

## MANAGEMENT STRATEGY OF COOPERATIVES FISHERIES IN TOMINI BAY GORONTALO PROVINCE

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### **Abstract**

This research generally aims to improve the welfare of fishing communities through the institutional strengthening of fishermen's cooperatives, as one of the breakthroughs in fulfilling capital needs to increase income, which ultimately can break the cycle of poverty. The model for institutional strengthening of fishermen's cooperatives is directed at revitalizing the organizations and businesses of existing fishermen's cooperatives. The coastal community of the city of Semarang became the respondents in this study. Primary data collection was carried out using the Participatory Rural Appraisal (PRA) method using questionnaires and interviews. Data analysis used descriptive analysis and SWOT matrix. Obtaining non-economic benefits due to the unification of individuals into groups. Thus, the fisherman's decision to join a cooperative is a strategic decision and is relevant to strengthening bargaining power in the input and output markets, as well as strengthening the power of cooperation in establishing partnerships with other external parties. In this way, efficiency will be achieved and an increase in bargaining power will lead to an increase in prices in the output market and a decrease in prices in the input market. 2. Obtaining external economies, namely increasing productivity because the opportunities for partnership or cooperation with various external parties are increasingly open. 3. Obtaining non-economic benefits due to the unification of individuals into groups. Thus, the fisherman's decision to join a cooperative is a strategic decision and is relevant to strengthening bargaining power in the input and output markets, as well as

strengthening the power of cooperation in establishing partnerships with other external parties. Obtaining non-economic benefits due to the incorporation of individuals into groups. Thus, the fisherman's decision to join a cooperative is a strategic decision and is relevant to strengthening bargaining power in the input and output markets, as well as strengthening the power of cooperation in establishing partnerships with other external parties. Obtaining non-economic benefits due to the incorporation of individuals into groups. Thus, the fisherman's decision to join a cooperative is a strategic decision and is relevant to strengthening bargaining power in the input and output markets, as well as strengthening the power of cooperation in establishing partnerships with other external parties.

**Keywords:** strategy, cooperative development, blue economy, coastal management

## Introduction

There are many problems faced by the fisheries sector. such as physical damage to coastal and aquatic ecosystem habitats, decreased water quality, symptoms of overfishing, low ability to handle and process fishery products, unstable production factor prices, increasingly fierce market competition, poverty and capital problems. In addition, the low quality of human resources and mastery of technology also adds to the problems of fisheries development. For fishermen who are faced with various problems and obstacles in carrying out fishing activities which are their main activities. One of the community forums that can accommodate and distribute various activities that can support the lives of fishery actors is a fishery cooperative. Article 33 of the 1945 Constitution states that there are three important elements in Indonesia's economic system, namely state enterprises, private enterprises, and cooperatives. Cooperatives are a social organization that prioritizes the social and economic interests of members by carrying out activities following the interests of members that are fostering and expanding their skills aimed at improving the welfare of members. According Nielsen, J. R. ; T. V. (1995).

Two Danish case studies of user-participation are examined to analyse how co-management arrangements are functioning and how they impact on efficiency, equity and sustainability of fisheries resources exploitation.

Fisheries cooperatives are an alternative that fishermen can choose to join in. In addition, fishermen will also receive services from cooperatives, can improve welfare, make fishery cooperatives a forum for organizing, broadening horizons and information for the benefit of the fishermen themselves. Problems of Strengthening Rural Institutions are various problems of developing community or institutional strengthening itself. As we know, the principles used to develop participatory approaches and strategies following locality and community conditions by using them have not been based on a rationale for developing the creativity of all stakeholders to develop community participation and aspirations. Strategy Development and

Development Rural In the development process, community participation functions as input and output. The participation process can be classified into six stages, starting from receiving information, responding to information, planning, implementing, evaluating and finally receiving. Return results

development. Conyers, proposes three components of the community development approach, namely: a) there is an emphasis directed on the function of self-reliance, including local resources and manpower as well as local management capabilities; b) emphasis on the unification of society as a unit; seen from the formation of local organizations including institutions responsible for administrative matters or some form of community institution and; c) general beliefs about the situation and direction of social change and the problems it causes. A special aspect of social change is the main thought of various community development programs, namely the existence of inequality both within and between communities. The first approach is self-help, where people in rural areas become meaningful participants in the development process and exercise control over development activities. The companion becomes a facilitator.

Meanwhile, the community (farmers) have the main responsibility in a) deciding what their needs are; b) how to meet those needs and; c) doing it yourself. This need requires mapping the distribution of disadvantaged villages in rural areas according to socio-economic community units that are bound in a culture area so that a socio-economic community consists of a) several villages classified as poor; b) in general the population earns a living in agriculture, and others but are still closely related and; c) is located in the same cultural area and geographical area. •The pattern of integrated institutional development in the community model and moving with the power of professional participation for all socio-economic strata will further encourage growth and equity together. If the Smelser growth model is used which refers to structural differentiation, then this institution can play a role in preparing the basic framework for the stages of growth, starting from technological modernization, agricultural commercialization, industrialization and urbanization. According to Fujita, R.M et al., 2010 small-scale cooperative strategies that empower fishing communities to strengthen local monitoring efforts and social networks are practiced throughout the world, with often impressive success, but have yet to become integrated into mainstream U.S. fisheries management.

Society must be seen as the subject of the whole process. So that the process of implementing service activities for community development always puts community development and community organizers as the foundation. It is within this framework that community-based community development services can push from the "doing for the community" method to "doing with the community". Topatimasang et.al (2000: ix) stated that a facilitator only functions and acts to process the community's learning process based on their own needs and experiences or the experiences of others groups or communities that are merely "doing for" (passive people, less creative and helpless, even educating people to depend) become "doing with", It is hoped that this community service program has led the community to become a learning community (learned community), the community to become an increasingly active community (active society) in helping themselves (helping themselves). In this process, community-based development strategy efforts to organize poor communities at the grassroots become an important part of creating sustainable programs. Various elements of community groups (Community Based Organizations/CBOs) are continuously encouraged and facilitated which ultimately results in a poverty reduction, an increase in human resources, job

opportunities and choices and an increase in the quality of the service institution itself.

Governments of developing countries support the formation of modern cooperative organizations and establish special government institutions for them (such as departments, directorates, special services, and agencies). These institutions encourage the development of cooperatives that obtain funds from the state and the private sector to finance their activities into cooperative (self-help) organizations that are efficient and member-oriented.

## Methods

The data was collected in the form of primary data and secondary data. Primary data collected includes:

- 1) The role of fisherman cooperative institutions in the coastal areas of Gorontalo Province that are linked with the Coastal Community Empowerment program through the economic empowerment of coastal communities (PEMP) Program.
- 2) Potential problems faced fisherman cooperative institution since economic empowerment of coastal communities (PEMP) was launched until now which is related to improving the welfare of coastal communities.
- 3) Knowledge of coastal communities about cooperatives.

## While the secondary data collected include:

- 1) Demographics of 4 sub-districts spread over 11 villages in the coastal area of Gorontalo Province.
- 2) Economic empowerment of coastal communities (PEPM) implementation report through activity reports.

Primary data collection was carried out using the Participatory Rural Appraisal (PRA) method using questionnaires and interviews. Respondents were determined by purposive sampling (deliberate selection), namely stakeholders who are directly involved with the routine activities of fishermen to catch fish, namely the skipper of the ship, the fish basket and the fishermen themselves.

## Data analysis

This study uses descriptive analysis to assess the implications of fishermen's cooperatives on increasing fishermen's income and also uses Analysis of Institutional Internal and External Conditions. Analysis of internal and external conditions spread across 11 villages using the Internal Factors Analysis Summary (IFAS) and External Factor Analysis Summary (EFAS) methods. IFAS analysis to identify alternative institutional strategies that can be developed so that the coastal community empowerment program can run optimally. Assessment with this method is based on the importance of an attribute and the influence of that attribute on other attributes in one factor (Marimin, 2011).

## Discussion

Coastal and marine areas are strategic dynamic areas for the development of various business sectors. The development of several business sectors, with several stakeholders in the

development of coastal and marine areas, without integration in their development will create new conflicts. To solve the problem of conflicts of interest in the development of coastal and marine areas.

The World Commission on Environment and Development (WCED) in 1987 set limits on the development of an area, including coastal and marine areas. These limits include 3 main dimensions, namely the economic dimension (efficient and feasible), social (fair) and ecological (environmentally friendly).

According to Fedriansyah (2008) in his research entitled "Evaluation of the Economic Empowerment Program of Coastal Communities in Muna Regency, said that coastal communities are identical with individuals who live in areas around the coast which are sometimes forgotten by development because government policies are only focused on on the development of coastal areas. This is also supported by Utami (2010) that fishermen's lives still depend on marine products, which are increasingly difficult as a means for fishermen to improve their quality of life. On the other hand, the catch, which is the main source, is sold not to direct consumers but to middlemen or other fishermen with better economic conditions (fish baskets or fish traders), who have 2 functions, namely as fish traders and moneylenders. Fishermen have to sell their fish at a very cheap price as compensation for the loan that has been given. This condition entangles the necks of fishermen, who inevitably have to live for the sake of life and on the other hand, they have to pay quite high interest. (Fedriansyah, 2008). When a new generation of fishermen is born. This generation chose not to have a fisherman father. The condition of the fishing community from the past until now has a worse economic status than the professional other. The welfare of fishermen is increasingly worrying because of the decreasing number of fishing targets and has even reached the point of overfishing, in addition to the narrowing of fishing grounds, and the increasing needs of life, plus the aquatic environment and its ecosystem are damaged by both human and human activities. natural disasters. (Hidayat, 2012).

The role of cooperatives is essentially very much needed for fishermen in the coastal area of Semarang, with the aim of people who have the same interests and to fight together as well. But in reality, many cooperatives are vacuum or inactive, just waiting and waiting for assistance from the government or other parties.

**Table 1. The nature of the technology of industrial and traditional fishermen**

<b>VARIABLE</b>	<b>INDUSTRY</b>	<b>TRADITIONAL</b>
Capture unit	Stable, division of labour, career prospects	Family workers, no division of labour
Ownership	Non-fisherman, big capital, banking	Senior fisherman, belonging to Kel
Time Commitment	Full time	Generally half the time
Boat	Engine inside	Outboard motors

Equipment	Mechanical	Manual
Investment	Big, Banking support	Small, middleman support
Productivity	Tall	Low
Sales of proceeds	Organized market	Local merchant
Yield processing	Generally fresh	Traditionally processed
Social Condition	assimilated	Often isolated
Fishing areas	Far from the beach	Near the beach, concentrated
Ice Usage	Lots	Little or no
Trip Length	More than a day	Less than a day

Source: Primary Data 2019

### Cooperative Institutional Strengthening Model Fisherman

Fishermen economic empowerment through the institutional strengthening of fishermen's cooperatives is a very strategic and relevant solution. Individual fishermen are very difficult to develop because of the weak market power they have. But collectively through professional cooperative management, the market power of fishermen in the input and output markets will increase. Thus the welfare of fishermen also increases.

The cooperative institutional strengthening model cannot run optimally if the pioneering institution is not changed, below is a strategy that must be carried out so that coastal communities through institutional strengthening can maximize the welfare of fishermen in the coastal areas of Gorontalo Province. Based on the results of the analysis of the implications of the economic empowerment of coastal communities program on aspects of fishery resources, socio-cultural, technological, economic and coastal community institutions of Gorontalo Province, then the potential, strengths, weaknesses and threats are obtained. Potential and strengths must be maintained and utilized optimally to overcome weaknesses and threats.

The economic empowerment of coastal communities (PEMP) program is a national program, of course, implementation in the regions requires facing locality and typology aspects, so this program needs to accommodate locality initiatives so that the transformation of empowerment values for fishermen can run well and sustainably. The PEMP model puts forward a social institutional approach, but in fact, the institutional aspect becomes a weakness, especially community groups and cooperatives that have been formed have received less attention after the program so that fishing cooperatives are difficult to be independent or even shift from the initial goal to the welfare of fishermen. . Based on this, it is necessary to have a program or model for strengthening institutional capacity so that it can grow and develop independently and sustainably. Based on the internal and external assessments above, a cooperative institutional improvement strategy is formulated by developing its strengths and opportunities, minimizing the weaknesses and threats it faces, which are formulated in the SWOT matrix. The results of the SWOT analysis formulated alternative strategy improvements as follows:



1. Knowledge development about cooperatives
2. Development of a motivational spirit to establish a cooperative
3. Development of fishermen's skills, especially about cooperatives.
4. Cooperative development that is cooperative and labour-intensive
5. Development of access to capital
6. Marketing access development
7. Strengthening of Informal Development in the community
8. Development of fishery business support facilities
9. Community-based management of fishery resources.

Thus, seriousness and sincerity to side with the interests of fishermen is an absolute requirement to be able to improve welfare and independence so that it will lead to pride as a fisherman. Thus, it can be concluded that the factors that cause the weakness of the fishermen's cooperative institutions include:

1. There is no commitment from related parties for institutional strengthening of fishermen's cooperatives, especially regarding the lack of cooperative education and training for the management and members of fishing cooperatives.
2. There is no commitment from related parties to provide full opportunity for fishing cooperatives to manage government programs independently. Existing government programs weaken the institutions of fishermen's cooperatives with indications of the increasing dependence of fishermen's cooperatives on government funding.
3. The management and members of fishing cooperatives do not yet have adequate knowledge about proper cooperatives
4. The low awareness of fishermen on the importance of education, resulting in negative behaviour and low credibility

### **Conclusion**

1. Fishermen, in their position as members of the cooperative, have a dual role, namely as customers and owners of the cooperative. Nela-yan as customers benefits from cooperative prices as a result of the efficiency of achieving economies of scale through cooperatives. But in the fisherman's position as the owner of the cooperative, he must bear the burden of the costs of the cooperative organization.
2. Cooperative benefits are the output of the implementation of the functions of cooperative activities in serving members. Cooperatives carry out production activities that emphasize entrepreneurial-organizational aspects (entrepreneurial and organizational aspects).

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