The Role of Stakeholders in the Development of Gapoktan Sidomakmur

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ABSTRACT

The role of stakeholders affect the implemented programme such as member participation and the impact of the role. This research used qualitative approach with descriptive method. The research method applied in this descriptive approach was a case study. The determination of informants was carried out by purposive sampling with key informants and snowball sampling techniques, a total of 12 informants. Data validity used triangulation as a method to validate the data. The results showed that the development of Gapoktan Sidomakmur in the food security programme involved five main roles of stakeholders. These roles included policy-making by the Bojonegoro District DKPP and Purwosari Village Government as policy makers, coordination by the Gapoktan chairperson and farmer groups as coordinators, and facilitator roles by BPP, PPLs, Village Facilitators, and Purwosari Village Government. Programme implementation involved members of Gapoktan, farmer groups, and the Purwosari Village Government as implementers, as well as the role of accelerators by the Purwosari District Government, PPLs, and Village Facilitators. Although cooperation between stakeholders in the development of Gapoktan Sidomakmur in Purwosari Village is quite good, not all stakeholders are fully involved in carrying out their roles, which was evident from the lack of maximum support for Gapoktan Sidomakmur’s programmes.

INTRODUCTION

Food is a basic need and fundamental right of every individual, as mandated in Law No. 18/2012 on food. Suhud (2009) asserts that food is more than just ensuring survival, it also supports the ability to think and the spirit of human life. The government plays an important role in achieving food security through efforts to ensure the availability, accessibility and consumption of adequate and quality food, as per Article 8 paragraph (2) of Law No. 18/2012. Government Regulation No. 68
of 2002 confirms the responsibility of local governments in the implementation of food security in accordance with central guidelines. Presidential Regulation No. 104 of 2021 allocates 20% of village funds for food security programmes, including agricultural infrastructure development and non-physical activities such as seed procurement and training in agriculture, livestock and fisheries.

The development of the agricultural sector today does not only depend on innovative ideas and new ideas, but is also closely related to the role of human resources. According to Satria et al. (2017), one of the central aspects in agricultural progress is the adoption of innovations and new ideas. The availability of information on the latest technology, market situation, and agricultural policies, plays an important role in facilitating the development of this sector. This factor is significant because information plays a key role in driving change that promotes progress. Alignment with Mosher's view in 2001 indicates that the growth of the agricultural sector is often considered solely because it provides material output for people. But in practice there is an additional outcome that may be far more significant, namely the transformation of the individuals involved in agriculture. This process involves updating the knowledge and skills of farmers who must continually evolve along with changes in the methods adopted by them. Along with the adoption of new methods their outlook on farming, the neighbourhood, and even themselves also changes.

The role of leaders in the farming community is crucial to maintaining group productivity. Soekanto (2009) explains that role is the dynamics of one's position or status in society. When a person carries out duties and responsibilities in accordance with his position, he is carrying out his role. Humans as social individuals cannot be separated from interactions with other individuals throughout their lives. Since the beginning of history, humans have lived in small groups such as families, where they learn the norms of life, interact with others, and develop an understanding of their social roles.

Agricultural extension workers have an important role as agents of change in supporting farmers' needs through agricultural extension. According to the Regulation of the Minister of State Apparatus Empowerment Number PER/02/MENPAN/2/2008, the main tasks of agricultural extension workers include preparation, implementation, evaluation, and reporting of agricultural extension and its development. In Indonesia, the number of agricultural extension workers reached 38,257 people according to data from the Ministry of Agriculture's BPPSDM in 2021, with East Java Province having 3,778 extension workers and Bojonegoro Regency having 132 extension workers, who must serve 430 villages. Each extension worker in Bojonegoro Regency has to take care of farmers in three to four villages on average, resulting in less effective assistance due to high workload. Field agricultural extension officers (PPLs) play a direct role in the field and interact directly with farmers or communities, ensuring the implementation of tasks in accordance with applicable regulations. Strategies need to be considered to improve the effectiveness of agricultural assistance, such as adjusting the number of extension workers or other strategies.

Gapoktan has an important role as a place of learning, a facilitator of
cooperation, a provider of production facilities, a production unit, a processing and sales site, and a provider of support services. In addition, Gapoktan serves to maintain social capital in the farming community. Anantayu (2011) states that farmer institutions in rural areas accelerate farmers' socioeconomic growth, provide access to information, capital, infrastructure, and markets, and encourage the adoption of agricultural innovations. These institutions make it easier for the government and other parties to support farmers. According to Kosasih et al. (2014), Gapoktan developed thanks to the spirit of gotong royong and cooperation of the Indonesian people. However, not all Gapoktan developed as expected, with some becoming inactive. The progress of Gapoktan is influenced by the role of stakeholders such as agricultural extension officers, village governments, and farmer group leaders, who play a crucial role in the development of farmer groups. The stakeholders referred to here include the village government, the head of the farmer group (poktan), and the head of the farmer group association (gapoktan). The role and involvement of these stakeholders play a crucial role in determining whether a farmer group can develop or not.

The role of the village government in Purwosari Village is currently limited to assistance such as fertiliser distribution and counselling conducted by Field Agricultural Extension Workers (PPL). The food security programmes realised in the 2022 and 2023 APBDesa only include support for physical activities without further development of agricultural institutions in the village. The head of the Gapoktan as a leader is responsible for assisting PPLs in providing extension services to farmers, as well as being an intermediary to provide a platform for farmers to receive assistance such as fertiliser and seeds from the government. However, the existence of Gapoktan has not been optimised as expected, whereas Gapoktan should function as a business unit providing production facilities and infrastructure, farming units, management, marketing, and microfinance in accordance with MOA 67/2016. Top of involvement stakeholders in the development of Gapoktan has the potential to provide positive benefits for farmers. Gapoktan as a platform for farmers plays an important role in increasing their productivity and expanding their knowledge. Researchers conducted this study to analyse the role of stakeholders in the development of Gapoktan through the food security program.

CONCEPTUAL/THEORETICAL

Role is one of the characteristic patterns of behaviour possessed by someone who has a position in society. According to Hamalik (2007), roles refer to specific patterns of behaviour that are characteristic of all individuals who occupy a particular job or position. Stakeholders are individuals, groups of organisations either men or women who have an interest, are involved or are influenced (positively or negatively) by a development programme activity (Hertifah, 2003). According to Nugroho et al. (2014), stakeholders in development programmes are classified based on their roles, among others:

a) Policy creators, stakeholders who act as decision makers and determinants of a policy.

b) Coordinators, stakeholders who play a role in coordinating other stakeholders involved in the policy.
c) Facilitators, stakeholders whose role is to facilitate and fulfil the needs of the target group.

d) Implementers, stakeholders who act as policy implementers which include the target group.

e) Accelerators, stakeholders who play a role in accelerating and contributing so that a programme can run on target or even faster than its achievement time.

METHODOLOGY

The research approach chosen is to use a qualitative type, namely to find out or analyse the role of stakeholders in the development of Gapoktan through the food security program. According to Lexy J. Moleong (2017), qualitative research methods refer to a research approach that aims to understand the phenomena experienced by research subjects, such as behaviour, perceptions, motivations, actions, and others, as a whole. The selection of research locations is determined purposively or based on considerations and research objectives. According to Sugiyono (2013), a purposive approach is when the research location is chosen based on certain considerations and selected in accordance with the research objectives.

Purwosari village was chosen because there is still potential that has not been maximised in the implementation of the food security programme. The reason for selecting the research location included the urgent need to increase local food production to fulfil the needs of the community in a sustainable manner. Informants were taken using purposive and snowball sampling methods totalling 12 people. The data analysis technique in this research uses the Qualitative Interactive analysis method, which involves several stages according to Miles and Huberman (2014). The first stage is data reduction, which includes simplifying, grouping core elements, and finding themes and patterns in the data. The researcher consolidates information from the field and focuses on important elements to identify themes and patterns. The second stage is data presentation, where the simplified data is structured and explained in narrative form based on information from observations, interviews, and documentation. The final stage is conclusion drawing and verification, where initial conclusions are formulated and verified through additional data collection if needed. The conclusions drawn should be tested to assess their veracity, robustness, and validity so that the resulting interpretations have clarity regarding truth and relevance (Miles, Huberman, & Saldana, 2014). Data validity uses triangulation as a method to validate the data.

RESULTS AND DISCUSSION

The development of the agricultural sector relies heavily on the active role of all stakeholders, both as main actors and policy recipients. Talib (2021) defines stakeholders as segments of society that have a direct interest and involvement in development activities or programmes, with direct or indirect impacts. Stakeholders include individuals, community groups, or institutions involved or affected by programmes, development, or policies.

The role of the government is crucial in supporting the development of the agricultural sector. The government and the community are the two main stakeholders in agricultural development, with the government having the authority to design programmes, policies, and provide
assistance to improve farmers' welfare. Farmers, as the main drivers of agricultural development policies, can participate through farmer group associations (gapoktan) or farmer groups. This principle is in accordance with Law No.16 of 2013 on Farmer Protection and Empowerment, which includes various efforts to improve farmers' capabilities, such as education, training, counselling, marketing system development, land area guarantee, access to technology, and strengthening farmers' institutions. The law emphasises cooperation between government organisations, agricultural extension workers, farmers, and agricultural program assistants to accelerate the development of agricultural institutions. In the development of Gapoktan Sidomakmur through the food security programme, the stakeholders involved include the Agriculture Office through UPTD/BPP or Field Agricultural Extension Workers (PPL), Purwosari Village Government, Village Facilitators, Farmer Group Heads, Gapoktan Heads, and their member farmers. The active involvement of all these parties is expected to create synergies that support the growth and welfare of the farmer group. The following researchers describe in detail the results of research through interviews with informants.

a. Policy Creator

According to Nugroho et al. (2014), one of the roles of stakeholders in development programmes is as policy creators. In this case, policy creators are defined as stakeholders who act as decision makers and determinants of a policy. Policy creators refer to stakeholders who have a role as decision-makers and makers and determinants of policies or programmes to be implemented. In this context, the government is the main stakeholder who transfers its responsibility to the Bojonegoro Food Security and Agriculture Office, as well as the Central Government through the scheme of using village funds.

A number of measures and efforts have been implemented by the Bojonegoro Regency Government through the Bojonegoro Regency Food Security and Agriculture Office that have been significant in advancing the agricultural sector. The office continuously strives to develop programmes and policies that are relevant to the current agricultural situation. The Bojonegoro District Government has issued the Kartu Petani Mandiri (KPM), which aims to give farmers access to seed and fertiliser assistance through agricultural institutions. In addition, the KPM also provides rice farming insurance protection for farmers facing challenges such as floods, droughts, and pest/disease attacks.

The construction of this JUT was also initiated by farmers through Poktan, Gapoktan and the Purwosari Village Government. In order to help farmers to facilitate access to their agricultural land. The village government initiated the construction of the road based on the aspirations of the farmers themselves, through regular meetings held by Poktan and Gapoktan. In addition, the farm road also affects the price of panin wages. Previously, the price was high
for rice fields that were far from road access, but now the price is the same because of road access.

Not only from the Bojonegoro District Government, but the Purwosari Village Government also has a policy plan to advance agriculture in Purwosari Village. Agriculture in Purwosari Village is now supported by pompanisation-based irrigation channels so that at certain times farmers in Purwosari Village do not run out of water for their agricultural land. However, this pompanisation-based agricultural irrigation has not been running until now, even though the electrical installations, pipelines and control basins have been completed.

The Purwosari Village Government has also assisted in making policies to support agricultural businesses. For example, the construction of a reservoir as a water storage facility. The construction of the reservoir serves as an alternative means for water availability during the dry season. In addition, the embung can also function as a medium for developing fish farming, which can be managed by the Gapoktan.

According to Maryono et al. 2005 in research (Yosevita, 2015), stakeholders in this condition can also be categorised as key stakeholders. Key stakeholders are defined as parties who have legal authority in the decision-making process. They are stakeholders who have the main responsibility in the implementation of development. The role of the Bojonegoro District Government, especially the Bojonegoro DKPP through BPP/UPTD Kecamatan and Purwosari Village Government, has produced policies or programmes that can be implemented by Gapoktan. The agriculture office and village government have legitimate authority and a significant role in determining policy direction in line with the vision and mission. Policies set by the government can guide the development of agricultural and food security activities carried out by a group, so that results can be optimised.

The implementation of the programme or policy apparently cannot be carried out entirely, including by Gapoktan Sidomakmur, which has not met expectations. Various obstacles in the Gapoktan Sidomakmur area also have an impact on programme implementation. Until now, the programme activities carried out by Gapoktan Sidomakmur are only in line with their natural conditions or the support of the implemented programme. Maximum efforts have been made by DKPP Bojonegoro and the Purwosari Village Government to support the progress of farmers’ agricultural businesses in Purwosari, although not all programmes or policies are able to be implemented by Gapoktan Sidomakmur.

b. Coordinator

The coordinator is a stakeholder who has responsibility for coordinating development activities or programmes, and acts as a liaison between the various stakeholders.
involved. The coordinator's main tasks involve conveying information and coordinating activities or programmes. In the context of the development of Gapoktan Sidomakmur through the food security programme, the stakeholders involved include the Agriculture Office through BPP/UPT, Subdistrict Government, Village Government and Village Facilitators.

The food security programme is strongly focused on agricultural development, both for agricultural activities and institutions. The successful implementation of government programmes relies heavily on effective alignment and coordination between various related parties. A good synergy among stakeholders is key for the programme to run smoothly. Efficient collaboration between administrators and members is also an important factor in facilitating the implementation of a programme. With good coordination from the head of Gapoktan Sidomakmur, it can play a significant role in driving the development and progress of the Gapoktan.

In Nugroho et al.'s research (2014), it is stated that the role of government in development programmes includes one of them as a coordinator. In this case, the coordinator can be interpreted as a stakeholder whose role is to coordinate other stakeholders involved in the policy.

The Chairman of Gapoktan Sidomakmur has not been well conditioned in his communication. Communication with internal and external institutions is still limited to formality. So far, it is the Village Government that often handles external activities. This is due to limited human resources that need to be improved.

The role of stakeholders as coordinators is needed in efforts to develop Gapoktan. In this condition, the role of the coordinator can also be referred to as primary stakeholders. According to (Maryono et al., 2005) in research (Yosevita, 2015), primary stakeholders are those who represent parties directly affected by the plan, both positive impacts and negative impacts, and have a direct relationship with the activity. Stakeholders who have the power of influence and interest are referred to as primary stakeholders and should be fully involved in all stages of the activity.

The activeness of Gapoktan Sidomakmur is strongly influenced by the management in the organisation itself. Coordination between administrators that occurs at this time is still lacking. This is due to the leadership in Gapoktan which is still individual. Regular meetings are very rarely held, causing limitations in the delivery of information such as if there is a food security programme, facilities and infrastructure assistance programme or other programmes. So that both members, farmer groups and farmers are often left behind in terms of access to information.
Gapoktan Sidomakmur during its activities is also assisted by Poktan, HIPPA in several activities. Farmer groups (poktan) as an underlying institution, help coordinate agricultural activities. Meanwhile, HIPPA helps coordinate water distribution for rice fields. The three institutions coordinate with each other in the food security programme to advance agriculture.

c. Facilitator

Facilitators are stakeholders who have an important role in facilitating or fulfilling the needs of Gapoktan. Some stakeholders play a key role in the implementation of a programme. Because they directly bridge Gapoktan and farmers in fulfilling the needs for agricultural business activities, which can increase the activities and development of Gapoktan. According to Nugroho et al. (2014), one of the roles of stakeholders in development programmes is as facilitators. The facilitator itself can be interpreted as stakeholders whose role is to facilitate and fulfil what is needed by the target group. Facilitators involved in the development of Gapoktan Sidomakmur come from the government sector, including the Agriculture Office through BPP, Agricultural Extension Officers, Village Facilitators and Village Government.

The main role in the development of Gapoktan lies with the agriculture office. In addition to setting policies for specific programmes, this office also provides facility support to Gapoktan to support their programme activities or agricultural businesses. Gapoktan development efforts are focused on providing seeds, fertiliser subsidies, and assistance in the form of facilities and infrastructure development for Gapoktan. Gapoktan development is also directed at exploring the potential, efficiently solving group members' agricultural problems, and facilitating their access to information, markets, technology, capital, and other resources.

The successful implementation of a programme does not only depend on support from the office, but also involves the role of BPP/UPTD or field agricultural extension workers in Purwosari Sub-district as assistants and extension workers for members of the Gapoktan. The presence of BPP is necessary because the office is not able to directly monitor all agricultural activities. Therefore, BPP assists in the delivery of information. The role of extension workers involves providing motivation and materials to members of Gapoktan regarding their agricultural businesses, as well as providing assistance with programme implementation. The role of PPLs involves providing knowledge and theoretical support to Gapoktan members to ensure optimal results.

The role of stakeholders as facilitators cannot be ignored. Although they do not have a direct interest, their presence plays an important role in the development
of Gapoktan. In this condition, these stakeholders can be categorised as supporting stakeholders. Maryono et al. (2005) in research (Yosevita, 2015) defines supporting stakeholders as parties who do not have a direct interest in a plan, but are very concerned about the development process. They act as facilitators in directing the development process of an activity and have an impact on decision making.

The Purwosari Village Government also has a facilitator role to help the activities of the Gapoktan. In this case, the Village Government synergises with the Village Facilitator in realising the food security programme in agriculture. The form of facilities from the village government is to provide agricultural support facilities in the form of construction of irrigation channels, farm roads and capacity building for farmers. This has been realised through budgeting in the APBDES. Meanwhile, the village facilitator is tasked with technical facilitation, for example in the preparation of cost budget plans and empowerment of farming communities.

The assistance that has been provided from both the local and central government has been very helpful for agricultural activities. However, these facilities are still not optimal for Gapoktan. Because the big challenge ahead is how to realise food security in agriculture based on product processing and marketing.

d. Implementer

Nugroho et al. (2014) mentioned that one of the roles of stakeholders in development programmes is as implementers. Implementers can be interpreted as stakeholders who act as policy implementers which include target groups. Stakeholders as implementers play a key role in realising the vision and plans of development programmes. They are powerful implementers, directly responsible for turning concepts into reality. With rigour and operational skills, implementers work to carry out tasks in accordance with the guidelines set by other stakeholders.

The implementers in the development of Gapoktan are the members of the Gapoktan itself, which involves farmer groups and farmers. This implementer acts as the executor of the ongoing farming programme or activity. Members or farmer groups are very instrumental in carrying out the programmes that have been prepared by the government. To ensure successful implementation, innovations or training are needed that can support the ease of farm management by members and farmer groups.

Members of Gapoktan, Poktan or farmers are still very dependent on the assistance of programmes launched by the government. Participation of members or farmers can be seen from their activity in activities organised by the agriculture office and village government. Farmers are still dependent on assistance, if there is no assistance in the programme then the participation
of farmers is also not so active but if there is assistance in the programme then the participation of farmers will also increase.

Currently, members of Gapoktan Sidomakmur only focus on agricultural activities without being involved in special programmes. In interviews, it was revealed that farmer group activities occur only when there is a programme from the government. The main activities of the farmer groups currently involve planting, maintaining and harvesting on their farms. In addition, they are also involved in other activities such as water supply and pest management that can damage farmland.

The involvement of Gapoktan Sidomakmur members in a programme determines whether the programme is successful or not. The participation of farmer groups and farmers in Gapoktan activities is still not evenly distributed to all members. In realising the development of Gapoktan Sidomakmur, active participation is needed from all members of the farmer group. The current participation of members and farmer groups is only if there is mutual cooperation to improve access to their agriculture.

Gapoktan members' awareness of the development of Gapoktan Sidomakmur is still lacking. Activities carried out by members in their farms have not experienced major changes. The lack of meeting intensity can also indicate that farmers are still lacking in awareness. Agriculture is still conventional and no innovation has been applied. The commodities of Gapoktan Sidomakmur members are only rice and secondary crops, planting rice during the rainy season and planting secondary crops during the dry season. And there is no particular innovation in terms of processing production, marketing or innovation in the field of technology.

The level of participation of Gapoktan Sidomakmur is influenced by the activities of members of Gapoktan and Poktan. This is because members of Gapoktan Sidomakmur have a key role in the progress of the Gapoktan. Some barriers arise due to the level of involvement of Gapoktan members, which can result in stagnation in organisational development. Constraints also arise from the availability of resources, a factor that affects stability in running the Gapoktan programme.

e. Accelerator

Accelerators are parties that have the responsibility to accelerate or contribute to ensure the implementation of a programme as expected and achieve the desired target. According to Nugroho et al. (2014), stakeholders in the development programme are classified as accelerators. The role of stakeholders as accelerators can be interpreted as stakeholders who play a role in accelerating and contributing so that a programme can run according to the target or even faster than the achievement time. In the context of Gapoktan development,
the role of accelerators includes PPLs, village facilitators, and village governments. The main role of accelerators is to contribute thoughts, ideas or ideas that can help Gapoktan in facilitating the management of their agricultural businesses.

The purpose of this institution is not only to provide assistance, but also to provide direction to Gapoktan to increase the productivity of their agricultural businesses. DKPP is assisted by PPL and village facilitators as stakeholders who can directly help farmers overcome the problems they currently face. The hope is that with this assistance and mentoring, the capacity of Gapoktan can be increased so that they can develop and be independent, both through support from institutions and related parties.

Gapoktan functions as a forum for farmer groups and farmers to be able to coordinate directly with field agricultural extension officers and other external institutions. The existence of Gapoktan helps farmer groups and farmers so that PPL, village assistants or other external institutions can convey programmes or activities that will be carried out for the development of the Gapoktan itself. PPL has the task of conveying the latest information about current agricultural conditions, so that farmer groups and farmer members themselves get more material and can handle any problems that occur in their farms. Village facilitators are tasked with facilitating the use of village funds in food security programmes, assisting and especially empowering farming communities.

Counselling and mentoring activities in Purwosari Village are also relatively active, but the counselling carried out is mostly on agricultural land and there is rarely coordinated counselling held by PPL or from the agency. Coordinated extension activities are carried out only during the programme, the meeting is held to convey information about plans from government programmes or current innovations so that they can be used more effectively. While the food security programme assistance is still on the priority use of village funds only, it has not yet reached the assistance sourced from other funds. Therefore, empowerment of farmers and farming institutions still needs to be improved.

It is hoped that the contributions made by Purwosari Village Facilitators can assist in the management of farmers' agricultural businesses, with the aim of improving their quality of life through optimal productivity results. This is in accordance with the focus of using village funds to support food security programmes. The facilitator's desire to achieve this goal is the main motivation in providing direct counselling to farmer members in supporting the development of Gapoktan Sidomakmur. Although there are no regular meetings, the village facilitator still monitors directly to
the activity location to ensure that no obstacles arise at this time.

The existence of PPLs makes a significant contribution to the members of Gapoktan Sidomakmur. Every problem that arises is consulted with PPLs, either through farmer groups or Gapoktan. Farmers also have the opportunity to communicate directly with PPLs when they meet on the farm. This makes it possible for counselling to be conducted at that location, although not all members of Gapoktan Sidomakmur are involved, but only some who are at that location.

The presence of PPLs has a big impact on the members of Gapoktan Sidomakmur. Every problem that arises is discussed with the PPL, both through the farmer groups and the Gapoktan. Farmers can also learn directly from PPLs when they meet in their fields. This allows extension services to run in all places, although not all members of Gapoktan Sidomakmur are involved, only some who are in the area.

Table 1. Matrix of stakeholders' roles in the development of Gapoktan Sidomakmur

<table>
<thead>
<tr>
<th>No</th>
<th>Role</th>
<th>Stakeholders</th>
<th>The Role of Stakeholders</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Policy Creator</td>
<td>Bojonegoro District Food Security and Agriculture Office</td>
<td>- Create policies or programmes to support agricultural activities.</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Purwosari Village Government</td>
<td>- Independently farmer card programme (KPM).</td>
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<td></td>
<td></td>
<td></td>
<td>- Determines the functioning of the food security programme.</td>
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<td></td>
<td></td>
<td></td>
<td>- In charge of programme implementation.</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>- As a representative of agricultural institutions in Purwosari Village.</td>
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<tr>
<td></td>
<td></td>
<td></td>
<td>- Coordinate programme activities to be carried out by farmer groups in Purwosari Village.</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>- Inform about the extension and mentoring activities contained in a programme.</td>
</tr>
<tr>
<td>2</td>
<td>Coordinator</td>
<td>Chairman of Gapoktan Sidomakmur</td>
<td>- As a representative of agricultural institutions in Purwosari Village.</td>
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<tr>
<td></td>
<td></td>
<td>Farmer group leader</td>
<td>- Coordinate programme activities to be carried out by farmer groups in Purwosari Village.</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Sub-district Government</td>
<td>- Inform about the extension and mentoring activities contained in a programme.</td>
</tr>
<tr>
<td>3</td>
<td>Facilitator</td>
<td>Bojonegoro District Food Security and Agriculture Office</td>
<td>- Provide agricultural input assistance such as fertiliser subsidies, seeds, infrastructure assistance, education and capacity building.</td>
</tr>
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<td></td>
<td></td>
<td>Field Agricultural Extension Worker</td>
<td>- Facilitate Gapoktan in planning, implementation.</td>
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<td></td>
<td></td>
<td>Village Facilitator of Purwosari Sub-district</td>
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<td></td>
<td></td>
<td>Purwosari Village Government</td>
<td></td>
</tr>
</tbody>
</table>
4. Implementer

- Member of Gapoktan Sidomakmur
- Purwosari Village Government

- Coaching of members of Gapoktan, which includes farmer groups and farmers.
- Implementing programmes that are in line with the main objectives and functions.
- Realising food security programmes from APBDES.

5. Accelerator

- Bojonegoro District Food Security and Agriculture Office
- Field Agricultural Extension Worker
- Village Facilitator of Purwosari Sub-district

- Providing counselling and mentoring to members of Gapoktan Sidomakmur.
- Providing solutions to problems faced by Gapoktan and farmers.
- Delivery of information from central government programmes.

Table 2. Matrix of actors involved and their roles in the development of Gapoktan Sidomakmur

<table>
<thead>
<tr>
<th>No.</th>
<th>Actor</th>
<th>Policy Creator</th>
<th>Coordinator</th>
<th>Facilitator</th>
<th>Implementer</th>
<th>Accelerator</th>
</tr>
</thead>
<tbody>
<tr>
<td>1.</td>
<td>Chairman of Gapoktan</td>
<td>√</td>
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<tr>
<td>2.</td>
<td>Head of Poktan</td>
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<td>3.</td>
<td>Farmer Member</td>
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<td>4.</td>
<td>Village Head</td>
<td>√</td>
<td>√</td>
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<td>5.</td>
<td>PPL</td>
<td>√</td>
<td></td>
<td>√</td>
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<tr>
<td>6.</td>
<td>Village Facilitator</td>
<td></td>
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<td>7.</td>
<td>Camat</td>
<td>√</td>
<td></td>
<td></td>
<td>√</td>
<td></td>
</tr>
<tr>
<td>8.</td>
<td>BPP/UPTD</td>
<td>√</td>
<td></td>
<td></td>
<td></td>
<td>√</td>
</tr>
</tbody>
</table>

POLICY IMPLICATIONS AND RECOMMENDATIONS

It is necessary to maximise the role of stakeholders in the development of Gapoktan. As a policy creator, the government must make policies that are easy to implement. The head of the Gapoktan as coordinator needs to hold regular meetings, both formal and informal. As facilitators, PPLs, Village Facilitators, and the Sub-district Government need to provide breakthroughs in the Gapoktan assistance method. The Purwosari Village Government as the implementer should focus on strengthening agricultural institutions with a resilience budget.
BPP/UPTD, PPLs and Village Facilitators as accelerators must intensely oversee the food security programme and the development of agricultural institutions.

CONCLUSION

The development of Gapoktan Sidomakmur in the context of the food security programme involves five main roles of stakeholders. These roles include policy makers by the Bojonegoro District DKPP and Purwosari Village Government as policy creators, coordination carried out by the head of Gapoktan and farmer groups as coordinators, and the role of facilitators carried out by BPP, PPLs, Village Assistants, and Purwosari Village Government. Furthermore, programme implementation involves members of Gapoktan, farmer groups, and the Purwosari Village Government as implementers, as well as the role of accelerators carried out by the Purwosari Sub-district Government, PPLs and Village Facilitators.

Although overall cooperation between stakeholders in the development of Gapoktan Sidomakmur in Purwosari Village has been running quite well, although not all stakeholders are fully involved in carrying out their respective roles. In fact, not all stakeholders involved in the development of Gapoktan Sidomakmur have carried out their roles optimally. This can be proven by the absence of a clear programme from Gapoktan Sidomakmur, which has the direct support of several stakeholders.

REFERENCE


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