The Community Empowerment Program to Reduction Poverty in Banjar

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Abstract

This study aims to generate key strategies of sector development community empowerment to reduction poverty in Banjar. The analysis uses SWOT presented in three parts: SAP (Strategic Advantages Profile), ETOP (Environmental Threats and Opportunity Profile), and SWOT Matrix. The analysis showed the government's attention to the program that was launched (district development program and the urban poverty program) where is by provision of Counterpart Funds from APBD has been increasing steadily every year. The mechanism has been implemented according to some regulations. The urban empowerment program should further focus and involve on the interests and needs of urban communities. The obstacles faced on the research to determine the program are, the execution (based onmain interest), the lack of human resources who understand and the plan ownership in preparing programs of community development and the lack of human resources with reliability in manufacturing reporting on the program implementation.

Keywords: strategy, community empowerment, development SWOT analysis

INTRODUCTION

The desired economic development community leads to the reinforcement of some economic elements, whether it was based on commodities reinforcement (goods and services), sectoral reinforcement or territorial reinforcement. Synergy of economic development based on the strength of commodities in turn is expected to increase incomes. On the other hand, with the regional forms of economic base that has their own characteristics of community economic development, it should also receive specific attention. Characteristics of the economy of the region combined with a primer based rural economic activity and tertiary sector based urban economic activity is an important element which in turn is expected to synergize. A benchmark of economic progress which is based on the achievement of economic indicators, both the macro and micro, is the form of expected performance, so it has a multiplier effect on the progress of economic development of society, particularly with regard to poverty reduction, jobs absorption, and increase of local revenues.

Poverty reduction programs and community empowerment running has been initiated since the *Orde Baru* government. The programs were about: 1) Presidential Instruction of Under developed Villages (IDT) Program which is intended to improve the quality of the poor communities welfare through the development of human resources, capital and productive business as well as the development of institutional; 2) District Development Program (PPK) implemented by the Ministry of Home Affairs; 3) Urban Poverty Reduction Program (P2PK) implemented by the Department of Public Works; 4) Project of Income Generation for Minor Farmers and Fishermen implemented by the Department of Agriculture; 5) Coastal Community Economic Empowerment implemented by the Ministry of Marine Affairs and Fisheries; and 6) Joint Business Group held by the Department of Social and others. The Program shave continuously run according to the correspondence of department policy, unintegrated, partial and sectoral.

METHOD

Various studies evaluating the implementation of programs of poverty reduction and empowerment of the community have already reported both the success and the failures of these programs. According to Muktasam (2011), cited from Chambers (2013), Harrison (2015), Burkey (2013), Esman and Uphoff (1984), Maqin (2011) based on the experience of these experts in the process

of rural development and poverty reduction programs in the countries of Asia and Africa, it is concluded that the factors causing the failure of poverty reduction programs are: (1) The instability of the 'target' and 'top-down' approach; (2) The abandonment of local values and 'outsiders' bias; (3) The lack of participation; (4) The incomplete approach; and (5) Investment illusion.

Despite growing evidence of the failure of poverty reduction programs in many developing countries, there is a little known fact about the success of the fight against poverty in developing countries such as Asia and Africa. Experiences around the success of the poverty reduction program show that the participation factor becomes important and dominant factor. Participation in terms of the involvement of the poor in the whole process of poverty reduction is necessarily needed to identify the problems and utilize the development process. Other factors that determine the success of poverty reduction programs are: (1) Awareness of local values; (2) An integrated and comprehensive approach; and (3) Development of human resources.

Thus, the meaning of community empowerment can be concluded that: a) community empowerment should not make people become dependent on donation programs (charity); b) however, the product must be produced on one's own account; and c) the final results are the creation of an independent community and skill building to develop better life for them in a sustainable manner. Development in the field of community empowerment is seen as a continuous process of real improvement per capita income by increasing the number and productivity of resources (Solihin, D : 2007). Based on the opinion, the concept of empowerment is the concept of economic development which summarizes the social values. The concept of empowerment also represents a new paradigm in development, namely these are "people-centered, participatory, empowering, and sustainable" (Chambers, 2011). Efforts to strengthen the potential or the power possessed by the people are expected to construct the community empowerment which is able to create stable conditions in the environment in a sustainable society.

RESULT

In various empowerment programs conducted in Banjar seemed in a less favorable condition, for example misdirected, generates community dependency on outside help, creates the seeds of social fragmentation, and weakens social capital in the community (mutual cooperation, deliberation, self-reliance, and others). Weak social capital in turn also encourages a shift change on people's behavior that is increasingly distant from the spirit of independence, solidarity and concern in solving the problem together. Independence of the community is needed in order to build public institutions which are truly capable of being a container of the

struggle of economic community which is independent and sustainable to express the aspirations and needs and is able to affect the decision-making process related to public policy at the local level to be more focused on poor community (pro-poor) and to obtain good governance, both in terms of social, economic and environmental, including housing and settlement. Under these conditions, it is necessary to analyze the development of community empowerment policy which has been implemented by the government. The analysis is an effort to generate further on public policies aboutpro-poor and marginalize segments of society. Therefore, it can affect other development policies such as infrastructure and physical facilities in the fields of transportation, communications, housing, which are more geared to underdeveloped districts and villages or physical development that is geared to enhance and accelerate the acquisition impact to the regional economic development. In the study, there are some models that could be a reference to strengthen the study results and be used as a model for community empowerment in Banjar. This is an opportunity and potential that can be developed seriously, as long as all parties have a strong commitment to be bonded on community empowerment programs in Banjar. The following are some models of community development in Banjar using the approach of potential and opportunities. The developmental process of industrialization in Banjar has a direct impact on the changes of physio-biography environmental conditions of the villages. The factors are: village internal factors, inter-village relations and relationships between villages to the industrial area. Indications of visible changes include: a) The waning of Homogeneity of village life; b) The shift of livelihood from agriculture to industry and services; c) The function change of agricultural land into industrial zones; d) he changing of lifestyle and social system.

The changes that occurred above have the impact on all aspects of community life environment, therefore people pursue a strategy of adaptation to the changes. Therefore, these conditions require the handling and management of urban/rural environmental resources comprehensively and sustainably. After identifying the social capital and other resources through social mapping, it was then performing SWOT analysis that is an important basis for pursuing a strategy of community development that is integrated with the development of a people centered development model. This approach shows the capacity of communities to improve independence and strength, through the ability to exercise control over the material and non-material resources that are important. David Korten (in Adimihardja, 2011) stated that there are three basic steps to make structural changes and normative in a people centered development, namely: a) Focusing on the mind and actions of government policy on creating conditions that encourage and support the

efforts of the people to meet their own needs and to solve their own problems at the individual, family and community level; b) Developing structures and processes of organizations that function according to the principles of self-organization; c) Developing systems of production-consumption territorially organized based on the principles of ownership and local control.

Therefore, the community empowerment program becomes something that is important to be developed in accordance with the socio-cultural society, based on strategies and adaptation patterns developed by the local community. Social planning model is also valid as a whole, so there is a chain of synergistic activity of various parties. As noted by Isbandi Rukminto Adi (2010) that the model of community development is primarily aimed at developing self-reliance. The expected form of participation is able to define the community and try to meet their own needs through the creative process and cooperative methods and the formation of self-sufficiency groups.

SWOT Analysis (Strengths, Weaknesses, Opportunities, and Threats) is a useful tool in a form of decision-making. The management process using SWOT approach requires an internal survey of strengths and weaknesses of program, as well as an external survey of opportunities (chances/opportunities) and threats. Internal and external examinations are structured into something unique in the world of planning and development of a program. A description of the SWOT analysis is technically presented in three parts: (1) SAP (Strategic Advantages Profile), (2) ETOP (Environmental Threats and Opportunity Profile), (3) SWOT Matrix.

SAP or Strategic Advantage Profile contains result formulationsof the analysis of internal factors such as the strength and weakness. Analysis of the internal factors include activities of:
1. Evaluation on the performance of an organization/business/industry to each measure of success.
2. Analysis on the factors that support and hinder the achievement of performance for each measure of success.
3. Identification on the factors which strengthen and weaken the organization/business/industry.

ETOP or Environmental Threats and Opportunity Profilecontains formulation of analysis results of External Environment including the analysis on the condition of factors outside of the organization/business/industry which has implications in the form of opportunity and threats, either factors of microenvironment (industry), macroenvironment or international environment.

Analysis of external factors include the following activities:
1. Recognition of the key power of external factors affecting the performance of the Government of Banjar.

2. Collection of data and information relating to these factors.
3. Assessment of the effects of these conditions on the government of Banjar.
4. Identification on the factors that constitute opportunities and threats.

By compiling the analysis results of internal factors through Strategic Advantages Profile (SAP) approach and external factors through Environmental Threats and Opportunity Profile (ETOP) approach, SWOT is graphically described by a matrix mapping the position of Banjar's governmemt in the environment. Compilation of the results of the analysis of both external and internal factors is mapped in the following General Strategy Matrix.

Table 1. General Strategy Matrix

SAP➔ ETOP ↓	Strenghts	Weaknesses
Opportunities	Alternative strategies that use strength factors to take advantage of the opportunities	Alternative strategies to take advantage of the opportunity to reduce the weakness
Threats	Alternative strategies that use the strength factors to avoid the threat	Alternative strategies to minimize weaknesses and avoid threats.

In this study, SWOT analysis illustrates the strengths, weaknesses, opportunities and threats in the Poor People's Empowerment Program. SWOT analysis is technically focused on the analysis of internal factors that turn into strengths and weaknesses as well as an analysis of external factors that became opportunities and threats. Analysis of internal factors, both the strength and weakness, illustrate the potential and the problems faced. The potential and problems of implementing community empowerment programs are also described in the condition of infrastructure, human resources and institutions. Meanwhile, to describe external factors that describe the opportunities and threats,we will use the following variables: microenvironment that describe the condition of Banjar's citizens and economic growth which can also be an opportunity or a threat to the implementation of community development programs to reduce poverty. Macro environment provides opportunities or threats from the implementation of community development programs while the environment turns into an opportunity or a threat on implementing community empowerment programs.

Based on the results of studies related to the potential and problems of society in Banjar, it formulates several strategies and policy development in the community

empowerment program in reducing poverty as in Table2.

In conducting a SWOT analysis to formulate community empowerment strategies to alleviate poverty in Banjar, scoring has already done and implemented in the environment both internal and external strategic city of Banjar. Based on the Likert scale of 1-4, table 3 has shown the SWOT analysis result to see a degree of influence.

SWOT analysis of community empowerment programs in poverty reduction in Banjar is seen from internal factors, comparing the value of strength and weakness. On the strength factor, there are three indicators that have the same coefficient, and the highest are: a potential natural resources, integrated community development planning (PPK, and P2KP). Management of anti-poverty programs is quite good, with a coefficient of 0.57. The total value of the strength coefficient is 2.78. On the factor of weakness, there are two indicators that have the same coefficient, as well as the largest value, ie; The poverty rate is fairly high, and Urban infrastructure is not maximized to the value of the coefficient of 0.42. The total for the value of the weakness is 2.214. If we compare the total value of strength with weakness, it shows that the total value of the strength coefficient value is greater than the value of weaknesses: 2.78 compared with 2.214.

On external factors, namely the chance (opportunity) and threats (threats), if we compare on the coefficient of opportunities, the greatest are in the indicator values; National and Regional Community Empowerment Policy (PPK, P2KP), Banjar policy towards Local Government Work Plan (RKPD), RPJMD, Vision and Mission of the Government, Large Local Government Support. All of them involve in the initiation of anti-poverty programs, and also establish partnerships and market access, with the same coefficient, ie 0,57.

On the threat indicator, the largest coefficient values are; Community Empowerment Policy Consistency in the Regions and National (PPK, P2KP) and production scarcity, with the value of the coefficient of 0.62. In total, if we compare on the value of the coefficient of opportunities and threats, it showed that the total value of the opportunities outweighs the value of the coefficient of the threat, which is 2.92 compared with 2.29.

Based on the results of the SWOT analysis, the Main Sector Development Strategies for Community Empowerment in reducing poverty in Banjar is: Conservative Strategy, which is a strategy to maximize the opportunities by minimizing the weaknesses that exist.

CONCLUSION

Based on the results of SWOT analysis, the Main Sector Development Strategies for Community Empowerment in reducing poverty in Banjar are as followed:

1. A serious concern on the governments and institutions partin Banjar associated with the program that is launched (District Development Program and the Urban Poverty Reduction Program), namely the provision of counter part funds from APBD that increased steadily from year to year.
2. Mechanisms involved in the implementation of community development activities that have been implemented by each village in Banjar are in accordance with the provisions in the guidelines that have been set.
3. Urban empowerment program that was launched must be focused and touches more on the interests and needs of urban communities, that is, for example; health facilities, education, toilets, drains (irrigation), and improvement of small streets.
4. Obstacles faced by each village are practically the same as the determination of the program will be implemented (based on the main interests). There also still lack of human resources who understand and own a plan in preparing programs of community development. And there still also lack of reliable human resources in the manufacture of reporting on the implementation program.

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APPENDIX

Table 2. SWOT Indicators

STRENGTHS	WEAKNESS	OPPORTUNITIES	THREATS
a. Strategic Location of Banjar City	a. The poverty level is fairly high	a. National and Regional Community Empowerment Policy (PPK, P2KP)	a. Community Empowerment Policy konsistency in the Regions and National (PPK, P2KP)
b. Fairly High Economic Growth	b. The buying power of the community is low	b. High accessibility to the national road transfortasi	b. Regional cooperation is not optimal
c. Natural Resources Potential	c. Unemployment is fairly high	c. Banjar policy towards Local Government Work Plan (RKPD), RPJMD , Vision and Mission of the Government	c. Number of migrating people who are not skilled is fairly high
d. Financial Resources	d. Urban infrastructure is not maximized	d. The National Economic Development	d. Increased regional competition
e. Integrated Community Empowerment Planning (PPK, P2KP)	e. Government management and linkages between sectors is not optimal	e. Large Local Government Support that is given to the initiation of anti-poverty programs	e. Means of Production scarcity
f. Fairly Good Anti-Poverty Management Program	f. The low capital skill of farmers	f. The formation of partnerships and market access	
	g. Limitations of Development Fund aimed at poverty reduction		

Source : Processed Results

Table 3. Internal and External Factors Matrix

SWOT	Environmental Analysis	Scale	Share	Weight	Rating	Score
	INTERNAL					
Strength (S)	Strategic location of Banjar City	4	19,04667	0.14	3	0.43
	Fairlyhigh economic growth	3	14,28667	0.11	3	0.32
	Natural resources potential	4	19,04667	0.14	4	0.57
	Financial resources	3	14,28667	0.11	3	0.32
	Integrated community empowerment planning (PPK, P2KP)	4	19,04667	0.14	4	0.57
	Fairly Good Anti-Poverty Management Program	4	14,28667	0.11	4	0.57
	Total	22	100	0.75	21	2.78
Weakness (W)	The poverty level is fairly high	4	14,28571	0,105	4	0.42
	The buying power of the community is low	4	14,28571	0,102	3	0,306
	Unemployment is fairly high	4	14,28571	0,102	3	0,306
	Urban infrastructure is not maximized	4	14,28571	0,105	4	0.42
	Government management and linkages between sectors is not optimal	4	14,28571	0.015	4	0.06
	The low capital skill of farmers	4	14,28571	0,102	3	0,306
	Limitations of Development Fund aimed at poverty reduction	4	14,28571	0,102	3	0,306
	Total	28	100	0,633	24	2,124
	EKSTERNAL					
Opportunities (O)	National and Regional Community Empowerment Policy (PPK, P2KP)	4	19,04667	0.14	4	0.57
	High accessibility to the national transportation road	3	14,28667	0.11	3	0.32
	Banjar policy towards Local Government Work Plan (RKPD), RPJMD, Vision and Mission of the Government	3	19,04667	0.14	4	0.57
	The National Economic Development	4	14,28667	0.11	3	0.32
	Large Local Government Support that is given to the initiation of anti-poverty programs	4	19,04667	0.14	4	0.57
	The establishment of partnerships and market access	4	14,28667	0.11	4	0.57
	Total	22	100	0.75	22	2,92
Threat (T)	Community Empowerment Policy Consistency in the Regions and National (PPK, P2KP)	4	0,275	0.15	4	0.62
	Regional cooperation is not optimal	3	0.15	0.12	3	0.35
	Number of migrating people who are not skilled is fairly high	3	0.15	0.12	3	0.35
	Increased regional competition	3	0.15	0.12	3	0.35
	Means of Productionscarcity	4	0,275	0.15	4	0.62
	The Total	17	100	0.66	17	2.29
	Limitations of Development Fund aimed at poverty reduction	4	14,28571	0,102	3	0,306
	Total	28	100	0,633	24	2,124

Source: dairy products