



Community Organizing Strategies in the Implementation of the Community Empowerment Program in Tongauna Village, Konawe Regency

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ABSTRACT

This study aims to identify and explain the village community organizing strategy for the implementation of the Community Empowerment Program in Tongauna Village, Tongauna District, Konawe Regency. This study uses a qualitative descriptive approach. Data was collected through in-depth interviews, observations, and document studies, which were then analyzed with a qualitative approach. The results of the study show that the community organizing strategy in the community empowerment program shows: The integration of the community empowerment program, has undergone significant changes in the strengthening of the role of community organizations; The socialization of community empowerment programs results in the involvement of community organizations to identify and plan the most basic community needs; Empowerment program activities involve organizations to build citizen awareness in various development programs; Empowerment program meetings involve community organizations in development planning deliberations; Implementation of empowerment actions, namely the involvement of community organizations in a number of development programs. Evaluation of empowerment programs results in the involvement of community organizations to supervise and evaluate development policies; and the expansion of empowerment programs through the involvement of community organizations to improve the quality of the program, expand the scope of the program and innovate

INTRODUCTION

The village is the smallest regional unit at the level of the government organization, whose position is at the same level as the village government. The difference is, if the village head is elected directly by the villagers, then the village head as the leader is appointed directly by the regent based on the capacity, competence, and administrative requirements regulated in the laws and regulations. One of the responsibilities of the village government is to organize development activities and empower the community.

Conceptually, community empowerment is positioned on the strength of the individual and social level of its citizens (Sipahelut, 2010). Empowerment refers to the ability of people, especially vulnerable and vulnerable groups, so that they have the ability to adapt in (a) fulfilling their basic needs; (b) allocation of productive resources; and (c) participate in various development programs (Suharto 2015). Furthermore, according to Suratsawadee Kruahong, et al (2023), that Community empowerment actively seeks social and political transformation in a community, resulting in a renegotiation of power by the community to acquire more control and a desire to form alliances with other communities.

The implementation of regional development programs up to the village government level is the most vital in the principle of empowerment is the existence of local community capacity which is manifested in the form of community organizations. The existence of community organizations, such as youth institutions, customary institutions, religious institutions, educational institutions, economic institutions, and so on are partners of the village government in implementing various development programs.

Tongauna Village, is one of the 10 villages/sub-districts in Tongauna District, which has quite adequate potential in terms of natural resources, especially agricultural land, food crops and plantation crops. The potential of rice fields supported by irrigation of the Wawotobi dam and the potential of plantations through palm oil, cashew, chocolate, and patchouli commodities.

In order to take advantage of the above potential, the existence of community organizing in Tongauna Village, is very vital in the framework of developing a network of people, identifying common ideals, and who can be involved in various social actions. Community organizing is based on the entire process of identifying issues, mobilizing the masses, and maintaining the organization's identity. Community organizing is a procedure for building strength that accommodates the potential of people in the community, understands the problems, and the strategies needed to overcome the problems.

Initial studies show that the community organizing strategy in Tongauna Village is still not optimal in a number of community empowerment programs. This is due to a number of challenges, including: the quality of human resources of organizational members is still low, the majority of community participation occurs due to mobilization, the role of village officials that still needs to be improved, the apathy of some residents in participating in a number of empowerment programs.

These conditions affect the problems of the implementation of community empowerment programs, such as the lack of maximum economic institutions in encouraging the economy; the contribution of youth organizations in supporting youth programs has not been maximized; lack of knowledge and experience in the use of agricultural technology, as well as low cadre competence in supporting health service programs.

Based on the above considerations, the purpose of this research is: to examine community organizing strategies in the implementation of community empowerment and to identify challenges and obstacles to community organization in community empowerment programs in Tongauna Village, Tongauna District, Konawe Regency.

LITERATURE REVIEW

Strategy Concept

According to Tjiptono (2000) strategy is an overall approach related to ideas, planning, and execution, an activity in a certain period of time. Furthermore, according to Buzzel and Gale (1996), strategy is the key policy and decision used for management, which has a major impact on financial performance. These policies and decisions usually involve important resources and cannot be easily replaced. While Thompson and Strickland (2013), strategy is a carefully conducted search for action planning that develops an organization's competitive advantage and also integrates it.

The concept of the strategy above needs to be realized in several stages, namely: a. The formulation stage is all conditional decisions that determine actions in dealing with future circumstances; b. The disconnection stage, including the decision-making process related to all existing potentials; c. The implementation stage, which includes strategies by using all abilities to achieve goals; and d. Assessment stage, which is a review of what has been done at the next stage.

Organizational Concept

Husin (2022), defines an organization as a structural system that accommodates people who have their own functions and duties, and is coordinated to achieve the organization's goals. Meanwhile, Muhammad Syukran (2022), stated that an organization is a form of human union to achieve a common goal in which there are at least two members, have an organizational structure, division of tasks, a cooperative system or a social system that is based on authority and is fixed in a system.

According to Robbins (in Budihardjo, 2014), an organization is a collection of social entities that are consciously coordinated within relatively clear boundaries and together within a certain time limit and continuously to achieve a goal. Meanwhile, according to Hasibuan (2015), an organization is a formal association system of two or more people who work together to achieve certain goals. Furthermore, according to T. Hani Handoko (2011), organizing is a process of activities related to:

- 1) determining the resources and activities needed to achieve organizational goals
- 2) developing an organization or working group

- 3) assigning certain responsibilities
- 4) delegating the necessary authority to individuals to carry out their duties

Community Organizing

According to Syukran (2022), community organizing is a development strategy that prioritizes increasing critical awareness and exploring the potential of community knowledge, through democratic deliberation. The main purpose of community organizing is to form a civilized and humane social order, upholding democratic, fair, open, economic, political and cultural values.

Furthermore, Abu Huraerah (2016) stated that the principles that must be considered in organizing the community include: a) Partiality, which focuses on those who are always marginalized; b) Holistic approach, that community organizing must examine the problem in its entirety; c) Empowerment, namely the empowered community in dealing with parties outside the community; d) The work of organizing the community must not be contrary to human rights.

In order to maximize the above principles, it is necessary to organize the community consisting of: a) Integration, which is the activity of the organizers to integrate themselves into the community; b) Social research, which is in-depth socio-cultural, historical situations and problems in society; c) Tentative programs, namely compiling activities that can encourage the community to play an active role in handling problems; d) empowerment activities, namely building awareness through motivation and morality values; e) Meetings, namely conducting formal discussions so that there is community legitimacy regarding the follow-up of problem handling; f) Implementation of Action, namely carrying out organizing activities in handling community problems. G) Evaluation, which is to conduct a review of the process and of community organizing activities.

Community Empowerment

Community empowerment is an effort to be independent and raise the dignity and dignity of the community so that they can free themselves from underdevelopment and poverty apparatus Sumaryadi (2011). Meanwhile, according to Muslim (2009), empowerment is a process of community awareness that is carried out in a transformative, participatory, and sustainable manner through improving the ability to handle basic problems faced and improve living conditions in accordance with expectations.

Community empowerment is generally designed and implemented comprehensively, using 4 perspectives, namely: pluralist, elitist, structuralist and post-structuralist perspectives. (Jim Ife: 2007). Furthermore, community empowerment activities are considered comprehensive if they display five characteristics, namely: (1) local-based; (2) oriented towards improving welfare; (3) partnership-based; (4) holistically; and (5) sustainable (Zubaedi, 2013).

METHODS

This research was carried out in Tongauna Village, Konawe Regency District, with the following considerations: First, Tongauna Village is an area that has quite dynamic community organization dynamics because it is supported by a heterogeneous population composition and access to areas close to the district capital; Second, the existence of community organizations in the region, makes a lot of contributions to various community empowerment programs. Furthermore, the approach in this study uses a qualitative method. Research designs that use qualitative methods tend to be general, flexible, and easy to develop along with the emergence of something dynamic when the research process occurs. The informants in this study consist of: from the Sub-district Head, Village Head and its apparatus, and administrators of community organizations; Meanwhile, the unit of analysis is the community involved in a number of community empowerment programs. The data sources in the study are: primary data sources obtained through in-depth interviews with informants and field observations. Meanwhile, secondary data sources are obtained through journals, references, reading materials, village monographs, and office data. Furthermore, in order to obtain data and information in the field, the collection techniques are: 1) in-depth interviews, 2) observations, and documentation. Meanwhile, the data analysis technique is qualitative descriptive analysis.

RESULTS

Based on the results of the research, it shows that the Community Organizing Strategy in the Implementation of Community Empowerment in Tongauna Village, Tongauna District, consists of seven program strategies in supporting development acceleration.

Integration of Community Empowerment Programs

The integration of community empowerment programs refers to the process of bringing together various programs and activities to improve the welfare and capacity of the community in various aspects of life. This approach aims to create synergies between various programs to support each other and achieve better results holistically.

The results of the study show that the integration of community empowerment programs in Tongauna Village has experienced significant development from the dominance of government institutional authorities, with the presence of significant contributions from various community organizations, such as educational, economic, youth, religious, customs, women, and so on.

The results of the interview with the Tongauna Village Head (Dewi Bisuri, SE, MM) show that: the implementation of community empowerment programs in our area, accommodates the main needs of residents and the level of acceptance of community organizations. We, in development planning, are highly committed to considering what residents propose which is adjusted to the availability of funds and facilities (Interview, February 18, 2024).

The interview of the informant above shows that the Village Government is no longer a determinant factor in determining the development program to be implemented. The Village Government has captured the aspirations of the community, which is the most urgent real need to be executed based on the deliberation of all residents through the use of village funds and other sources of income.

The integration of community empowerment programs in development also encourages the contribution of community organizations. So far, the existence of community organizations has been in place, because there is no clear platform for programs, ideas, and goals to start an activity. However, the introduction and involvement of empowerment programs by formal institutions encourages organizational actions to participate.

The results of an interview with Infoman Gasali (48 years old), the administrator of the Meohai Farmers Group, show that: The village head usually provides initial information related to the economic stimulus program, along with accompanying funds that will be allocated next year (Interview, March 3, 2024).

The informant's statement contains the meaning, that initial information related to the development program implemented, requires institutional seriousness to prepare skilled human resources, supporting facilities, time allocation, planning management; So that when the empowerment program is implemented, it can meet the accuracy of the goals that have been agreed upon by all stakeholders.

Socialization of Community Empowerment Programs

Socialization of community empowerment programs is an activity to inform, educate, and involve the community in existing empowerment programs. The main goal is for the community to understand, support, and be actively involved in the implementation of the program. The findings of the study show that the socialization of community empowerment programs is not too difficult because in addition to the outreach of socialization in an easy location, the socialization givers have known each other, so that it is ensured that information related to the program conveyed is easier for residents to receive.

The results of the interview with the Secretary of Tongauna Village Village showed: the difficulty in socializing the empowerment program is that there are still residents who do not understand the goals and benefits of the program. For example, when we informed about the conversion of land for oil palm plantation, some residents did not agree because it seemed as if their land would be taken over by a company. (Interview, February 12, 2024).

One of the approaches taken by the Village Government in maximizing the socialization of the program is to involve community organizations. The reason is that in every organization there is a leader figure who understands the characteristics of its members, and will personally understand the substance of the program more quickly and apply it to its members.

The results of an interview with informant Sam Rahim (50 years old) (Chairman of the Samaturu Farmers Group) show that: The Village Government in 2023 has socialized the People's Business Credit program facilitated by the Regional Bank through the provision of agricultural production facilities. We believe that credit in the form of low-interest fertilizers and pesticides can increase crop yields. (Interview, March 16, 2024).

The involvement of the Chairman of the Farmer Group and its members in socialization is part of the community empowerment program that must be carried out so that they are able to recognize, understand, and identify problems that are the needs of residents.

Community Empowerment Activities

Community empowerment activities refer to various efforts made to increase the capacity, independence, and participation of the community in overcoming problems or taking advantage of opportunities in their environment. These activities are often carried out by various organizations, including governments, non-governmental organizations, non-governmental organizations, and local communities.

The results of the study show that the Village Government's strategy in increasing community awareness in empowerment activities is the ability to introduce problems that are needed by residents. In this condition, many problems are found, so a priority scale for problem management must be prepared. A number of considerations that can be needed to compile a priority scale of problems include: the intensity of the problem, how to solve the problem, the urgency of the problem, and the quantity of people who feel the problem.

The results of the interview with the Tongauna Village Head show that: in socializing the Community Empowerment Program, we will ensure whether the program is really needed by the residents, whether the residents can understand it, whether there are no problems that arise when implemented, whether there is no rejection, and so on (Interview, February 2, 2024).

Another form of empowerment activity is to make residents aware to participate in overcoming community problems. The fact was obtained that the problems faced by the residents, the majority of which were solved individually with a number of obstacles, such as: lack of facilities, limited budget, and inadequate expertise of the actors.

Through empowerment activities, the Village Government together with stakeholders empower community organizations to participate. For example, the existence of an integrated service post service as one of the health service organizations to help the role and function of community health centers in improving the quality of basic public health.

Community Empowerment Program Meeting

Meetings in community empowerment programs are one of the important activities used to gather and engage community members in various activities aimed at increasing their capacity and independence. This kind of meeting is usually designed with a specific purpose and involves various related parties, such as community members, local leaders, non-governmental

organizations, and possibly parties from local governments or other related agencies.

The results of the study show that the approach taken by the Village Government is to involve residents and stakeholders in the development planning deliberation forum. The meeting aims to formulate a work plan, set goals, prepare a schedule of activities, allocate resources, and determine the responsibilities of each party involved in the program.

The results of an interview with the Tongauna Village Head, revealed that: in 2022 when we planned empowerment programs such as labor-intensive activities through the opening of new roads, involving youth organizations to be involved in planning as well as implementing activities. For us, youth involvement, in addition to creating jobs by utilizing the allocation of village funds, also gradually gives them responsibility in every development activity (Interview, February 2, 2024).

Furthermore, the follow-up to the development planning meeting is a meeting to introduce community empowerment programs to beneficiaries. The substance of the meeting is related to the functions and objectives of the program, the benefits of the program, and the desired results. The meeting can also be used to collect input and expectations from the community regarding what programs are urgently needed by residents.

The findings of the study show that the Village Government uses a strategy of introducing programs and activities with companions who come from members of community organizations who have competence. For example, many post-Covid-19 Regional Government programs to strengthen the household economy have been affected through stimulus assistance such as: basic food assistance, direct cash assistance, family hope assistance, assistance for people with disabilities, assistance for orphans, assistance for poor widows, and so on. The capacity of assistance personnel by involving community social workers in addition to being motivators they also act as companions so that the allocation of assistance is used as much as possible for the benefit of business development, not for instant needs (basic needs).

The next meeting in the implementation of the community empowerment program is coordination. The results of the study were obtained that empowerment programs initiated by local government agencies involving the Village Government, the Village Head also assigned representatives from elements of community organizations to coordinate, such as meetings with the Cooperative Office for the empowerment of small and medium business actors; Youth capacity building represented by the management of youth organizations; customs training by the management of customary institutions; The training of health cadres is represented by integrated service cadres, and women's empowerment is represented by the Dharma Wanita organization.

Implementation of Community Empowerment Actions

The implementation of community empowerment actions is the stage where the ideas and plans made in the meeting or initial planning are implemented in real life in the community. This is an important phase in the community empowerment cycle that aims to create positive and sustainable

change in people's lives. The results of the study show that there are community empowerment programs that are accommodated by residents in improving their experience, skills, independence, self-reliance, and welfare, such as: training, empowerment of economic businesses, access to resources, advocacy, citizen participation, advocacy, networking, and collaboration.

The strategy to achieve community empowerment programs requires synergy and collaboration from all stakeholders, ranging from government officials, community leaders, cultural leaders, religious leaders, women leaders, youth leaders, educators, and the participation of all citizens.

The implementation of empowerment programs through training aims to increase the knowledge, skills, and capacities of the community in various dimensions of life, so that they can increase their dignity and dignity. The findings of the study show that, over the past five years, the involvement of community organizations to participate in education and training has been quite consistent, such as health service cadre training, stunting handling training, farmer group empowerment, traditional training, youth training through youth organizations, and so on.

Furthermore, the implementation of community empowerment actions through economic empowerment, such as the provision of business capital for people who do not have access to finance, entrepreneurship training for small and medium enterprises, business marketing assistance, empowerment of cooperative management, and strengthening the capacity of members of joint business groups.

The results of the study were obtained that the Tongauna Village Government has facilitated the budget for economic empowerment through the cooperation of Bank Rakyat Indonesia through the People's Business Credit. Through business credit, in 2022, as many as 18 business actors have obtained loan funds ranging from 2 million to fifty million. The credit proceeds are used for business development such as restaurant business, provision of agricultural production facilities, gas business, credit buying and selling business, and so on.

The next implementation of community empowerment actions is through infrastructure programs and access to resources. This program requires the involvement of all stakeholders and residents for the development and improvement of infrastructure, such as farming roads, access to clean water, drainage repairs, access to the provision of electricity tokens, rehabilitation assistance for houses of worship, improvement of kindergarten educational facilities, and so on.

Evaluation of Community Empowerment Programs

Community empowerment evaluation is a systematic process to assess the effectiveness and impact of empowerment programs or activities that have been implemented on the intended community. This evaluation not only evaluates the achievement of program goals, but also considers aspects such as the implementation process, community participation, changes that occur, and the sustainability of the results achieved.

The results of the study show that the Village Government maximizes community empowerment institutions in evaluating development programs. The existence of community empowerment institutions, acting as community representatives to supervise, control, correct policies, and provide input in decision-making of the Village Government.

The institutional existence of LPM is quite effective, because its administrators always coordinate, supervise, monitor, and evaluate, and even criticize policies, if they are not in accordance with the decisions of citizens' deliberations. Especially for community empowerment programs, LPM has conducted evaluations before the implementation of activities, such as providing input during program planning and giving suggestions at the time of changes or improvements to programs proposed by the community.

The Village Government also formed an evaluation team to monitor and evaluate the implementation of work projects. If the position of LPM is independent and becomes a partner of the Village Government, then the evaluation team is formed by the Village Head and is directly responsible to the Village Head. The findings of the study show that the village evaluation team consists of 3 members whose recruitment pattern considers competence, institutional representativeness, and has the commitment and responsibility to monitor and supervise development programs in Tongauna Village.

Improvement/ Expansion of Community Empowerment Programs

Upgrading or expanding community empowerment programs are steps taken to expand the positive impact and reach of existing programs, or to develop new programs with similar goals. This is important to expand the benefits that can be provided to the wider community or to deepen existing positive influences.

The results of the study show that when all stakeholders agree that community empowerment programs have a lot of positive impacts on residents, the quality of a program has been tested and needs to be improved in the future. For example, the accompanying fund program for farmer groups and joint business groups, has succeeded in increasing residents' income, including creating jobs for the young generation who have dropped out of school.

Furthermore, the improvement and expansion of community empowerment programs are carried out with a number of innovations. Innovation with the presence of new programs is a response of business actors to the dynamics of urgent needs and desires of the community. One of the joint business groups that started innovation in 2023 is Kube Waraka through a refillable drinking water distillation program.

CONCLUSIONS AND RECOMMENDATIONS

Based on the results and discussions, it was concluded as follows: The community organizing strategy in the implementation of the community empowerment program in Tongauna Village shows: 1) The integration of the community empowerment program has encouraged active involvement and community organizations as partners of the Village Government; 2) Socialization of community empowerment programs results in the active involvement of community organizations, in order to assist the Village Government in understanding, identifying, and planning for community needs; 3) Community empowerment activities, involving community organizations to build citizens' commitment to empowerment activities and participate in overcoming problems; 4) Community empowerment program meetings involving community organizations in development planning deliberation forums, the use of experts, coordination with related institutions, and involvement in decision-making; 5) Implementation of community empowerment actions, encouraging the involvement of community organizations in various programs such as training, small business empowerment, infrastructure programs, and access to resources; 6) The evaluation of community empowerment programs results in the involvement of Community Representative Institutions and evaluation teams to play a role in supervising, controlling, and providing input on the implementation of development; and 7) Improvement of empowerment programs is the involvement of community organizations in improving program quality, expanding program scope and innovating.

FURTHER STUDY

This research still has related limitations, so it is necessary to carry out further research on the topic of Community Organization Strategies in the Implementation of Community Empowerment Programs in order to perfect this research and increase insight for readers.

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