Evaluation and Level of Efficiency of Milkfish Processing Centers and Regional Development Strategies as Implementation of Social Entrepreneurship Education in Milkfish Management Centers in padaasih Village, Pasirwangi, Garut, West Java

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Abstract. Padaasih Village, located in Garut Regency, has been designated as a milkfish processing center. However, a significant portion of milkfish processors in the village, amounting to 24.31%, are categorized as underprivileged families. This study aims to analyze the social and economic relationship between milkfish suppliers and processors and explain how the implementation of the Empowerment strategy through cooperative establishment planning can improve the situation. The research was conducted on 42 milkfish processors at the Di Asih Village Milkfish Processing Center in Psirwangi District, Garut Regency, West Java, using a mixed method approach that included Participatory Rural Appraisal and Data Envelopment Analysis. The research findings indicate that: 1) new suppliers have more organized and disciplined business operations, while the milkfish sales market in Padaasih Village operates as a free market, leading to a shift in focus from old to new suppliers, and 2) most processors have low levels of efficiency and income, despite the potential for good milkfish sales. The study concludes that cooperatives could help improve the efficiency and income of processors, in addition to the skills they already possess.

Keywords: Empowerment, Community, Milkfish, Cooperative, Garut

1 INTRODUCTION

According to data provided by the Livestock and Marine Affairs Office of the Regency for the year 2013, Garut Regency boasts a substantial land area, ranking second only to Sukabumi Regency, encompassing an impressive 3,065.19 square kilometers. The southern coast of Garut Regency presents a significant Exclusive Economic Zone (EEZ) potential, extending up to 200 nautical miles, covering a fishing area of approximately 28,560 square kilometers. This region is estimated to have a sustainable potential (MSY) of 166,667 tons/year. In contrast, the territorial sea zone (extending

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R. Hurriyati et al. (eds.), *Proceedings of the 8th Global Conference on Business, Management, and Entrepreneurship (GCBME 2023)*,
Advances in Economics, Business and Management Research 288,
https://doi.org/10.2991/978-94-6463-443-3_35

12 nautical miles from the coast) exhibits a potential of 10,000 tons/year. However, up until the year 2006, local fishermen in Garut Regency have primarily concentrated their efforts in a limited area, with total catches reaching 4,994.16 tons, representing only about 49.94% of the existing potential. This restrained utilization is attributed to the limited fishing fleet at the fishermen's disposal, which currently comprises only one small boat (5-10 GT).

The fisheries potential in the waters of southern Garut encompasses a diverse range of species, including tuna, cob, skipjack, squid, sea urchin, snapper, black pomfret, grouper, bottle shark, lobster, ornamental fish, and seaweed. Within the realm of marine activities, the human resources engaged include fishermen, fish sellers, and fish processors, primarily situated in seven coastal areas of Garut Regency. This outlook appears quite promising when assessing the progression of the number of fishermen in Garut Regency, which has demonstrated an average annual growth rate of 3.5%. Notably, approximately 95% of PPI Cilauteureun's fishermen are residents of the region, further underscoring the local potential within the fishing sector.

Furthermore, Garut Regency showcases substantial potential in freshwater cultivation, amounting to 26,000 hectares. This encompasses the cultivation of stagnant ponds, flowing ponds, and smaller-scale ponds. The aquaculture potential also extends to pond cultivation, spanning 1,000 hectares, and covers the utilization of public waters such as lakes, swamps, and rivers over a total length of 1,290.29 kilometers, encompassing an area of 258 hectares. With such a wealth of potential, the development of aquaculture and its derivatives is poised for growth, reinforced by favorable topographical conditions ensuring a consistent water supply throughout the region. Currently, the utilization of freshwater arable land has reached only around 11,500 hectares, which equates to approximately 54.8% of the total potential available. To provide further context, in the year 2013, the total fresh fish consumption in Garut Regency amounted to 30,708 tons, originating from aquaculture in stagnant ponds (KAT), 572 tons from flowing ponds (KAD), 15,908 tons from rice fields (mina), and 426 tons from other ponds [1].

According to the strategic plan of Garut Regency for 2014-2019, Pasirwangi District was not originally included in the subregional distribution of milkfish farming. Nevertheless, several villages in this district have fostered family-based industries and milkfish processing centers, with Padaasih Village being designated as a pivotal milkfish management center [2].

Efforts directed towards community empowerment constitute a pivotal element in enhancing economic groups within the community. However, several issues have been identified in the realm of community empowerment at the village level, which include: (1) Limited communication effectiveness between communicators and community leaders, resulting in one-sided socialization of decisions. (2) Inadequate voluntary cooperation and information exchange among stakeholders. (3) Mismatches between the design of empowerment programs and the available program funds and budgets. (4) The village-level program designs maintain a formal, routine character, which often fails to accommodate the aspirations of the community. (5) Discrepancies in data and a disregard for target data, resulting in the neglect of community development planning capacities. (6) The leaders involved in the empowerment process do

not provide the necessary space for community empowerment to take place. (7) Communicators exhibit a deficiency in communication skills. (8) Regional development planning leans towards respecting proposals, thereby excluding the input of the community in shaping planning provisions [3].

Drawing from initial observations, it is noteworthy that, starting in the 1970s, Mr. Eman, a laborer who initially worked on tea plantations in Pangalengan, eventually returned to Padaasih Village. He ventured into the processing of pindang bandeng (milkfish dishes) in Padaasih Village. Given the modest income of agricultural workers and those with limited land resources, the local community began to follow in his footsteps by engaging in the sale and processing of pindang bandeng. Over time, this community-driven effort gained momentum, establishing Padaasih Village as a prominent pindang fish processing center, as officially designated by the Garut Regency Government.

While the milkfish processing center plays a crucial role in local economic development, it grapples with various challenges. One significant challenge pertains to issues of capital access and institutional support. Acquiring necessary capital for commencing or expanding milkfish processing businesses presents a major challenge. Financial institutions such as banks tend to be cautious about providing business capital or investment capital, largely deeming these ventures as non-bankable. A primary reason behind this reluctance is the requirement for formal financial statements to evaluate funding proposals, be it for business or investment purposes [4].

In response to these issues, the local business community has devised a unique solution in the form of a raw material lending system. Emic perceptions within Padaasih Village characterize this arrangement as a cooperative collaboration between two parties: the raw fish supplier (capital owner) and the milkfish seller (processor). In this system, the supplier provides the raw materials (milkfish) and seasoning ingredients to the processor, who, in turn, processes the raw materials into market-ready products and subsequently sells them to consumers. Once the milkfish pindang products are sold, the processor remits an agreed-upon sum of money to the supplier.

The suppliers typically purchase milkfish not from Garut Regency, but rather from the Caringin Main Market in Bandung. The processors, on the other hand, sell their milkfish products in Bandung and Tasikmalaya regencies. This transaction pattern persisted for an extended period; however, in 2015, a branch of fish sellers from the Caringin Main Market was established in Padaasih Village, subsequently altering the market dynamics. The presence of these new sellers provided lower deposit prices, prompting processors, who were primarily loyal customers of their previous suppliers, to shift their allegiance to these new market entrants. As a result, milkfish sellers from the Caringin Main Market gained a dominant position in the market, attracting approximately 90 out of 130 sellers, with the remainder continuing to source raw materials from their original suppliers.

To address these challenges and find a mutually beneficial solution, this study examines the willingness of the local community to establish cooperatives, aiming to streamline the production chain within the milkfish processing center in Padaasih Village. This endeavor also serves as a component of the social entrepreneurship education process.

Social entrepreneurship, according to Cukier, as cited in Dwiyanto, represents a form of entrepreneurship that integrates social objectives with entrepreneurial skills to effect positive social change, particularly in the domains of welfare, education, and healthcare [5]. It is underpinned by four key elements: social value, civil society, innovation, and economic activity [6].

Cooperatives are a concrete manifestation of the social entrepreneurship process. In the words of Hutasuhut, as referenced in Sulaiman (2019), cooperatives are economic institutions that harmonize with the values of the community, specifically the principles of kinship and entrepreneurship, aimed at meeting the members' needs and improving their collective well-being. Meanwhile, as described by Gemina et al. [7], cooperatives represent entities that operate with a member-managed approach and the participation of members, collectively striving for excellence and competitiveness.

2 METHOD

In the context of Padaasih Village, which has a population of 75 processors, an alpha value of 1% yielded a sample size of 42.85, which was rounded up to include 42 respondents in the study. To assess the sample, the author employed the Data Envelopment Analysis (DEA) approach to gauge the efficiency level of processors. This analysis considered the following operational variables, which are seen in Table 1:

Table 1. Level of efficiency measurement of fish processors

Variables	Indicators	Unit	Data Scale
Input	Monthly Revenue	Rupiah	Ratio
Output 1	Fish Loan Value (in one week)	Rupiah	Ratio
Output 2	Average Deposit Amount (in one transaction)	Rupiah	Ratio

DEA, or Data Envelopment Analysis, is a non-parametric method used to measure the efficiency of an Economic Activity (UKE) or Decision Making Unit (DMU). Each element's efficiency score is relative, dependent on the efficiency levels of the other units in the analysis. Efficiency scores for each unit are non-negative and range between 0 and 1, with 1 indicating perfect efficiency. Units that achieve this perfect efficiency score are used to define the frontier of efficiency, while other units in the analysis exhibit varying levels of inefficiency [8].

Qualitative data processing was conducted using the Participatory Rural Appraisal (PRA) method. PRA is an evolution of the Rapid Rural Appraisal (RRA) method, which was criticized for not sufficiently involving stakeholders in development programs and procedures (Chambers, as cited in Lestari et al., 2020). Pratiwi, as cited in Lestari et al., noted that the PRA Method emphasizes community involvement in the overall development process, focusing on empowering the community and increasing participation in development activities [9].

3 RESULT AND DISCUSSION

The history of the Padaasih milkfish processing center dates back to the 1970s when a few individuals initially started selling processed pindang fish. Over time, the broader community in Padaasih Village, predominantly consisting of agricultural laborers, began showing interest in becoming milkfish processors.

Mr. Eman, an experienced milkfish supplier in Padaasih Village, recounts that fish processing activities in the village commenced in 1980. In the beginning, he was the sole milkfish processor. Mr. Eman took the initiative to purchase fish from the Caringin Main Market, process them, and market the products in Garut Regency. Observing Mr. Eman's efforts in fish processing, some of his neighbors in Padaasih Village were inspired to join this venture. As more of his neighbors entrusted their fish to be sourced from the Caringin Market, Mr. Eman, through continuous savings, transitioned from a processor to a supplier (bandar). From 1980 to the present, the number of fish processors in the village has increased significantly.

3.1 identification of the business pattern of milkfish processing center padaasih village

Over time, the number of suppliers grew, and the addition of Mr. Warsum, the owner of CV GARUT BERKAH JAYA, a wholesale fish vendor who had initially been one of the suppliers sourcing raw materials (fish) at Pasar Caringin in Bandung, further contributed to the growth. Mr. Warsum eventually became a new supplier at the Padaasih milkfish processing center.

As mentioned earlier, the roles in the Padaasih milkfish processing center are divided into two categories: processors and suppliers. Suppliers acquire fish from Caringin Market and provide them to milkfish processors through a loan system. The supplier also facilitates the provision of packaging materials and cooking spices. Processors are primarily responsible for cooking and processing the fish before marketing them to consumers. The communication between suppliers and processors is based on trust and kinship principles, allowing processors to take fish from suppliers as needed. Payment is made by processors once they have successfully sold their fish.

Suppliers fund their operations from their personal savings and the proceeds from asset sales, such as land, to accumulate capital for their role as a supplier in the Padaasih fish processing center. This is achieved without the need for investors or bank loans. As the business grew, competition increased between old and new suppliers, leading some old suppliers to leave the business.

The Padaasih community holds suppliers in high regard, viewing them with respect and honor. They are considered elders and leaders, even receiving titles like "Hajj." There exists a strong social bond in the relationship between suppliers and processors. The business ecosystem of the pindang center began to take shape, evolving from a small group of individuals to encompass most of the villagers who engaged in pindang fish processing. The pattern of this ecosystem is as in Figure 1:

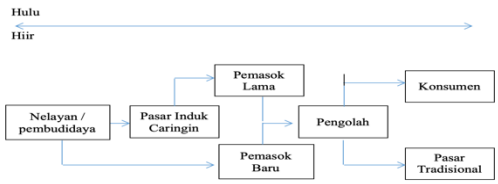

Fig. 1. Milkfish Management Scheme

From figure 1 explains how the scheme occurred at the milkfish processing center in Padaasih Village. There are differences in terms of the operational mechanism of the business of the new supplier (grocery store) with the old supplier are as follows:

1. The new supplier profession was previously a trader in Caringin Market Bandung then in 2016 opened a branch in Padaasih Village, Pasirwangi District, Garut Regency.
2. Suppliers buy fish in grocery stores under an upfront payment scheme and cannot credit.
3. The fish that has been purchased is then distributed to the processor in the form of a package containing fish. Fish that have been taken by processors are then processed in each processor's home.
4. Fish that are ready to be sold are then sold directly by processors to consumers in markets around Garut but some are sold in the Bandung area.
5. In this scheme, there are processors who buy fish directly to new suppliers without going through intermediaries, the difference is that if processors buy fish directly to new suppliers, they only get the fish, not the following raw materials for making pindang, different from suppliers who have provided fish and raw materials for making pindang directly.
6. Processors who buy fish at new suppliers must purchase raw materials for making pindang separately.

Fish processors in Padaasih Village consist of adult women and men. Each woman and man there both take the same number of kilograms of fish (about 80 kg per week). But what distinguishes it is the frequency of taking fish per week. In general, the average male processor takes fish twice a week, while the female processor takes four times a week. If it is assumed that the current price of fish is Rp. 17,000.00 / kg, then if in one fish intake as much as 20 kg (80/4). One fish collection requires payment to the city of Rp. 340,000.00. Other suppliers or commonly referred to by "wholesaler" processors can sell around 2-3 tons per day with an average turnover of around Rp. 51,000,000 per day or around Rp. 1,530,000,000 per month. The Cost of Goods Produced is Rp. 290,000,000. (IDR 14,500 x 20,000 kg).

For fish supply from Caringin Market, new suppliers have never experienced problems because they have established contractual relationships with suppliers in Caringin Market so that fish needs in wholesale stores are always prioritized. From observations, we found that there are no new suppliers of fish (in the form of grocery stores) other than CV Berkah Garut Jaya in Padaasih Village. This condition benefits a new supplier, CV Berkah Garut Jaya, in controlling the market share of fish supply in Padaasih Village by having around 120 regular customers specifically for processors.

3.2 Strategy For Empowering Milkfish Processing Centers

Based on information gathered from the FGD process and interviews with processors and suppliers in the milkfish processing center in Padaasih Village, there are four problems felt by them, namely; 1) the problem of processing capital, 2) the dependence of processors on suppliers in terms of raw materials, 3) the limited marketing area of milkfish processed products, 4) there is no cooperation between suppliers and processors to jointly increase productivity. The capital problem has an impact on the low production capacity of processors. Some processors who have capital, can buy fish directly at wholesale stores so that they can produce every day as stated by one of the processors, Mrs. Ai Sumarni, 45 years old "Abdi mah cep can be unggal dinten icalan tea, uih icalan directly meser deui, upami di wholesale mah soalna ready bade nyandak sabaraha ge". (I am ready mas, and can sell every day, after returning from selling immediately buy again at the grocery store because there is ready to provide whatever according to his needs).

For every 10 kg of fish supply obtained by the processors, they get varying fish sizes. Generally, every 10 kg of small fish packages containing (100 fish) is sold at a price of Rp 2,000.00, medium size fish containing (80 fish) is sold at a price of Rp 3,500.00-4,000.00, large fish size (60 fish) at a price of Rp 5,000.00 so that the fish size variant obtained by the processor determines the amount of income they receive. The problem felt by processors is that they cannot choose to get packages of raw materials with certain fish sizes. In addition, the size of the scales they get often does not fit 10 kg or less a little because when the fish order is taken, the bookie does not reweigh again. This condition causes some processors to tend to buy fish from wholesale stores because the purchased fish scales are weighed back so that they get fish as desired.

According to the confession of processors, the demand for processed milkfish is still quite high so it is almost certain that in a day the processed milkfish products are sold out. Marketing milkfish is carried out in two ways, namely pelvis and sold around as well as directly supplying stock in several subscription stores. Subscription stores are located in several traditional markets in Garut Regency, often processors use city transportation to get to the market. According to a statement from Ibu Anih, 55 years old "upami masakna sae mah cep, opat dinten oge tiasa kiat milkfish the janten can nyetok in the market nu sanes nu need" (if the cooking technique is good, even four days milkfish is strong / does not expire so it can supply milkfish in other markets in need).

The main advantage in this business is the large number of human resources who are skilled and have expertise in processing milkfish so it is natural that Padaasih Village is designated as a processing center. This can be developed through increasing production inputs, one of which is by increasing capital to buy fish so that processors can optimize the productivity of processed milkfish.

Generally, processors are not familiar with online sales to be able to expand their marketing reach. Training on internet use and marketing to communities appointed by processors to become administrators is needed to improve their skills. In addition, as shown in Figure 2, training on cooperative management is also needed, especially for

the purposes of savings and loan cooperatives for the capital needs of processors in purchasing fish raw materials.

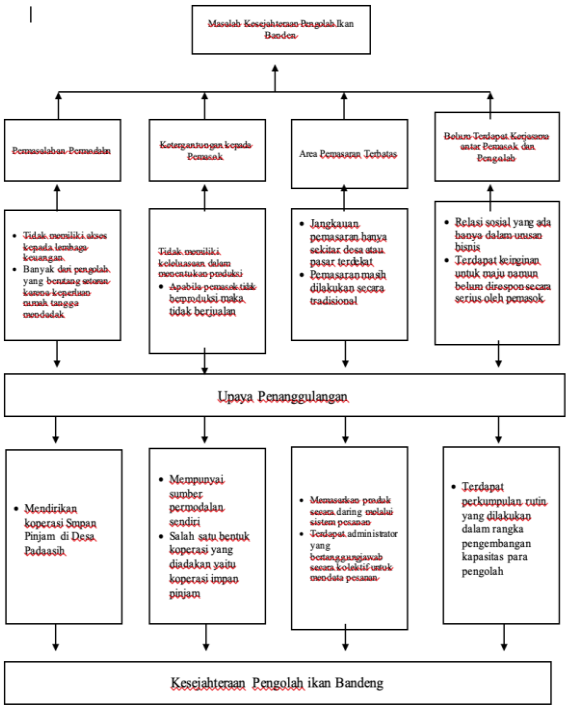

Fig. 2. Community Development Strategy Scheme

The distribution of participation of several community elements in Padaasih Village determines the success of the concept of community empowerment with a bottom-up approach. Some divisions of roles or jobdesc based on the competencies possessed by each party are as in Table 2:

Table 2. Community Group Participation Scheme

No	Entity	Jobdesc	Competence
1	Existing suppliers	Become a source of fish supply in small order quantities	Priority in fulfilling daily supplies
2	New suppliers	Become a source of fish supply in large quantities of orders	Priority in fulfilling seasonal supplies
3	Word processing	Processing fish into ready-to-sell materials	Focus on productivity without marketing so as to increase the amount of productivity
4	Adminstrator (Cooperative Management)	Processing online websites, ordering pindang and doing bookkeeping	Record pindang orders every day and be informed when gathering regularly, arrange cooperative bookkeeping

5	Marketing Manager (Cooperative Management)	Responsible for the distribution of pindang products to consumers	Market and coordinate with administrators in financial matters

The process of ordering processed milkfish products can be done with a quota system so that processors have productivity estimates based on the capacity of the cooking utensils they have. Orders obtained from consumers are divided by administrators in rotation to each processor, for example if there is an order for the need to move as many as 200 pieces, then if it is assumed that the processor can process 50 pieces, four people are needed to fulfill the order, and so on until all processors get their turn.

3.3 Efficiency Analysis of Milkfish Processing Group

Efficiency analysis in milkfish processing groups is carried out by first selecting respondents based on variations in the amount of income received by processors. This is done so that there are no respondents who have similar output values. After the elimination process, 20 out of 42 respondents were obtained. The next grouping is to divide the selected respondents into small and large processors based on the value of additional income they get from processing milkfish. The small processing group is respondents who have an additional monthly income of up to one million while the large processing group is more than one million, as shown in Table 3.

Table 3. Results of Efficiency Analysis of Processing Group (Small)

Resp	Variables	Efficients	Actual Value	Value Target	Radial Movement	Slack Movement
1	**Pendapatan**	0.75	600,000.00	600,000.00	-	-
	Frekuensi		2.00	1.50	(0.50)	-
	Setoran		200,000.00	150,000.00	(50,000.00)	-
2	**Pendapatan**	0.85	612,000.00	612,000.00	-	-
	Frekuensi		4.00	3.02	(0.60)	(0.38)
	Setoran		100,000.00	85,000.00	(15,000.00)	-
3	**Pendapatan**	0.74	800,000.00	800,000.00	-	-
	Frekuensi		4.00	2.94	(1.06)	-
	Setoran		175,000.00	128,608.92	(46,391.08)	-
4	**Pendapatan**	1.00	810,000.00	810,000.00	-	-
	Frekuensi		4.00	4.00	-	-
	Setoran		112,500.00	112,500.00	-	-
5	**Pendapatan**	0.84	816,000.00	810,000.00	-	-
	Frekuensi		4.00	4.00	(0.66)	-
	Setoran		150,000.00	125,263.16	(24,736.84)	-
6	**Pendapatan**	0.79	840,000.00	840,000.00	-	-

	Frekuensi Setoran		4.00	3.15	(0.85)	-
			170,000.00	133,922.83	(36,077.17)	-
7	**Pendapatan Frekuensi Setoran**	1.00	900,000.00	900,000.00	-	-
			3.00	3.00	-	-
			150,000.00	150,000.00	-	-
8	**Pendapatan Frekuensi Setoran**	1.00	1,000,000.00	1,000,000.00	-	-
			2.00	2.00	-	-
			300,000.00	300,000.00	-	-

There were three respondents in the small group who had optimal efficiency levels, namely respondents 4, 7 and 8. By only depositing IDR 112,500.00 and processing four times in one week, respondents get an additional income of IDR 810,000.00. Respondent 7 deposited IDR 150,000.00 three times per week with an additional income of IDR 900,000.00. Unlike respondent 7, although respondent 8 only made processing transactions twice, the amount of deposit given was twice as large as IDR 300,000.00 compared to respondent 7 with an additional income of IDR 1,000,000.00. The target value column describes how much nominal needs to be adjusted by respondents to reach the point of efficiency, either increasing or decreasing the amount of deposit with the consequence of reducing the number of fish that must be processed as well as the frequency in one week. For example, to achieve efficiency in respondent 1, he had to reduce the frequency and amount of his deposits by 25%.

In the category of processors in small groups, the majority need to reduce their frequency and deposit in a week to achieve a level of efficiency. On a business scale with not much processing output, gradual development adjustments are needed so that small processing groups can reduce the number of fish loans obtained for processing and adjust it to their sales capacity. A small amount of fish but sold quickly is better than taking a lot and often but getting less than optimal income because it is sold in the afternoon when the fish is not fresh. Table 4 is a results of efficiency analysis of processing group (large).

Table 4. Results of Efficiency Analysis of Processing Group (Large)

Resp	Variables	Efficients	Actual Value	Value Target	Radial Movement	Slack Movement
1	**Pendapatan Frekuensi Setoran**	0.33	1,020,000.00	-	-	-
			2.00	0.67	(1.33)	-
			300,000.00	88,888.89	(200,000.00)	(11,111.11)
2	**Pendapatan Frekuensi Setoran**	0.95	1,140,000.00	-	-	-
			4.00	1.68	(0.20)	(2.12)
			75,000.00	71,250.00	(3,750.00)	-
3	**Pendapatan Frekuensi**	0.42	1,280,000.00	-	-	-
			2.00	0.84	(1.16)	-

	Setoran		480,000.00	111,546.84	(279,215.69)	(89,237.47)
4	**Pendapatan**	0.53	1,360,000.00	-	-	-
	Frekuensi		4.00	2.00	(1.88)	(0.13)
	Setoran		160,000.00	85,000.00	(75,000.00)	-
5	**Pendapatan**	0.38	1,600,000.00	-	-	-
	Frekuensi		4.00	1.52	(2.48)	-
	Setoran		250,000.00	125,200.14	(204,799.86)	-
6	**Pendapatan**	0.52	1,800,000.00	-	-	-
	Frekuensi		4.00	2.08	(1.92)	-
	Setoran		250,000.00	129,734.45	(120,265.55)	-
7	**Pendapatan**	0.75	2,040,000.00	-	-	-
	Frekuensi		4.00	3.00	(1.00)	-
	Setoran		170,000.00	127,500.00	(42,500)	-
8	**Pendapatan**	0.49	2,250,000.00	-	-	-
	Frekuensi		3.00	1.47	(1.53)	-
	Setoran		700,000.00	196,078.43	(356,862.75)	-
9	**Pendapatan**	0.58	2,400,000.00	-	-	-
	Frekuensi		3.00	1.75	(1.25)	-
	Setoran		350,000.00	203,779.13	(146,220.87)	-
10	**Pendapatan**	0.74	2,550,000.00	-	-	-
	Frekuensi		4.00	2.94	(1.06)	-
	Setoran		250,000.00	183,790.47	(66,209.53)	-
11	**Pendapatan**	1.00	2,720,000.00	-	-	-
	Frekuensi		4.00	4.00	-	-
	Setoran		170,000.00	170,000.00	-	-
12	**Pendapatan**	1.00	4,590,000.00	-	-	-
	Frekuensi		3.00	3.00	-	-
	Setoran		400,000.00	400,000.00	-	-

In the results of the Data Envelopment Analysis of the large processing group, out of twelve respondents there were only two respondents who showed an optimal level of efficiency, namely respondents 11 and 12. Both are respondents with the largest amount of income output of all respondents. In general, the efficiency analysis of large groups shows that if the combination of inputs that are close to an efficient scheme with an output of one million is respondent number two, namely with an output of IDR 1,140,000.00 and frequency input four times a week with a deposit amount of IDR 75,000.00. As for the total output of two million rupiah, the input output combination scheme that shows efficient results is to input the deposit amount of IDR

170,000.00 with a frequency of four times and generate additional income of IDR 2,720,000.00. For processors who do have a wide market reach and have adequate human resources to produce processed milk fish above average, they can produce can follow the input-output combination scheme of respondent 12, namely with a deposit amount of IDR 400,000.00 three times per week and generate additional income of IDR 4,590,000.00.

3.4 Cooperatives As An Implementation Of Social Entrepreneurship Education And Empowerment Strategies For Village Milkfish Processing Centers In Asih

The findings from interviews and questionnaires revealed that a majority of processors favor the formation of savings and loan cooperatives. The decision to establish these cooperatives stems from shared interests and needs, primarily the processors' desire for financial services that can provide additional capital and enhance their skills. This initiative aligns with the broader strategy aimed at developing the milkfish industry in Padaasih Village.

In its implementation, there are several scenarios for the action planning of the Padaasih Savings and Loans Cooperative as follows:

1. Stages of Formation of Savings and Loans Cooperatives. There are several stages that must be considered in planning the formation of the savings and loan cooperative. First, the preparation stage where the movers / pioneers in this case the author needs to re-convey to the prospective founders (Processors and suppliers at the Milkfish processing center) about the potential of the milkfish processing center in Padaasih Village, as well as how the cooperative becomes a forum for the development of the center so that the presence of the Padaasih Savings and Loans Cooperative is a solution to the problems in the milkfish processing center, especially the processors. In this preparatory stage, it is also necessary to convey the action plan of the cooperative to be established starting from the concept of the cooperative to be established to the operation of the cooperative. In this stage process, government officials in charge of cooperatives must also be present in order to obtain understanding and clarity about the aims and objectives of establishing cooperatives. Second Formation Meeting. In this stage, the pioneer / mobilizer (Author) initiated a formation meeting by inviting all prospective members and administrators consisting of all stakeholders in the milkfish processing center in Padaasih Village, the village government and officials in charge of the local cooperative. Where this formation meeting discusses matters related to the formation of cooperatives starting from the purpose of establishing cooperatives starting from the results of pioneering research, businesses to be run, acceptance and requirements for membership and management, preparation of articles of association and household budgets, determining initial capital consisting of deposits and election of management and cooperative audit bodies.
2. Operational System Plan of Savings and Loans Cooperative on Padaasih. The Padaasih Savings and Loans Cooperative is a forum for the development of

milkfish processing centers in Padaasih village, so in its operational system the target is all stakeholders in milkfish processing centers in Padaaasih Village, both suppliers and processors. This cooperative targets members consisting of actors in milkfish processing centers in Padaasih Village for several reasons:

a. Become a solution to the problem of milkfish processing centers in Padaasih Village.
b. The existence of houses, especially processors to increase their skills and income, seeing the potential from the market side is very good.
c. With the existence of savings and loan cooperatives, it is expected that the market mechanism between suppliers and processors will be healthy and mutually beneficial to both parties, because the bargaining position of processors is no longer person-by-person but institutional.
d. In its operations, savings and loan cooperatives must be able to direct their members in managerial terms, production and marketing more effectively in accordance with the findings in the field.
e. In its management, this Savings and Loans Cooperative will more effectively use the principle of Solidarity Landing, which in its implementation, consists of small groups (5-10 people) based on the distance of the area and the suitability of the production level.

Therefore, this study provides several recommendations and action plans in terms of Standard Operating Procedures that can be considered by processors in running the Padaasih Village KSP. The SOP consists of; a) Institutional SOP, b) Management SOP, c) Financial Management SOP, d), KSP Health Assessment SOP, e) Guidelines for the Implementation of the Annual Member Meeting (RAT).

4 CONCLUSION

In light of the preceding discussion, the existing pattern in the milkfish processing center of Padaasih Village is deemed less efficient. One significant shortcoming is the absence of a dedicated facility or infrastructure to house these activities, which, in turn, affects the well-being of the processors. The most desirable solution, as envisioned by the processors, is the establishment of a cooperative acting as a dedicated facility or container for them. This cooperative is expected to address the various challenges that processors often encounter, particularly those related to income enhancement.

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