

The Stakeholders Analysis In The Farmers' Empowerment

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The Stakeholders Analysis In The Farmers' Empowerment

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Abstract.

The empowerment of Mekar farming group is conducted to establish solidarity and independence. In agribusiness, the farmers are not only solid and independent in the capital-providing but also in the cultivation techniques, post-harvest handling, distribution, institutional, and business diversity. Therefore, they need supports from the stakeholders in accordance to their necessities. The results of the research show that the stakeholders' supports come from their primary duties, so that they need an instrument to unify them. Therefore, the farmers should have the major strength which is to integrate the stakeholders dynamically. The group dynamic is seen in the reorganizing process of the organizational structure in order to adjust the form of support given by the stakeholders. It is done to develop human resources for increasing the farmers' welfare.

Keywords: empowerment, stakeholders, welfare

1. Introduction

The majority of Indonesian farmers live under the poverty belt, as characterized by their daily life. Small farmers have the tendency of unwilling to take any risk (Scott, 1983) due to the skill limitation in developing their farms. Therefore, there needs to establish strategies to advance and develop the paradigm and working patterns of farmers in order to become independent and competitive.

The strategy applied is by executing the society-centered development to intensify the ability in management and to encourage the resources available around them. In other words, the society-centered development is an empowerment which leads to the independence. Thus, the empowerment must develop the farmers' ability and confidence to support independence (Suharto, 2006).

The farmers' empowerment needs the stakeholders' support because not only they work in the farming process, but also in field of all the farming process, top to bottom. Therefore, the member of Mekar farming group should gain as much support from the stakeholders. In accordance, their goal is to shape the farmers' skill in problem solving and fulfilling the need of farming in order to achieve welfare. This research focuses on the implemented strategies used to integrate the stakeholders in the empowerment.

2. Methods

The participant of this research were small scale farmers whose grouped in rice Mekar Ngalian, Widodomartani village, Ngemplak district, Sleman Regency. This research was conducted from March 2019 - August 2019. This research used descriptive qualitative approach on case studies. The subjects in this study were the administrators

and the members of the farmers group. The methods of the data collection were observation, interviews, and Focus Group Discussion (FGD). The data collected were tested their validity with triangular sources and methods. The analysis techniques using Miles and Huberman models.

The Stakeholders Analysis

The stakeholder analysis is a systematic process of gathering and analyzing qualitative information to determine whose matters must be counted when developing and/or applying the policy or program (Schmeer, 1999). The analysis is beneficial in identifying the most influenced community or social group in the developing process (Race and Millar, 2006). An activity can give benefit for particular society but it can also create disadvantage against others. Therefore, the analysis of the stakeholders is related to several elements such as the existence of social group, the impact, and the consequence occurred from the implementation of the development programs.

Start and Hovland (2004) underline that the analysis can be implemented to identify all sides involved in activities: the policymakers, the executor, and the mediator. It will help the farmers to determine the way to attract the stakeholders' attention so that the impact of the policy can be thoroughly optimized. Furthermore, Start and Hovland (2004) formulate 3 substantial aspects in the analysis of the stakeholders. They are:

- a) Establishing all stakeholders related to the issues, which could consist of: organization, group, department, structure, network, individual, *et cetera* which related to problems or issues,
- b) Grouping of the stakeholders based on their significance and strength in performing activities,
- c) Developing a strategy to find the most appropriate way to connect the farmers with the stakeholders.

3. Results

The Stakeholders

The process of the farmers' empowerment has begun since 2012 when Mekar Farming Group, accompanied by Balai Pengkajian Teknologi Pertanian (BPTP) Yogyakarta, holds the rice quality improvement by refining the products management system. The improvement is done by implementing the Standard Procedure Operation/Good Agricultural Practice (SPO/GAP). The SPO/GAP activities consist of the land and seed preparations, embroidery, pruning and thinning of the the young plants, fertilization, irrigation, pollination, pest control, harvest, and post-harvest. The activities of Good Handling Practice (GHP) consist of the post-harvest activities until the distribution.

However, the farming does not only require capital, but also cultivating technique, post-harvest, distribution, institutional, and business diversity. Therefore, the farmers need supports both from the government and private stakeholders. The government and other stakeholders are BPTP Yogyakarta and Dinas Pertanian, Pangan dan Perikanan Kabupaten Sleman. The roles of those stakeholders can be identified in Table 1.

Table.1 the Main Tasks and Roles

No.	Stakeholder	Main Task Based on Group's Vision and Mission	Role
1.	Dinas Pertanian, Pangan dan Perikanan, Kabupaten Sleman	Implementing the agricultural development and improvement	Supporting the organizational development and improvement to strengthen and autonome the group
2.	Balai Pengkajian Teknologi Pertanian (BPTP) Yogyakarta	Implementing the appropriate technology assessment, assembly, and improvement in specified locations	Supporting rice cultivation technique through the management system refinement using SPO/GAP to obtain the high-quality

Source: Primary data analysis

Table 1 shows that the roles of the stakeholders are implemented in order to fulfill the responsibilities and functions based on the organization's visions and missions. It is something understandable in regards with the fact that the government and the private stakeholders, especially the Organisasi Perangkat Daerah (OPD), are still bounded with their main tasks and functions.

The Classification of the Stakeholders

According to the significance and the power in this farmers' empowerment activity, the stakeholders can be classified into the main matter, the supporting matter, and the key matter stakeholders (Crosby, 1992). The stakeholders of Mekar Farming Group are:

a. The key stakeholders

They have strong and significance influence related to the problem, necessity, attention of the success of the farmers activities. In this case, the key stakeholders of Mekar Farming Group are **BPTP Yogyakarta**.

b. The supporting stakeholders

They are the mediums who help to announce the activities. In several activities, they have formal and informal significance. In Mekar Farming Group empowerment, the supporting stakeholders are **Dinas Pertanian, Pangan dan Perikanan Kabupaten Sleman**.

The classification of the stakeholders has a strong relationship with the farmer's empowerment process. Start and Hovland (2004) argue that these type of stakeholders are so-called the 'keep informed' type, marked by their attention towards the empowerment process. Besides, this type is also characterized by the stakeholders' limitation in supporting the empowerment program. Due to the limitation, though possessing influential significance, they have to be informed because they have strong significance in the process. However, they can establish the base or the coalition of the stakeholders which can lobby to create changes. Thus, the Mekar Farming Group uses this condition in the empowerment process for its members.

The Strategy of the Farming Group

The characteristic of the stakeholders in the empowerment rely on their own functions and tasks. It causes the partial support in farmers' empowerment due to the

fact that the stakeholders cannot collectively support one single activity. This condition results in the farming group adjusting to the role of each stakeholder.

In other words, the group must plan an appropriate strategy in the empowerment process if they need support from the stakeholders. The strategy implemented here is done by changing the group's organizational structure. With the support of the stakeholders, the group adds and expands job description of a division in the group. In other words, they perform a structural dynamism to integrate the stakeholders in the empowerment activity.

The dynamism of the farming groups' structure is implemented so that the farmers' activities will work properly with the support of the stakeholders. The strategy and the dynamism results of the organizational structure with the support of the stakeholders are shown in Table 2.

No	Stakeholder	Strategy	Result of Dynamism
1.	Balai Pengkajian Teknologi Pertanian (BPTP) Yogyakarta	Adding a task of the rice division by establishing the rice cultivation task force through SPO/GAP to achieve rice certificate	The farmers and the group receive the rice certification in 2018.
3.	Dinas Pertanian, Pangan dan Perikanan Kabupaten Sleman	Forming a task force to prepare the group qualification	Beginner: 2005 Advanced: 2011.

Source: Primary data

Table 2 shows that the farming group has done the dynamism in its organizational structure to adapt the role of the stakeholders. It means that the major strength of the relation between the stakeholders situated in the farming group can integrate the stakeholders by establishing divisions directly correlated to the stakeholders. To put it simply, the relation between the structural changes in the group and the stakeholders in the empowerment process can be imagined as a propeller with the group is the axis of the propeller, while the stakeholders are the blades of the propeller. It will work properly if all components work based on their tasks and functions.

Table 2 also points out that the implemented strategy has succeeded significantly to improve the welfare. It can be seen through these aspects:

1. The rice certification which is safe to eat leading to the rice.
2. The group has improvement of the group's classification from beginners to advance farmers.
3. The establishment of tourism village which gives the farmers income warranty so that they are independent and able to manage the business.

4. Analysis and Discussion

The empowerment of Mekar Farming Group has been done by the support of many stakeholders. The characteristics of the stakeholders in empowering the farmers take roles suited to their tasks and functions. Thus, they cannot decide which strategies will be applied for the beneficiaries. The reason behind this is that the government and the private stakeholders, especially the Organisasi Perangkat Daerah (OPD), are still attached to their main tasks and functions whether stakeholders from the government or the private sector. In other hands, the research of Katharina (et. all 2012) shows the

difference; in the company, the policymakers and the managers are not only concerned with the legitimacy, but also with the strategic purpose-taking. This is understandable because the stakeholders are the implementer of the policy so that they cannot apply the strategy freely in the field.

The characteristics of the stakeholders above have influenced the group's activities within the empowerment process who cannot collectively perform activities. In addition, these activities are partially to them. Based on this situation, they must be united in one way or another within the empowerment activities. Mekar Farming Group understands that in this period, the dynamic interaction is unavoidable. As a result, the relationship between stakeholders and the farmers are a necessity. The existence of the group will always affect the stakeholders the stakeholders and vice versa (Zadek, 2006).

The ability to unite and mobilize the stakeholders is within the hands of farming group; especially their initiative to create changes. Alcock and Craig (1998) argue that the local authority, in this case, Mekar Farming Group, cannot omit or significantly decrease the local poverty without establishing cooperation with the related parties. In consequences, the farming group plays a role as the unifier of the stakeholders by performing group dynamism. It is supported by the argument of Sajogja (1978) which states that the success of the empowerment could occur if the dynamic process happened on the group. Although this change will decrease the group's role, as a whole, the farming group has a role in improving its human resources in Dusun Ngalian to achieve the farmers' welfare.

The change that the farming group has done, realized or not, faces a certain degree risk. The process needs a great commitment from all member to establish a strong long-term relationship. It is simply said that every member thoroughly understands others' need. However, for the group, it does not require a long time and great commitment because the group still prefers to use apply the social culture rather than the economic culture; the farmers prioritize social values than the economic values (Soemardjan, 2002).

In correspondence with this condition, Boeke and Tideman (1974) argue that the community develops socially rather than economically whose values and attitudes are characterized as 'limited needs' or 'oriental miticism'. It means that they are satisfied; they feel peaceful without forcing their wills out of their reach. Scott (1983) points out that the farmers prioritize their safety. However, due to the abundant amount of the farmers who are actually involved in subsistent as well as capital economy, they determine their rationality to improve the economy and are able to take risks (Popkin, 1979). This farmers' rationality is a stepping point leading to their welfare.

5. Conclusion

The success of the farmers' empowerment required the key and the supporting stakeholders' supports and cooperation. The farmers and the group have to initiate this movement. They need to adjust themselves to the stakeholders' characteristics because the success of the empowerment can be achieved through the group's dynamism. It is required to develop the human resources for achieving welfare.

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