Community institution development strategy as fisheries management authority institution at Ponggok Village, Klaten

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Abstract. Ponggok village is one of the villages in the Klaten Regency that has an abundance of springs. This condition is used as a potential to improve the village economy. One of the strategies undertaken by the village government is to manage the spring as a means of tilapia cultivation. The management is carried out by developing community institutions through groups of fish farmers. This study aims to determine the implementation of strategies in the management of fisheries resources in Ponggok Village. This study uses a qualitative descriptive research method. Primary data mostly related to community institutions towards the utilization of fisheries resources. The selection of informants is done deliberately by considering the interests of the respondents in the management institution. Data collection is done by interview techniques, observation and documentation using tools such as interview and observation guidelines. The data analysis technique in this study uses an interaction model approach in the form of an institutional approach and the principles of co-management. The results of the study show that the strategy applied by the government in the management of fisheries resources is through institutional development using a participatory approach to decision making. The strategy has been implemented through a predetermined work program by forming a group of fish farmers shaded by Badan Usaha Milik Desa (BUMDes).

1. Introduction
The natural resources owned by a village is important and can be a source of Regional Original Income (PAD), especially since Law Number 22 of 1999 concerning regional autonomy applies. Decentralization can be interpreted as delegating authority and responsibility for central government public functions to regions or semi-independent government institutions or to private and community institutions [2]. This law specifically states the transfer of authority to regional governments to regulate, manage and utilize regional assets related to natural resources with the aim of regional progress and welfare. The legitimacy of the mastery of natural fisheries resources by the regional government, better known as the era of regional autonomy, has in fact not been able to manifest sustainable resource management. Regional control over resources is still weak, especially in law and institutional enforcement that controls the private sector and local communities in the use of fisheries resources. The right to access fisheries resources is not clearly defined, free, open and there are no regulations that govern. Therefore the co-management regime approach as a resource management approach needs to be presented to solve the problems of the regional autonomy regime.

Co-management is a concept of natural resource governance that involves two or more parties where the parties negotiate with each other, determine and operate the mechanism of fair cooperation...
in management functions, entitlements, and responsibilities in a particular area or natural resource. Simply put, the concept of co-management in the management of fisheries resources is carried out jointly between the government and the community [7]. The purposes of the co-management is to create community participation in fisheries resource management, the independence of community institutions as well as community participation in decision-making processes related to fisheries development policies. Effective community institutions are essential in providing independent solutions to solve problems that arise in a development in the era of regional autonomy.

One of the villages that succeeded in managing natural resources and delivering villages to become independent and prosperous villages was Ponggok Village, Klaten. Previously the village of Ponggok was a poor village that was left behind economically but turned into a developed and successful village. This success is inseparable from the role of the government in developing mature plans and strategies in producing resource management policies. Therefore, this research was conducted aimed at studying community institutions, opportunities and development efforts as institutional management of fisheries resources in Ponggok Village, Klaten.

2. Methods
2.1. Research method
The methodology that used in the study is qualitative descriptive which results in descriptive data in the form of written or oral words from the behavior of the subject being observed. Qualitative methodologies involve naturalistic interpretations and approaches to the subject of research and use various methods or approaches to the focus of the study [3]. Meanwhile, case studies are used to discuss the focus and subject of research on matters or cases related to fisheries community institutions. Case studies used are intrinsic because they are based on an interest in a particular phenomenon [8].

2.2. Site and time of research
The study was conducted in Ponggok Village, Polanharjo Subdistrict, Klaten Regency in April 2019. Ponggok Village has the potential for abundant spring water and has been used by the community to cultivate fish, especially tilapia. Ponggok Village also has giant prawns and koi cultivation as an alternative to earning income. The selection of Ponggok Village as a research location was based on the advice of the Ministry of Rural Development and Transmigration as one of the regions that had the best BUMDes and was used as pilot BUMDes. Another consideration is that Ponggok Village is one of the tilapia center in Central Java.

2.3. Data sources
Primary data collected is related to local institutions in the community such as history, initiation and objectives of formation, functions and institutional roles. In addition, data related to community perceptions of the status of utilization of fisheries resources was also collected to see the extent of people's perceptions of the importance of fisheries resource management. The primary data was obtained from key informants consisting of fisheries extension officers from the Agriculture Office, Food Security and Fisheries of Klaten Regency, Ponggok Village officials, BUMDes Tirta Mandiri officers, Ponggok Village and fish farmers. While the secondary data used are reports on Village Regulations related to BUMDes Tirta Mandiri from the Ponggok Village Office.

2.4. Informant selection method and data collection
The selection of key informants is done intentionally such as fisheries instructor officers, village officials, BUMDes officers and heads of groups of fish farmers or management members of the fish cultivator group. Purposive sampling is a subject selection technique as a source of data with certain considerations so that research is more focused on representation of the social phenomena under study [1]. Key informants are people who are considered to have knowledge and are directly involved in the phenomena that exist in the research location. Primary data collection is done through independent
interview techniques, observations and documentation. The indepth interview is done by using different methods on each key informant according to the availability of time, place and tools for collecting data. Observations made were non-participant observation which researchers were not directly involved and only as observers. In addition, data collection was also conducted using the focus group discussion technique. While FGD as a crosschecking tool for data to avoid misinterpretation of the focus of the phenomenon under study.

2.5. Framework for study approaches and data analysis methods
Institutional community as a manager of fisheries resources is a key in efforts to empower the community to manage resources that exist based on autonomous principles. The choice of institutional development strategies used will depend on the institutional potential that exists and the initiation of changes that may occur [9]. The learning process approach is an effective approach in efforts to develop local institutions in the community. So that matters related to community institutions such as factors and the purpose of establishing community institutions, community institutional functions, the level of representation and membership participation and development efforts are important to learn. The method of data analysis uses an interaction model approach consisting of three activities, namely data reduction, data presentation and conclusion or verification [6]. Qualitative data analysis carried out is a continuous, repetitive and continuous effort where the relationship between components of the interaction model becomes a picture of success in succession as a series of analysis activities that follow each other.

3. Results and Discussions
3.1. Community institution in Ponggok Village, Klaten
There are two types of institutions based on the differences in development status that have legal entities or not that are formal and informal institutions. However, the community institutions in Ponggok Village which is the focus of research is formal institutions which are under the control of BUMDes Tirta Mandiri. This is based on the aim of the research to study the strategy of institutional development as an institution managing fisheries resources in Ponggok, Klaten. The institutions are divided into two major groups, namely Pokja I which is a tilapia hatchery group and Pokja III which is a tilapia enlargement group. The group is engaged in a joint venture in the utilization of the Ponggok Village government pool for fisheries. The development of community institutions has succeeded in acting as a social security institution that provides protection for the survival of its members' businesses. In these community institutions, members have a sense of belonging and make the institutional group of fishermen a place to channel aspirations. The level of participation of formal community institutional members towards institutional activities is generally higher than informal institutions. This can be seen in the enthusiasm of group members to attend, participate in all activities and take part in joint decision making at the institution.

3.2 Strategy for community institution development as fisheries resource manager
Strategy is generally defined as a way to achieve a goal. [10] Strategy is a long-term plan to achieve goals and consists of several important activities. Asset Management Strategy defines strategy as a tool to achieve the objectives of agencies and companies in relation to long-term goals, follow-up programs, and priority allocation of resources [4]. Management strategies have a basic basis including [5]:

a) Environmental scanning: Observing the environment is an activity of monitoring internal organization and external factors of the organization through the concept of strengths, weaknesses, opportunities and threats;

b) Strategy formulation: The preparation of strategies discusses the development of long-term plans such as determining the vision and mission, objectives to be achieved, developing strategies that are manifested in a program or procedure as a guideline in carrying out organizational activities;
c) Strategy implementation: The implementation of the strategy is the implementation of policies that have been determined through the development of programs, budgets, and procedures. The implementation of strategies in each organization can vary or adjust to the circumstances of the organization's environment;

d) Evaluation or control: To find out whether an organization is running in accordance with the strategy that has been prepared then organizations need oversight from either membership or internal or third parties or external parties.

The strategy adopted by the government of Ponggok Village, Klaten in the development of community institutions as managers of fisheries resources through the stages of formation and preparation of institutions, institutional strengthening and development of fisheries communities using a participatory approach and learning process.

| current local institution | strong | weak |
|--------------------------|--------|------|
| initiating source        | -------|------|
| local                    | -- assisting -- | -- ------- |
| collaborative            | -- ----- | -- facilitating -- |
| outsiders                | ----- | -- promoting -- |

Figure 1. Local Institutional Development Strategy Alternatives Based on Government and Local Community Roles [9].

The initial step taken to develop community institutions is to identify the potential and social cultural and institutional characteristics that exist in the research location. In addition, the understanding of stakeholders involved in the fisheries business is also identified based on mapping or observation and analysis of each sector. This is done to obtain information and descriptions of stakeholders' readiness and understanding who are able to become initiators, facilitators and accelerators in the community. The identification results are used as supporting information in joint decision making through village meetings. These results are then used to determine strategies that will be used by the government in strengthening and developing community institutions.

The strategies to be taken depending on the existing institutional conditions of the community [9]. When the existing conditions of community institutions have not developed and there is no initiation in solving the constraints faced, the choice of promotion strategy is best suited in these conditions. Promotion strategies are applied to form community institutions and for institutional strengthening. The strategy involves a large government role with programs such as counseling, training and intensive assistance. The strategy that can be applied next is a facilitation strategy. This strategy was implemented when existing and developing community institutions were not yet capable enough to overcome existing constraints. The role of the government is to facilitate assistance in the preparation of action plans even though decision making is entirely on the part of community institutions. Assistance strategies are applied when community institutions have developed so that they are able to identify needs and resolve existing problems. The role of government is only to monitor and provide assistance when community institutions need it. Identification results in the research location illustrate that existing community institutions have developed rapidly. Community institutions can identify needs and can solve problems or obstacles faced. The level of initiation of problem solving action program preparation is high.

Based on PERDA Kabupaten Gresik Number 7 of 2007 point 13 concerning the Establishment and Management of Village-Owned Enterprises, the definition of Village-Owned Enterprises (BUMDes) is "Village Development Agency that develops and manages it by the Village Government, and assists the government, independent and professional with full capital or most of the assets of the Village are settled and stipulated in the Village Regulation ". 
The establishment of BUMDes on the basis of building a tradition of democracy in Ponggok village is to achieve a higher economic degree of rural communities. Armed with a list of potential inventories and village asset maps, the Ponggok Village deliberation forum conducted deliberative democracy practices to agree on the idea of managing and utilizing village assets through BUMDes. The government established the BUMDes Tirta Mandiri on December 15, 2009 based on a decision set forth in the Village Regulation N 06 of 2009. The purpose of establishing BUMDes in community economic empowerment is to facilitate the development of productive business in rural communities; improve open business opportunities along with employment opportunities; and to adjust the village potential according to the capabilities and needs of the village community. The existing business entities in Ponggok Village are partner-based, consisting of several small business enterprises which are under supervision of BUMDes. The purpose of the partnership system is to make the management of existing resources more systematic and better management of people's economy in order to continue in the future continuously.

4. Conclusion
From the results of the identification it can be concluded that the selection of the right strategy to be applied in the development of community institutions is an assistance strategy. The implementation of co-management can be carried out with the active participation and representation of stakeholders involved in this matter, local government and the community. The adaptive nature of these stakeholders also needs to deal with changes that are likely to occur.

Ponngok Village government strategies in managing natural resources through village-owned enterprises under the name of BUMDes Tirta Mandiri. Where in the natural resource management strategy of Ponggok Village Improvement has succeeded in developing the Village. Tilapia cultivation has also had a positive impact on the progress and welfare of the community, especially in reducing unemployment in the village.

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