



Social Entrepreneurship Business Model of Coconut Sugar for Increasing Farmers' Welfare: Case Study in Indonesian Village Cooperative

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Abstract

The purpose of this study is to evaluate the nine components of the business model canvas and support the empowerment of coconut sugar farmers in Cooperative, KUB's Nira, Gayuh Lestari Jatimulyo, Girimulyo, Kulon Progo, Yogyakarta, Indonesia. The research design used is a qualitative evaluation case study. Data collected through questionnaires and interviews. The analysis model uses the combination of logic model and business model canvas framework for business modelling. The results suggested that in social entrepreneurship business model, the empowerment for farmers in the villages of Jatimulyo, Girimulyo resulted in increasing the income, healthy living for farmers, families, and community and also the preservation of organic agriculture. This confirms the importance of improving the existing business model towards the social entrepreneurship business model.

Keywords: *Social Entrepreneurship; Business Model Canvas; Logic Model*

Introduction

Coconut or *Cocos nucifera* L. is a commodity that has an important role for the people of Indonesian, especially in social (socio), cultural economy. To meet their needs, humans can utilize all parts of the coconut tree, so this tree is often called the tree of life. According to Kawau et al. (2015) coconut trees have high economic value because almost all parts of coconut trees have economic benefits. Indonesia's coconut production in 2016 reached 18.3 million tons and this is the highest in the world. The Philippines and India are the second and the third largest producers (world Atlas, 2016). Based on the data from the Plantation Office of the Province of D.I.Yogyakarta, in 2016, Yogyakarta Special Region is the most potential place, that is Kulon Progo Regency, where the area is 18,251 acre, production is 31,708 tons.

Coconut sugar becomes one of the export commodities and superior products in Kulon Progo, not apart from the role of the non-profit organization established by farmers in Kulon Progo namely the Kulon Progo Farmers Network (JATIROGO) and "Koperasi Serba Usaha (KSU) Jatirogo". Coconut sugar sales peak which was conducted by KSU Jatirogo in 2013 was 565,550 kilogram. However, since 2016, sales have declined, even they could not export anymore. The decline in the export of coconut sugar

has resulted in a decrease in the selling price of coconut sugar in the Jatimulyo area, Kulon Progo. As a result of the decline in exports, a number of farmers established the Nira Gayuh Lestari Joint Business Group (KUB). The purpose of establishing this KUB is to boost the price of coconut sugar so as to encourage the re-production of coconut sugar for domestic market.

Assistance for farmers has been carried out by various parties, such as individuals, non-governmental organizations, State Owned Enterprises' corporate social responsibility programs, and government. The purpose of this assistance is to improve organizational management and production processes in order to produce quality products in accordance with customer needs. However, the assistance provided was still not optimal. This could be because the orientation of the existing business model has not had a major impact on the welfare of the coconut sugar farmers. For this reason, it is necessary to evaluate the existing business model in an effort to support the empowerment of coconut sugar-tasting farmers, members of the Nira Gayuh Lestari Joint Business Group in Jatimulyo Village, Kulon Progo Regency. This research offers a social entrepreneurship business model oriented to commercial and social missions (empowerment)

Literature Review

Social Entrepreneurship

According to Seelos and Mair (2004), the definition of Social Entrepreneurship is divided into three forms. First, the non-profit organization seeks funding to keep social activities going. Second, individuals who have ideas to try to reduce social problems. Third, the form of social responsibility of business organizations through corporate social responsibility (CSR) and is currently changing to corporate social entrepreneurship (CSE). Hulgard (2010) defines Social Entrepreneurship as follows: social entrepreneurship can be defined as "the creation of social values that is produced in collaboration with people and organizations from the civil society who are engaged in social innovation that usually imply an economic activity".

Palesangi (2013) defines social entrepreneurship as consisting of four main compositions, namely: the first, social value: giving birth to real social benefits for the community and the surrounding environment. This is specifically about social entrepreneurship. Secondly, civil society, namely social entrepreneurship, usually from the initiatives and participation of civil society by maximizing social capital in society. Thirdly, innovation, namely solving social problems with renewal, among others by marrying local wisdom and social innovation. Fourthly, economic activities: successful social entrepreneurship is usually done by balancing social activities and business activities. Business activities are encouraged to ensure that they do not depend on other parties and the sustainability of the organization's social mission. From the explanation above it can be summarized that social entrepreneurship is an alternative activity to help reducing social and economic problems by engaging directly with the community.

Typology of Social Entrepreneurship Models

Social business is an intersection of business and non-profit institutions. In this case, social entrepreneurship is a hybrid organization, which aims to create economic value and create social value, as explained briefly in table 1. Economic benefits (profits) are used to ensure the sustainability of the social mission of the business. Stakeholders expect business profits to be used to increase higher social impacts.

As a hybrid, social enterprise is driven by two powerful forces. First, the desired nature of social change often benefits from innovative, entrepreneurial, or enterprise-based solutions. Second, the sustainability of the organization and its services, requires changing its funding flow, including the creation of the revenue.

Table 1. Typology of Social Entrepreneurship Model in Hybrid Business

No	Description	Pure Philanthrophis	Hybrid	Pure Commercial
1	Motive	Good Will	Mixed Motive	Self interest
2	Method	Mission-Driven	Balance of Mission and market	Market Driven
3	Goal	Social Value Creation	Sosial and economic value creation	Economic Value Creation
4	Distination of income	Directed toward mission activities of nonprofit organization (required by law or organizational policy)	Reinvested in mission activities or operational expenses, and/or retained for business growth and development (for-profits may redistribute a portion)	Distributed to shareholders and owners

Sumber: Alter, 2007

Business Model Canvas

This business model canvas was introduced by Osterwalder and Pigneur (2009). This model is a tool for describing, analyzing, and conceptualizing business models. The canvas business model consists of 9 main elements. namely: customer segment, value proposition, channel, customer relationship, revenue stream, key partners, key activities, key resources, cost structure.

In doing business, it must determine which customers must be served. In determining the customer can serve one or more types of segments. The determination of this segment will determine other elements of the business model canvas. Value Proposition is how the type of product, service appearance and complementary services are wrapped and offered to meet customer needs. Value propositions are the benefits customers will get, and provide opportunities to explain the advantages that distinguish them from others. Channels are an effort for organizations to submit value propositions to customer segments. The channel deals with several stages, from customer awareness to after-sales service. Customer relationship is a way to realize relationships with customers. By always maintaining a good bond with the customer, so that customers get satisfaction in the long run.

Furthermore, revenue stream is the main goal of business. The revenue stream must be managed to increase business revenue. Key activities are the main activities that must be done to create effective value propositions. Key resources are the maximum management of resources so that business objectives are achieved namely realizing a value proposition. Resources include raw materials, people, equipment, technology, channels and business brands. Key partnership, deals with the importance of close relationships with customers, suppliers, distributors, the government and joint operations. Cost structure or business cost structure is to control the composition of costs efficiently, so that financing is more efficient and becomes a mainstay of the amount of profit obtained.

Logic Model

The logic model represents the shadow of a project or program (Tabori and Hermann, 2001). According to Bickman (1987) the logic model is a reliable evaluation model, easy to understand in order to solve a known problem. The logic model could be the basis for an illustration that ensured the desired

performance of the program (Wholey, 2010:1). According to Rohmatulloh and Mohammad (2014) the logic model is a tool to inform the program in order to help the evaluation activities. The logic model consists of the dependence of input-activity-output-outcome elements. Based on this explanation, it can be concluded that the logic model is a model that uses a system to describe the changes experienced as well as explain in detail the logical linkages between each part.

Research Method

This study is an evaluation research using qualitative case studies (Stufflebeam and Coryn, 2014). In this study, researchers conducted data collection through interviews using a questionnaire. The location of this research will be conducted at members of KUB Nira Gayuh Lestari in Jatimulyo Village, Kulon Progo. The subjects (informants) selected are those who are considered to know information about the topic or theme of this study. The informant is a member of the KUB (Joint Business Group) Nira Gayuh Lestari. In this study, eight people were selected as informants who knew firsthand what they had done, how they felt about the program's activities and the impact. Informants are all women, aged over 50 is 50% and under 50 is 50%. Data collection was collected from February to July 2018.

Integrated Evaluation Model

Integration of logical models in the business model canvas component was analyzed. Evaluation of the several components in the coconut sugar business model canvas, starting with evaluation of inputs include key resources, key partners, cost structures. And then process evaluation includes key activities, customer relations, and channels. Meanwhile, product evaluations include: offering product value, customers, and also revenue streams, while impact evaluations include social impacts.

Measurement

The evaluation research questionnaire instrument was prepared based on nine modification components of the business model canvas (Osterwalder and Pigneur, 2010; Burkett and Knode, 2016). Measurements were made on the nine components and indicators of the social entrepreneurship business model, as summarized in table 2. Each item statement for each component of the business model is given a Likert type scale, points 1 to 5 (1, strongly disagree, 2, disagree 3, doubtful, 4, agree, and 5, strongly agree).

Assessment criteria. To classify the performance level of each component in the canvas model, evaluation criteria are used. Each average questionnaire result for both items and components is compared with the average score criteria. There are four levels of performance, ranging from: $x \leq 1,8$ very poor (VP); $1,8 < x \leq 2,6$, Poor (P); $2,6 < x \leq 3,4$, Fair (F); $1,8 < x \leq 2,6$, Good (G); and $X > 4,2$, Very Good (VG), where x = mean scores.

Table 2. Indicators of Components of Business Canvas

Logic	Components	Indicators
Input	1. Key Partnership	<p>Commercial: 1. Focus & work with KUB when needed; 2. Have a clear relationship with the land owner; 3. Can replace with another land owner if needed); 4. Having cooperation with partners (transportation, labor,)</p> <p>Empowerment: There are empowerment programs from the Health Office, the Agriculture Office, the Tourism Office, and Non-Government Organizations</p>
	2. Key Resources	<p>Commercial: 1. The main resources are used efficiently and effectively; 2. Reliable and stable supply of resources; 3. Resources are predictable, and have economic value</p> <p>Empowerment: There is still a culture of sharing knowledge for free and mutual cooperation</p>
Process	1. Channels.	<p>Commercial: Customers can avail products through multiple channels, Channels efficiently and effectively</p> <p>Empowerment: Sales of ant sugar to existing collectors.</p>
	2. Customer Relationships	<p>Commercial: Have a strong relationship with KUB, mutually beneficial, as expected</p> <p>Empowerment: Have close relationships with fellow farmers, collectors, groups</p>
	3. Key Activities	<p>Commercial: Main activities are carried out efficiently, effectively, with the right quality, difficult to imitate, according to the SOP</p> <p>Empowerment: There is learning about organic farming from fellow farmers and making quality sugar. There is input to collectors so that the quality of the sugar is maintained.</p>
	4. Cost Structure	<p>Commercial: Costs can be predicted, Know which Main Activities are the most expensive, strive to reduce costs without sacrificing quality, Operational costs are efficient.</p> <p>Empowerment: There is an organic farming training fee and there is a fundraising fee</p>
Output	1. Customer Segment.	<p>Commercial: 1. The group again buys sugar ants; 2. Coconut sugar is divided according to the quality of the sugar produced; 3. Prioritize customers; 4. Know every customer need; 5. Know the encouragement of every customer; 6. Prioritize customer needs.</p> <p>Empowerment: Empowerment of fellow farmers and groups</p>

Table 2. (Continued)

Logic	Components	Indicators
Output	2. Value Proposition	Commercial: 1. The price offered is accepted by traders and groups; 2. Packaging accepted by wholesalers and groups; 3. Products are long lasting and natural; 4. There is a guarantee of product availability; 5. Products are widely distributed; 6. Give a different service. Empowerment: 1. Fair price; 2. Friendly to the environment; 3. Does not damage the existing value chain
	3. Revenue Stream.	Commercial: 1. Income can be estimated; 2. A sustainable income stream; 3. Main income from sugar; 4. Have income other than sugar; 5. Income increases Empowerment: 1. income set aside for empowerment; 2. assistance from NGOs; 3. assistance from the Health Office; 4. assistance from the Department of Agriculture; 5. assistance from the Tourism Office; 6. assistance from the Trade Office.
Outcome	farmers	1. Increase in family income. 2. Guaranteed a healthy life. 3. Maintaining organic, sustainable agriculture.

Results and Discussion

From data analysis, there are results from this study in table 3 and table 4 as follow.

Table 3. Evaluation Results of Business Models on Commercial Orientation

Business Canvas Component		Logic Component	Mean Score	Classification				
				VP	P	F	G	VG
1	Customer Segment	Output	3,3			√		
2	Value Proposition	Output	4				√	
3	Channels	Process	4				√	
4	Customers Relationship	Process	4				√	
5	Key Activities	Process	3,6			√		
6	Key Partnerships	Input	4				√	
7	Key Resources	Input	4				√	
8	Revenue Streams	Output	4				√	
9	Cost Structure	Input	4				√	

Sources: Primary Data

Table 4. Evaluation Results of Business Models on Social Mission Orientation

Business Canvas Component		Logic Component	Score	Classification				
				VP	P	F	G	VG
1.	Customers Segments	Output	4				√	
2.	Value Proposition	Output	4				√	
3.	Channels	Process	4				√	
4.	Customers Relationship	Process	4				√	
5.	Key Activities	Process	4				√	
6.	Key Partnerships	Input	3,2			√		
7.	Key Resources	Input	4,1				√	
8.	Revenue Streams	Output	3,6				√	
9.	Cost Structure	Input	4				√	
10.	Social Impact	Output	4				√	

Sources: Primary Data

Input Evaluation of Social Entrepreneurship Business Model

Input evaluation consists of key resources, key partnership, and cost structure. First, in evaluating key business resources, which refers to indicators i.e. key resources are used efficiently, main resources are used effectively, resources provide economic value, reliable and stable supply of resources, and resources can be predicted. From the results of the data analysis, it shows that each indicator gets a score of four, thus the average score is included in the good classification. Based on the results of interviews shows that farmers are trying to improve more efficiently, effectively and hold fast to local wisdom so that they can always predict resources needed. While in the empowerment evaluation, there is still a culture of sharing knowledge for free, there is still a culture of mutual cooperation. From the data processing shows each items gets a score of four so that the average is included in the good classification. Based on the interview results show that social capital in the form of social exchange in farmers is still strong.

The secondly, the evaluation is carried out on the aspect of key partnerships, with main indicators, namely focusing and collaborating with KUB when needed, having a clear relationship with land owners, being able to replace with other land owners if needed, having cooperation with partners. From the data of the four statements all got a score of four so that the average score entered in a good classification. The interview results show that farmers are committed to fulfilling the demand for coconut sugar and have a bargaining value.

Evaluation of key empowerment partnerships, i.e. there are empowerment programs from the Health Service, Agriculture Service, Tourism Service, Trade Service, and from non-governmental organizations (NGOs). From the data processing shows that the average score of three point six and included in the classification is good. Empowerment programs provided by the government both central and regional through related agencies namely from the Health Service, Agriculture Service, Trade Service in general get a good response that gets a score of four except from the Tourism Office which gets a score of two items included in the classification less. This shows that the government cares about farmers with empowerment programs. Specifically, the Tourism Office has not yet looked at the process of making coconut sugar as a tourism potential. While from non-governmental organizations (NGOs) get a score of

four and are included in good classification, meaning that there are non-governmental organizations that have been involved in conducting empowerment programs.

Thirdly, in evaluating the cost structure of businesses, referring to indicators, namely farmers are always efficient in managing production costs, being able to calculate costs, knowing the main activities that are most expensive, while maintaining quality still trying to reduce costs, and cost efficiently. From the data processing, each statement gets a score of four. Based on the result of the evaluation analysis, the average score of four included in the good classification. Thus, farmers are able to increase efficiency in production costs. While the results of data processing on the evaluation of the empowerment cost structure, there is funding in organic training and fundraising. It is carried out independently by farmers. In the evaluation results, this aspect gets a mean score of four and included in the good classification. Here, farmers realize that to be better off they need to be independent.

Process Evaluation of the Social Entrepreneurial Business Model

The evaluation of the process consists of Channels, Costumers relationships, Key Activities, Cost Structure. First, in evaluating commercial channels, the customer can use the product through various channels, efficient and effective channels. From the data processing suggest that each indicators got a score of four so that the average score got four and entered a good classification. It makes easy for consumers to get products in affordable prices. Evaluation of channels in empowerment, especially selling coconut sugar to collectors or costumers. From the results of the data processing on empowerment channels, a score of four is obtained. This results in averaging four that fall into good classification. This means that farmers continue to utilize the existing distribution channels.

Second, evaluation of customer business relationships is measured by several indicators, namely having a good relationship with KUB Nira Gayuh Lestari, having a mutually beneficial relationship, our business relationships are in line with expectations. From the data processing, each statement gets a score of four so that the average gets a score of four and falls into a good classification. This shows that between groups and farmers need each other. While the evaluation on empowerment is to have a close relationship with fellow farmers, to have a close relationship with collectors and a group relationship. From the data processing, each indicators got a score of four. This aspect gets a mean score of four and included in the good classification.

Third, evaluation of key activities includes several indicators, namely activities carried out efficiently, activities carried out effectively, activities carried out with appropriate quality, activities that are difficult to imitate, and activities carried out according to Standard Operating Procedures (SOP). The data shows that there are four activities that score 4, like activities carried out efficiently, in an effective manner, appropriately in quality and in accordance with mutually agreed SOPs. While activities are difficult to imitate get a score of two, so that the average score of 3.6 and include in the “good” classification. With the results of the data, it is necessary to add unique product items but are difficult to imitate by competitors.

Output Evaluation of the Social Entrepreneurial Business Model

Output evaluation consists of customer segment, value proposition, and revenue stream. First, the evaluation of the customer segment includes indicators: groups buy back coconut sugar, coconut sugar according to the quality produced, prioritizing customers. Each of the indicators gets a score of four. Meanwhile, indicators: knowing every customer need, and knowing the encouragement of each customer, each of them gets a score of two. The average score for the customer segment component is 3.3, this score is in the fair classification. This shows that the farmers of tresher have not focused on customers’ needs and wants. While the evaluation of consumer empowerment segment includes empowerment of farmers,

empowerment of collectors, and empowerment of groups. From data processing, each statement got a score of four. The average score for this component of the customer segment is classified as good. This suggests that farmers care about their fellow farmers, collectors, and groups for common interests.

Second, an evaluation of the value proposition in the business includes the price offered to collectors and groups, orders received by wholesalers and groups, durable and natural products, product availability, wide distribution of products, and support from various parties. From data processing, each indicator got a score of four. The mean score of four of these components is classified as good. This shows the values offered according to customer needs. Meanwhile, the value proposition related to empowerment includes a fair price, is friendly to the environment, and does not damage the existing value chain. From data processing, each statement got a score of four. The average score of four is in the good classification. The values offered are in accordance with consumer needs.

Third, the evaluation of revenue streams in the business includes: predictable income, sustainable revenue streams, main income from sugar, increased revenue. Each indicator gets a score of four. The average score for the revenue streams component gets a score of four and this figure is classified as good. This shows that farmers are able to estimate income, maximize coconut sugar production, and increase farmers' income. Meanwhile, the revenue stream related to empowerment includes income set aside for empowerment, assistance from the Health Office, assistance from the Agriculture service, assistance from the Tourism Office, assistance from the Trade Office, and assistance from non-governmental organizations (NGOs). This revenue stream component gets an average score of 3.2 and this figure is included in the fair classification. One indicator gets a score of two, namely assistance from the tourism office, while the other gets a score of four. What needs to be improved is that farmers are actively involved in tourism activities.

Outcome Evaluation of the Social Entrepreneurship Business Model

Outcome evaluation consists of increasing family income, increasing community income, ensuring a healthy life, and maintaining organic farming. The results of data processing from social impact shows a mean score of four, which is included in the classification of good. Based on the results of data processing and interviews, it can be concluded that organic farming is one way there is an increasing in farmers' welfare.

Tabel 5. The Result of Social Impact Evaluation

Components and Component Sub-Assessments		Score	Classification
	Social Impact	4	Good
1	Increased family income	4	Good
2	Increased community income	4	Good
3	The guarantee of a healthy life	4	Good
4	Maintaining organic farming	4	Good

Implications of the Evaluation Results in the Social Entrepreneurship Business Model

The figure 2, following are the results of data processing from the questionnaire submitted to respondents.

Key Partnerships	Key Activities	Value Proposition	Customers Relationship	Customer Segments
<ul style="list-style-type: none"> ▪ Commercial: Having cooperation with many parties ▪ Empowerment: There are empowerment programs from the Government and NGOs 	<ul style="list-style-type: none"> ▪ Commercial The main activities are carried out economically, according to procedures and difficult to imitate. ▪ Empowerment: Sharing knowledge with stakeholders. 	<ul style="list-style-type: none"> ▪ Commercial Organic products, fair prices for farmers, environmentally friendly. widely distributed. ▪ Empowerment: Does not damage the value chain 	<ul style="list-style-type: none"> ▪ Commercial Have mutual benefits ▪ Empowerment: Have a good relationship with the parties concerned. 	<ul style="list-style-type: none"> ▪ Commercial Has two markets namely mass market and niche market ▪ Empowerment: Target: farmers, collectors, and KUB.
	Key Resources <ul style="list-style-type: none"> ▪ Commercial Resources are used economically ▪ Empowerment: Has a culture of sharing and mutual cooperation 		Channels: <ul style="list-style-type: none"> ▪ Commercial Products exist in traditional and modern markets. ▪ Empowerment: Farmers take advantage of existing market networks. Send feedback History Saved 	
Cost structure		Revenue Streams		
<ul style="list-style-type: none"> ▪ Commercial: Cost is predictable, economical ▪ Empowerment: There are training and fundraising costs 		<ul style="list-style-type: none"> ▪ Commercial: Predictable income, sustainable, the main income from sugar, other income, income increases ▪ Empowerment: There is income set aside for empowerment, there is help from the Government and NGOs. 		

Figure 2. Social Entrepreneurship Business Model of KUB Nira Gayuh Lestari Kulon Progo

Conclusion and Suggestion

Based on the results of the analysis from four perspectives used in evaluating the empowerment of farmers shows that the empowerment of farmers in the village of Jatimulyo, Giri Mulyo results in increasing income, healthy living for farmers, family, and organic farming community and conservation. This confirms the importance of improving the existing business model towards the social entrepreneurship business model.

There are a number of things that need to be improved include an information system about customer needs and making new flavor variants so that the sugar is always in accordance with customer wants and needs. In addition, empowerment assistance from the Tourism Office is needed so that cooperatives become part of existing tourist destinations. Also, making new variants, for example by making ginger-flavored coconut sugar and curcuma.

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