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Abstract

The goal of this study is to examine the Takalar Regency Fisheries Service's strategies for empowering fishermen through the fishermen group program, in the hope that the welfare and independence of fishermen will improve, thereby influencing regional economic growth. A descriptive qualitative research methodology was adopted. Informants are selected using purposive sampling. Data were gathered through in-depth interviews with informants including the Head of the Department, the Head of the relevant Division at the Department of Maritime Affairs and Fisheries, Fisheries Extension Officers, and fishermen leaders. In addition, observations and a literature review were done. The SWOT technique was used to analyze the data. The results demonstrated that the Fisheries Service's plan followed the correct flow and adhered to the appropriate SOPs. Internal and external elements are equally influential in the implementation of the fisherman group program, where external factors have a good chance, but must also be balanced with the ability to manage and protect the sea's potential from irresponsible parties. Internal variables have a negative impact on the program if the service apparatus fails to carry out a decent work ethic in accordance with their individual obligations.

Keywords: Strategy Management; Empowerment; Fishermen's Group Program.

10

Introduction

Indonesia is known as a maritime country rich in abundant marine resources. This wealth means that the number of people who make their main livelihood in the maritime and fisheries sector is also quite large. However, it is unfortunate that the existence of such vast marine resources has not been able to provide adequate welfare for the majority of fishermen in various coastal areas of Indonesia. There are still many fishermen and their families who live as poor people and earn below the average line, in other words the maritime and fisheries sector has not been able to improve the welfare of Indonesian fishermen.

The development of the maritime and fisheries sector has not made a significant economic contribution to improving people's welfare, especially for small fishermen, including labor fishermen (Setiawan, 2020). The low income of fishermen causes fishermen to live in poverty. Ignorance of the potential and lack of knowledge regarding the use of technology makes the situation of fishermen even worse (Boimau, 2022).

Various poverty reduction programs for fishermen as an effort to improve their welfare have been carried out by the government, both at the central level and at the provincial and district government levels. One program that is considered effective in further improving the welfare of fishermen is the fishermen empowerment program. Empowerment of fishing communities is defined as conscious efforts that are planned, systematic and sustainable to build the social, economic and political independence of fishing communities by managing the potential resources they have to achieve sustainable social welfare. This is related to Law no. 7 of 2016 concerning Protection and Empowerment of Fishermen, Fish Farmers and Salt Farmers (Kristianti, 2018).

The implementation of Law Number 7 of 2016 has been carried out by the regional government of Takalar Regency, which is one of the districts at the southern tip of South Sulawesi. From its geographical location, Takalar Regency is an area that has extensive marine and fisheries resource potential. The island area stretches along the coast for approximately 95.8 km, and has the potential to be used as a marine fisheries development area because it has a variety of marine products, such as skipjack fish, flying fish and others. The number of fishermen or cultivators of marine products in the form of seaweed and processed fish, which are the main production, is 16,000 people out of a total of

200,000 fishermen in South Sulawesi. The district government implements a fishermen's group program, as a forum for fishermen to develop knowledge and skills, especially fishing knowledge and licensing. Other problems faced by fishermen in Takalar Regency are:

1. Facilities and infrastructure for empowering fishermen in the form of net boats, fishing gear, which still cannot be fully provided to the fishing community
2. Lack of general knowledge of the fishing community regarding aquatic resource cultivation activities
3. The high yields of the fisheries sector have not been able to be managed well by the fishing community.

Literature Review

Strategic Management

Strategic management is a set of actions that result in the development and implementation of plans to meet organizational goals (Robinson in Yunus, 2016). Strategic Management is

Plans that have been established based on the goals that will be accomplished in order to produce adequate strategy development and the implementation of organizational activities can be carried out successfully.

Strategy

Strategy is an integrated plan to improve an organization's strategic excellence by utilizing numerous resources that the business owns in order to achieve organizational goals. Strategy is a strategy for accomplishing organizational goals that are linked to long-term objectives, follow-up programs, and resource allocation priorities (Chandler in Umar, 2013).

Empowerment

According to Rubbins (1993), "doing empowerment activities involves linking together service and training programs with physical construction projects" (when implementing empowerment programs for the people, training, physical development, and business development should all occur concurrently and in an integrated manner. Empowerment is a process, thus it should be able to improve the welfare of the community as a target group, allowing them to live more independently by meeting their fundamental needs (Hendrawati, 2018). Furthermore, Lowe (1995) argued that empowerment, as a process, can provide a community with the autonomy, skills, and incentive to carry out its normal activities. The empowerment process can be accomplished using three strategic approaches: assisting target groups, enhancing community independence and self-sufficiency, and giving community training (Sumaryadi, 2005). The empowerment movement originated with the introduction of a human-centered (community) development paradigm and was recognized as an alternative development approach (Citra, 2017).

SWOT Analysis

SWOT analysis (strengths, weaknesses, opportunities, threats) is one of the most effective ways to identify a company's strengths, weaknesses, opportunities, and threats. This SWOT analysis takes the approach of maximizing the company's existing strengths and opportunities while minimizing its weaknesses and threats (Fatimah, 2020). SWOT analysis is useful for understanding problems by combining four components: strengths, weaknesses, opportunities, and threats (Wediawati et al. 2022). Furthermore, Ahmad (2020) argued that strength is a condition associated with current strength. Weakness is a state that refers to current limitations or deficiencies. Understanding this will help to address existing vulnerabilities. Opportunity is a situation referring to current opportunities that can be leveraged for growth. Furthermore, hazard situations (Threats) due to external events may endanger its existence in the future. Furthermore, Setyorini et al. (2016) claimed that after identifying each component, they developed a technique that included SO, WO, ST, and WT. Stages in developing SO, WO, ST, and WT merger plans.

Methods

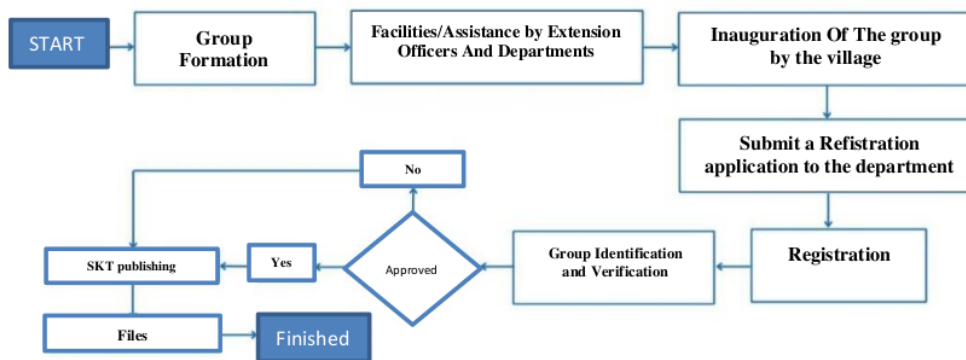
The research approach was descriptive qualitative, with data collected through in-depth interviews, observation, and a literature review to gain secondary data. Purposive sampling was used to select informants, with numerous key criteria including informants who were related and had a direct impact on the empowerment program's implementation. Based on these criteria, 12 people were chosen as informants: the Head of Service, the Head of Directly Related Divisions, functional officials at the Fisheries and Maritime Service, Fisheries Extension Officers, and the heads of fisherman groups. Data

gathered from interviews, observations, and literature studies were then examined qualitatively descriptively, followed by the compilation and formulation of a SWOT Analysis matrix table as the following strategic steps to ensure that fishermen's empowerment through group programs runs smoothly and efficiently.

Results and Discussion

Empowerment of Fisherman Groups

General explanation of the execution of fisherman empowerment through fishing groups in Takalar district, including the several stages that must be completed. The Fisheries Service will begin by registering fishing groups and will then monitor the procedure. The following is an image of the group registration flow at the Takalar Regency Fisheries Service.



Based on the image, the group registration flow can be described as follows:

1. Group Formation: Fisheries instructors dispatched by the Fisheries Service to the field are tasked with forming groups of fishermen in each village/district as the primary focus of fisheries empowerment. The structure begins with the chairman, followed by the secretary, and finally by the members.
2. Extension Officer and Department Assistance: Instructors' efforts to develop knowledge and skills so that they can later increase their capacity and independence in managing fisheries and fishing companies, such as outreach.
3. Group Inauguration by the Village/Subdistrict: a form of acknowledgment for previous labor and successes, as well as a source of pride for group members, in order to promote desire to work more and be more successful in growing production and income.
4. Submitting a Registration Application to the Fisheries Service: Prepare a letter submitting a registration application to the district Fisheries Service, including a letter of confirmation of the fisheries group, the composition of the group management, a list of members, a statement letter from the village head/subdistrict head, and a statement letter from the group head regarding ownership of the secretariat.
5. Registration and Enrollment: group registration requirements: The following documents are required:
 - 1) Group registration application letter,
 - 2) Group description,
 - 3) Group formation minutes,
 - 4) Attendance list,
 - 5) Group inauguration minutes.
 - 6) List of Names of Group Management and Group Members,
 - 7) KTP of Group Management and Members,
 - 8) KUSUKA Card of Group Management and Members,
 - 9) Nameplate and Organisational Structure (according to the format of PERKA BRSDM No. 4 of 2019),
 - 10) Data Book for Management and Group Members (according to the format of PERKA BRSDM No. 4 of 2019),

- 11) Data on Group Assets / Assets of Management and Group Members,
 - 12) Group Production Book (performed in accordance with PERKA BRSDM No. 4 of 2019);
 - 13) Group Guest Book.
6. Identification and Verification: If the requirements are adequate and met, the administrative implementer will issue an SKT; if not, they will be given the opportunity to complete them before providing the SKT (Registered Certificate).
7. Issuance of SKT (Registered Certificate): issued by the Fisheries Service as verification of the fishing group's registration.
8. Archives: All lawfully registered fishing groups' data are preserved in the group file at the Fisheries Service.

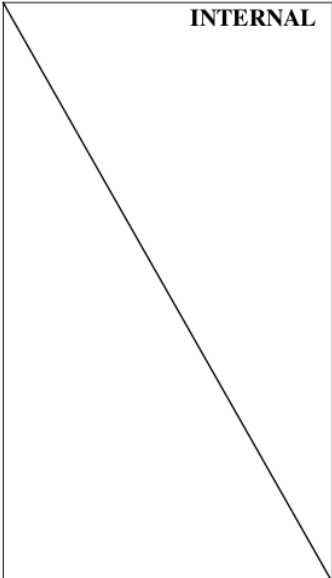
In an interview with the chairman of a recognized fishermen's group, Mr. Saharuddin (who has been fishing since 2004), it was discovered that the government frequently supplies grass seeds. Each harvest lasts 45 days and involves 250 stretches of seaweed. The crop is sold to the factory at Rp. 21,000.00 per kilo gram for production. Seaweed gardening does not always yield nice seaweed. The 2020 seaweed harvest failed due to poor quality. As a result, the fishermen have made many changes to the way harvest stretches will be carried out every two months, with a spread distance of 10 cm or 20 cm and a length of 25 meters for each stretch. One harvest can yield 400 fields, which can be sold for around Rp. 32,000,000.00 with two tons of dried seaweed.

In 2023, the Fisheries Service will provide support in the form of 20 Viber boats outfitted with fishing equipment, GPS, and engines, 27 jiangong machines, 19 Loncin machines, 105 basic gill nets, 9 fish finders, and 1274 crab traps. This assistance is provided by the DAK and DAU budgets through the fishing facilities and infrastructure program (SARPRAS). There are 43 recognized fishing groups from three sub-districts working to improve their economic situation.

Using a SWOT Analysis Matrix for Problem Solving

Empowerment of fisherman in Takalar Regency is determined by the region's strategic environment, specifically the internal and external environments, which define the degree of the success of empowerment efforts. The internal environment contributes to identifying strengths and weaknesses, while the external environment defines opportunities and threats. that fishermen and local governments, particularly Fisheries Service personnel, would face in dealing with numerous issues related to empowering fishermen. The following SWOT matrix table summarizes the strategy plan for empowering fisherman

Table of Alternative Strategy Combinations SO- WO- ST – WT

INTERNAL	<i>STRENGTH</i>	<i>WEAKNESS</i>
	<ol style="list-style-type: none"> 1. The geographical condition has a coastline of 74 km as potential for the marine sector 2. Marine sector resources are abundant 3. regular monitoring and verification by the Fisheries Service to monitor empowerment activities 4. There are routine exports of fishery products 	<ol style="list-style-type: none"> 1. There are still many fishermen who have not been included in the fishermen group program 2. The low work ethic of Fisheries Service employees in providing assistance and counseling 3. assistance with supporting infrastructure for the program is still not evenly distributed and on target

<p>EXTERNAL</p>		<p>4. Fishermen have not been able to process the results into products higher value</p>
<p>OPPORTUNITY</p> <ol style="list-style-type: none"> 1. The community responded positively to the program group fisherman 2. Fishery products are a leading sector 3. The fishermen group program is the main concern of the Regional Government in order to have an impact on fishermen and the economy Regency 	<p>S-O</p> <ol style="list-style-type: none"> 1. Increase the socialization of empowerment programs Fishermen's Group to public 2. Promotional activities and exhibitions provided by the Fisheries Service and supported by the government to expand information on the superiority of aquaculture in Takalar district 	<p>W-O</p> <ol style="list-style-type: none"> 1. Carrying out even distribution of data on fishermen 2. Evaluate thoroughly active in performance in order to improve the work ethic of Fisheries Service employees 3. Guiding the community to process marine products into processed products that can be sold at a higher price
<p>THREAT</p> <ol style="list-style-type: none"> 1. The potential for marine products in Takalar Regency is vulnerable utilized by outside parties 2. Processed fishery products from outside that are more attractive threaten the sustainability of fishermen's activities 3. There are still many fishermen who do not understand how to catch fish properly, which has the potential to damage the environment or threaten animal diversity 4. Vulnerable to abrasion disasters 	<p>S-T</p> <ol style="list-style-type: none"> 1. Educate the community regarding disaster response 2. Make regulations and security tighter by building lighthouses as a place for security and navigation 	<p>W-T</p> <ol style="list-style-type: none"> 1. Creating a comprehensive and structured program aimed at bringing together all fishermen so they can develop 2. Helping people increase creativity and quality of processed products so they can compete while increasing income 3. Set firm rules and work together the community takes care of it

Conclusion

1. The Fisheries Service's approach so far has followed the correct flow and applicable SOPs; the only issue is the equal distribution of formation and data gathering. According to the intended flow, beginning with the formation of a group in the village, facilitation and coaching, confirmation by the village head/lurah, application for group registration, registration process, if it meets the requirements, an SKT will be issued, and the fishermen group will be officially registered with the Fisheries Service. As a result, this group is eligible for support.

2. The implementation of fishermen's group programs is influenced by both internal and external variables. External conditions provide several opportunities, but they must be balanced against the ability to manage and conserve maritime potential so that it is not exploited by irresponsible parties. Internal conditions have a significant detrimental impact on program operations if service professionals are unable to carry out their work ethic in accordance with their individual responsibilities.

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