

# Can Institutional Capacity Building Improve Farmer's Welfare?

## A Case Study of Farmers' Association of Water Users in Malang Regency

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**Abstract**—The success of the food security program is largely determined by the success of agricultural production. One supporting factor in agricultural productivity is the availability of good irrigation water in accordance with crop needs. This study aims to determine, describe, and analyze institutional capacity building in Farmers' Association of Water Users (HIPPA) in Malang Regency. This research approach uses qualitative methods. For the determination of informant's researchers used snowball sampling data collection techniques. In the meantime, institutional strengthening research includes human resources, organizational networks, and finance. The results of this study found that HIPPA "Tirtoadi" has made efforts to develop human resources through trainings organized by extension agents. They also expand the network, one of which is cooperating with related parties through certain programs and cooperating with 9 GAPOKTAN who will market the products produced. Nevertheless, there are still some farmers, especially farmers who own land at the secondary level, which means that they are located near water sources.

**Keywords**—*capacity building, farmers' association of water users, welfare, institutional strengthening*

### I. INTRODUCTION

Currently food security is a strategic issue in consumption needs and people's welfare because it will determine the economic, social, and political stability in a country. The needs of food become a challenge for Indonesia which is an archipelagic country. Geographic location and area of Indonesia to be the cause of differences in soil condition and suitability of the types of plants including food sources are produced. Cultural differences in farming and staple foods between regions also contribute to the community's choice in choosing food commodities to be consumed. However, the challenge in Indonesia today is that agricultural land is increasingly shrinking due to land conversion that cannot be controlled. The Central Statistics Agency (BPS) said that the area of agricultural land was reduced from 2017 by 7.75 million ha to 7.1 million ha in 2018 [1]. With the conversion of

land that is converted into a continuous settlement will result in poor water resilience to potential water crisis [2].

Water is the main source of life for living things. In agriculture itself the term water is better known as irrigation. Irrigation is one of the success factors that support the activities of agricultural production by providing adequate irrigation network and in accordance with the needs of the plant. Therefore, the need for good management of irrigation water to support agricultural production which became one of the factors of food security nowadays. To solve the above problems, the government established various institutions of farmers in irrigation water management is the Farmers' Association of Water Users (HIPPA). HIPPA is formed in every village where the function is to manage the irrigation network for agriculture in the region and overcome problems that occur mainly in the field of agricultural irrigation and coordinate with its members. Farmer institution is indirectly expected to be able to create a synergistic relationship with other sectors so that it can synergistically support the development of human and natural resources so as to improve the welfare of farmers while developing the regional economy and increasing food security. One indicator of farmers' welfare is increased agricultural productivity. Morison (x) states that capacity building is a process for doing something or a series of multi-level change movements within individuals, groups, organizations and systems in order to strengthen the ability to adapt individuals and organizations so that they can respond to change existing environment.

Strengthening farmers' institutions can guarantee continuity or continuity in the effort to spread technical or technological knowledge to farmers and prepare farmers to be able to compete in a more open and prosperous economic structure. One indicator to measure the level of welfare of farmers in rural areas is the Farmer Exchange Rate (NTP) indicator. East Java Farmer Exchange Rates in February 2019 decreased by 0.89 percent from 108.68 to 107.72. This is because the price index received by farmers (It) has decreased more than the price index paid by farmers (Ib). The price index received by farmers (It) fell by 1.16 percent and the price index paid by

farmers (Ib) fell by 0.27 percent. When compared to February 2018, the development of NTP in February 2019 (year-on-year) increased by 2.14 percent. While the February 2019 NTP compared to December 2018 decreased by 0.82 percent [1].

This study aims to determine, describe, and analyze institutional capacity building in HIPPA in Malang Regency. The object of this research is the HIPPA "Tirtoadi" located in the village of Pamotan, Dampit District, Malang Regency. Beginning this institution was formed in 2008 and is divided into three areas of irrigation (D.I) which includes D.I Pamotan, D.I Ubulan, and D.I Kepatihan with a land area of 380 hectares which covers 851 farmers. In order to improve the welfare of farmers, especially farmers who use water, the local government empowers HIPPA through field and classical methods, which are carried out systematically and continuously, including through socialization, motivation, field visits, regular meetings, facilitation, comparative studies, guidance technical, education and training, and assistance. Based on BPS data (2015-2017) shows that most local people are farmers with rice production capacity that continues to increase from year to year. Therefore, if local governments are consistent with increasing the capacity of HIPPA institutions, improvement in farmers' welfare will be realized

## II. LITERATURE REVIEW

### A. Capacity Building

Capacity Building is a strategy to improve efficiency, effectiveness, and responsiveness of performance. Capacity building is learning, starting from the flow of the need to experience a thing, reducing ignorance and uncertainty in life, and developing the skills needed to adapt to change [3]. Capacity Building is characterized by the following: is an ongoing process; has essence as an internal process; built from existing potential; has its own intrinsic value; take care of change problems; and Using an integrated and holistic approach [4].

### B. Social Welfare

Prosperity in the concept of the modern world is a condition in which a person can meet basic needs, be it the need for food, clothing, shelter, clean drinking water and the opportunity to continue his education and have adequate work that can support his quality of life so that he has a social status that is deliver the same social status to other fellow citizens [5]. Social Welfare has objectives, namely: (1) To achieve a prosperous life in the sense of achieving basic living standards such as clothing, housing, food, health, and social relations that are harmonious with the environment. (2) To achieve good adaptation, especially with the people in their environment, for example by exploring resources, improving, and developing a satisfying standard of living [6].

## III. METHODOLOGY

This research was conducted with a qualitative methodology with a case study approach. The focus of this research is strengthening institutional capacity in terms of human resources, organizational networks, and finance. To collect the information and data needed, the researchers used three data collection techniques, consisting of: (1) Observation, (2) in-depth interviews, and (3) documentation, so that a thick description is obtained. Data analysis followed the design of the case study research method proposed by Robert K. Yin. Yin (2015) explains that the analysis of evidence (data) in a case study consists of testing, categorizing, tabulating, or recombining the evidence to point to the initial proposition of a study [7].

## IV. RESULTS AND DISCUSSION

### A. Result

Organizational strengthening is expected to build organizational culture that can support employee performance in the organization, foster well-organized communication and be able to overcome problems that occur in the organization. HIPPA institution "Tirtoadi" carry out the strengthening of the organization as a goal to improve the quality of human and financial resources of its members. It is also intended that the Institute can be responsive in solving problems occurred, particularly in agriculture. This is like what was explained by Mr. Kuwadi as the head of the HIPPA "Tirtoadi" as follows:

*"... Institutional strengthening is important, here before we strengthen the institution, we must synchronize with the members of the relationship must be tight. If we bicker at each other, the organization cannot be said to be a strong organization. Then the farmers must also know or at least have knowledge about water irrigation. Here we are also assisted by related offices, we do coordination and communication with related parties".*

From the above explanation it can be concluded that organizational strengthening is the relationship between members in the organization is the main foundation in strengthening the institution. Therefore, here the researcher will present the results of the interview related to institutional strengthening that focuses on Human Resources, networks, and finance.

1) *Human resources:* HIPPA "Tirtoadi" itself was established in 2008 with approximately 841 farmers. HIPPA "Tirtoadi" develops human resources through empowerment activities carried out by agencies and extension services. The activity aims to provide general knowledge to water user farmers, starting from the proper management of irrigation networks and how to build their own farming businesses. This was also conveyed by Mr. Junaidi as the secretary of the organization "Kelompok Tani Makmur " who is also a member of the HIPPA "Tirtoadi" said that

*"... in the first time this organization was formed in 2008 there were empowerment activities carried out by the irrigation service, farmer extension agency, and PDAM Perum. The activities include presentations from the relevant agencies related to irrigation water management and institutional management. Sometimes if there are things that must be discussed with the department, we also meet but not routinely. For farmer group meetings we do it every 40 days".*

According to an explanation from Mr. Junaidi the empowerment activities were carried out when the organization was first formed. Here HIPPA "Tirtoadi" also still coordinates and communicates with related parties.

2) *Networks:* HIPPA "Tirtoadi" itself has cooperated both through the government and through the private sector. It is intended that farmers, especially HIPPA "Tirtoadi" can send their products to a wider market network and of course to improve the economy of farmers. In developing the HIPPA network "Tirtoadi" is currently still working with the Malang Regency Food Security Agency, Singosari Market and Universitas Brawijaya through the MoU program. In addition, HIPPA "Tirtoadi" is planning a proposal to hold car wash business owners in Pamotan Village. This was conveyed by Mr Kuwadi and Mr Junaidi that:

*"... right now, the HIPPA is actually a farmer who manages water. While we are GAPOKTAN, our relationship with HIPPA is as water users. All GAPOKTAN in the Pamotan Village area are HIPPA members. What function does it function from this GAPOKTAN farmers will be able to market their products later? If it is only HIPPA, it will not be possible for people of HIPPA to only take care of the waters. Now from this GAPOKTAN we will distribute our products to the market at a more satisfying price. Now we are working together with Singosari Market, UB Agrotechnology, and later there will be cooperation with Malang Regency's Food Security Agency through the program "Beras Kami" which will be distributed to people who cannot afford".*

This was then continued by Mr. Kwadi, he said that:

*"... for the HIPPA itself I would later propose to hold the car wash business owners. Even though they are not farmers, but they also use water from the source".*

3) *Financial:* At present HIPPA "Tirtoadi" applies the rules contained in the Statutes / By-Laws as well as the rules regarding economic efforts. One of them is the rule in article 9 paragraph 5 which reads " building economic businesses for the utilization of irrigation water and the welfare of members ". With the enactment of these rules, Mr. Kwadi as the head of the HIPPA "Tirtoadi" said that:

*"... it starts now with tourism so we make a reservoir, and later there will also be an old Japanese bathing place that we have developed into a tourist spot. It has also started operating*

*since 2018 from the irrigation service as well. For entry ticket is free, only pay Rp.5,000 for parking".*

Based on the explanation from Mr. Kwadi above, it can be said that HIPPA "Tirtoadi" has built several economic businesses that are expected to be able to prosper its members in terms of economy. This was also reinforced by the opinion of Mr. Andik as HIPPA secretary "Tirtoadi" he said that:

*"... at this time, we are also developing other tours, especially those related to HIPPA and GAPOKTAN. Like in the Ubud area in Bali, there will also be photo spots here with a background of terraced rice fields. That later we from HIPPA will plan to build a water network that is in line with regional development so that later the fields can be flowed with water evenly. Later, for the tourists, tourists can buy tickets at several agents to enter the location. It started construction in January but stopped short because there was a corona outbreak"*

Based on the explanation of Mr. Andik and Mr. Kwadi above it can be concluded that currently HIPPA is developing economic businesses by building several tourist attractions.

## *B. Discussion*

Organizational strengthening is a strategy that must be carried out by an institution to answer the problems being faced. Along with the development of organizational needs, both organizations and actors who run organizations are required to always adapt to these developments. By implementing organizational strengthening, the institution will continue to move to adjust its environmental conditions. Therefore, it is important for institutions to improve their quality. In this connection, the World Bank emphasizes the concern of strengthening organizations in developing human resources, organizations, networks, organizational environments, and the wider environment of activities. Contreras in Grindle focuses on the external environment where policies are created, and internal management is used to improve better performance in an organization. In addition, Contreras also emphasized that management style, decision quality, organizational culture, and appreciation are important for an organization's performance [8].

In connection with the theory above, the focus of organizational organization is on human resources, networks, and organizational environment. This has been applied by HIPPA "Tirtoadi" in the implementation of institutional strengthening. The strengthening of the organization carried out by HIPPA "Tirtoadi" is through coaching activities carried out by the Irrigation Service and the Agriculture Service for the development of its human resources. Whereas about the network Mr. Junaidi as a member of the HIPPA "Tirtoadi" also mentioned that the HIPPA "Tirtoadi" expanded his network through collaboration with several other farmer groups who could market their products to a wider environment.

1) *Human resources:* Human resources are one important factor in the organization for human resources is penjalan

system within the organization. Human resource development is a systematic process in meeting sufficient and quality labor needs in accordance with needs [9]. This process usually includes recruitment and coaching activities (training, supervision, on the job training). HIPPA "Tirtoadi" to develop human resources is to carry out socialization or coaching activities carried out by the irrigation service. Human resource capacity building is beneficial both for the organization, employees, and for the growth and maintenance of harmonious relationships between the various work groups in an organization. For example, for organizations one of which is the creation of relationships between subordinates and superiors that are based on mature attitudes both technically and intellectually, respecting each other and the opportunity for subordinates to think and act innovatively. Based on this theory, as explained in the presentation of data, that in the HIPPA "Tirtoadi" the relationship between the chairman and members is aligned and interacts well. This was conveyed also by Mr. John and Mr. Parman as members of the "Tirtoadi" HIPPA when asked about the leadership carried out by Mr. Kwadi.

In addition, there are also benefits from capacity development that is functional conflict resolution whose impact is the flourishing of a sense of unity and family atmosphere among members of the organization. This is also done by HIPPA "Tirtoadi" if there is a conflict or problem in the organization, the management has the right to sanction naughty farmers for not repeating. Management and members will also hold consensus agreement if urgent matters occur related to irrigation network problems. Nevertheless, there are still some passive members. This has also been mentioned by the statement of Mr. Andik as HIPPA secretary "Tirtoadi". He mentioned that there are still naughty farmers who do not want to pay dues and like to take water at will, especially farmers who have land near secondary irrigation networks. Therefore, according to the researchers, they still need empowerment activities or socialization from related agencies. So that the human resources in the HIPPA "Tirtoadi" have equitable knowledge.

2) *Networks*: The ability to form a network or cooperation between organizations, must demand special abilities from the organization [9]. There are several factors that appear critical to network performance such as, the ability to ensure the participation of the actors involved, the ability of the rules of procedure and the financial provision for the network itself, the proper allocation and responsibility, the organizational authority in supporting coordination and also most importantly stability from an institutional arrangement. Therefore, for the cooperation network to be established properly, a good communication is also needed. The existence of good communication will result in the availability of more data on various things. This of course aims to strengthen the organization.

In connection with theory, it can be said if HIPPA "Tirtoadi" has collaborated to strengthen the organization. HIPPA "Tirtoadi" cooperates with the Singosari market to market the products produced, in addition, also cooperates with Universitas Brawijaya through the MoU program and with the Malang Regency Food Security Agency through the "*Beras Kami*" Program. In addition, HIPPA "Tirtoadi" also built economic businesses in the form of tourist baths, which were formed in collaboration with the Water Resources Office.

Nevertheless, although economic efforts in the form of tourism are still being built, according to the researchers, it is still not effective because there is still no one to manage tourism. Some people or farmers will rotate to maintain parking while parking fees are only priced at Rp. 5000. Therefore, HIPPA "Tirtoadi" can improve tourist attractions so that they can attract a lot of interest from the outside community so that it will also impact itself for the organization's economy.

3) *Financial*: Financial can be said as one of the economic conditions of society. Fulfillment of economic conditions can also be said as one indicator of welfare for the community. The other definitions of social welfare are:

*"Social welfare is an institution or welfare involving organized activities organized both by government agencies and private sector that aims to prevent, resolve or contribute to solving social problems, and improve the quality of life of individuals" [10].*

The definition describes social welfare as a social institution whose activity or role plays an important role in preventing, overcoming, or contributing to solving problems faced by every individual, group, and society. The definition of social welfare is certainly diverse, but the whole definition of social welfare refers to the social functioning that occurs to increase the needs in society. Therefore HIPPA "Tirtoadi" contributes to the economy of farmers, especially HIPPA members "Tirtoadi". Before the farmers joined the farmers' organization, they could not determine the price of Dried Harvest Grain (GBK). So many of them are tricked by middlemen. Therefore, since they joined the organization, they can improve the economy because the selling price of their products has increased due to cooperation with related parties.

## V. CONCLUSION AND FUTURE SCOPE

HIPPA "Tirtoadi" has sought the development of institutions where they are human resources, networks and financial. HIPPA "Tirtoadi" conducts empowerment activities carried out by related parties in improving the quality of its human resources. However, according to the researchers, it is still not said to be optimal because the empowerment activities carried out by related agencies are only carried out once a year and the last is to be done in 2018. Nevertheless, conflict resolution in the institution is carried out quickly with the presence of punishment and the Institute already has a plan if problems occur in the future. In addition, at this time HIPPA

“Tirtoadi” has also begun to expand organizational networks in an effort to strengthen institutions by collaborating with various related institutions such as Universitas Brawijaya through the MoU program, with the Malang Regency Food Security Agency through the “Beras Kami” Program, and much more. In addition, to strengthen the institutional HIPPA “Tirtoadi” is currently building several sights that some of the money will be used for institution.

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