifikasi	0	
D.6	Seberapa sering transaksi dengan para mitra pembeli tersebut?	- Belum pernah transaksi : 1 - Sudah & tdk berlanjut : 2 - Sudah & baru dimulai : 3 - Sudah tapi jarang : 4 - Sudah dan rutin : 5	Belum diidentifikasi	0	
D.7	Apakah pokmas sudah mendapatkan keuntungan dari proses transaksi dengan pembeli tersebut?	- Belum di analisa : 0 - Selalu rugi : 1 - Kadang untung & kadang rugi : 3 - Selalu untung : 5	Belum di analisa	0	
D.8	Apakah komoditas usaha yang dikelola Pokmas memiliki keberlanjutan sumber daya (yang sifatnya utama) untuk proses produksi?	- Sumber daya produksi selalu tersedia & mudah didapatkan : 5 - Sumber daya produksi terbatas tapi mudah didapatkan : 3 - Sumber daya produksi terbatas & susah didapatkan : 2 - Sumber daya produksi tidak pasti ketersediannya : 1	Belum dinilai	0	Contoh: Sumber daya tanah dikampung melimpah untuk usaha pertanian dan peternakan. Hamparan purun yang luas untuk bahan baku usaha kerajinan hanya tersedia di wilayah tertentu.
D.9	Usaha yang dijalankan memiliki prospek untuk dikembangkan	- Belum di analisa : 0 - Tidak memiliki prospek : 1 - Prospek tapi banyak tantangan : 3 - Sangat memiliki prospek : 5	Belum di analisa	0	
D.10	Apakah penghasilan dari usaha pokmas sudah pernah dibagikan secara adil kepada anggota pokmas?	- Belum analisa penghasilan : 0 - Sudah analisa tapi belum pernah dibagi : 2 - Sudah dibagi tapi belum adil : 3 - Sudah dibagi & sudah adil : 5	Belum analisa penghasilan	0	
D.11	Apakah usaha pokmas sudah memberikan kontribusi terhadap penambahan penghasilan bagi anggota pokmas?	- Belum di analisis : 0 - Sdh analisis tapi blm ada kontribusi : 1 - Ada kontribusi tapi blm layak : 3 - Ada kontribusi & sdh layak : 5	Belum di analisis	0	
D.12	Apakah anggota memiliki keinginan yang kuat untuk mengembangkan usaha Pokmas?	- Belum dibahas : 0 - Semua anggota enggan : 1 - Hanya sebagian anggota : 3 - Semua anggota berkeinginan : 5	Belum dibahas	0	
E Analisis Prioritas Bidang Usaha & Komoditas Usaha					
E.1	Berdasarkan data-data pada unsur tingkat pengetahuan pokmas, akses pokmas terhadap sumber daya pendukung usaha, analisis pasar dan analisis kelayakan usaha, apakah bidang usaha dan komoditas usaha yang saat ini dijalankan oleh Pokmas sudah memiliki kelayakan usaha?	- Belum dibahas : 0 - Tidak layak secara keseluruhan : 1 - Layak tapi perlu banyak perbaikan : 2 - Layak namun perlu perbaikan sedikit : 4 - Sudah sangat layak : 5	Belum dibahas	0	
E.2	Jika belum layak, adakah bidang usaha dan komoditas usaha lainnya yang dapat dipertimbangkan untuk diusahakan oleh pokmas dgn memanfaatkan sumber daya yang dimiliki?	- Belum dibahas : 0 - Perlu usaha lain & belum tau alternatifnya : 1 - Perlu usaha lain & sudah ada alternatifnya : 3 - Usaha lama sudah layak : 5	Belum dibahas	0	Keputusan final bidang & komoditas usaha yang akan diusahakan oleh Pokmas yaitu: Bidang usaha : Komoditas usaha :
F Rencana Usaha					
F.1	Apakah pokmas sudah membahas rencana usaha dengan mempertimbangkan semua unsur yang telah di telaah pada formulir II ini (unsur A s.d. unsur E)	- Belum pernah dibahas : 0 - Baru diagendakan membahas : 1 - Sebagian yang sudah dibahas : 3 - Semua unsur sudah dibahas : 5	Belum pernah dibahas	0	
F.2	Sudah pada tahap apa penyusunan dokumen rencana usaha Pokmas?	- Belum tertulis : 0 - Rancangan tertulis : 2 - Sudah disahkan & akan diubah : 3 - Sudah disahkan & sudah final : 5	Belum tertulis	0	
TOTAL SKOR PADA UNSUR SASARAN PENDAMPINGAN				0	

Attachment 5 - MPA Punggur Besar Logo



Attachment 6 - MPA Punggur Besar Website



Attachment 7 - MPA Punggur Besar Profile and Map

The screenshot displays the Google Business Profile for "MPA Punggur Besar". The profile is categorized as "Organisasi pertanian di Kalimantan Barat" (Agricultural organization in West Kalimantan). The profile details include:

- Alamat:** Jl. Parit Berkat, Pematang Tujuh, Kec. Rasau Jaya, Kabupaten Kubu Raya, Kalimantan Barat 78730
- Telepon:** 0822-2094-3799
- Jam:** Tutup - Buka Sel pukul 07.00
- Provinsi:** Kalimantan Barat

The profile also features a map showing the location of the business in West Kalimantan. The profile is managed by the user, as indicated by the "Anda mengelola Profil Bisnis ini" (You manage this business profile) message. The profile has 183 interactions and is currently showing 0 reviews.

The left sidebar contains several action items for the user to manage the profile:

- Tambahkan info baru (Add new info)
- Tambah foto eksterior (Add exterior photo)
- Dapatkan ulasan pertama (Get first review)

The right sidebar contains a map and a list of nearby businesses, including "CV. Sido Berkat Mandiri".

Attachment 8 - Documentation of Internship Activity



Figure 1. Monitoring and Evaluation Process



Figure 2. Monitoring and Evaluation Process



Figure 3. Training activities to increase technical capacity for business development for community groups participating in BRGM RI business incubation activities



Figure 4. Building a partnership with the West Kalimantan Province Department of Agriculture and Horticulture