

## Community Empowerment Strategy in Management of Swallow's Nest Cultivation to Increase Regional Original Income In Kotabaru District

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Received  
23 March 2021

### Article Info

Accepted  
6 April 2021

Published  
29 July 2021

### Keywords:

Community Empowerment Strategy  
Cultivation  
Swallow's Nest  
Local Revenue (PAD).

### ABSTRACT

Community empowerment through swallow nest cultivation is one of the efforts of the Kotabaru Regency Government to increase local revenue (PAD). This study aims to describe a strategy for community empowerment in the management of swallow nest cultivation and the supporting and inhibiting factors for implementing the strategy. This research uses the descriptive qualitative method. They were collecting data using in-depth interviews, observation, and document review. The results showed that Kotabaru Regency's Original Regional Revenue (PAD) from community empowerment through swallow nest cultivation was insignificant. The reason is that there are still many weaknesses in the implemented community empowerment strategies. Strategies applied based on SWOT analysis, namely: a) Application of SO (Strength – Opportunities) strategy, is 1. Business assistance. 2 . Protection of business objects.; b) The implementation of the WO (Weakness – Opportunities) strategy is 1. Mapping social potential participatory in developing swallow nest cultivation business; 2. Community organizing and facilitation of sustainable program setting; 3. Capacity building of the community. c) The implementation of ST (Strength – Threats) strategy is 1 . Regulatory determination; 2. Socialization of empowerment. d) The application of the WT (Weaknesses – Threats) strategy is 1. Input (capital support, infrastructure, and facilities). 2. Market access for swallow nests. 3. Development of cooperation/network.

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## 1. INTRODUCTION

The community development paradigm that relies on the power of self-help and participation is very relevant to the challenges faced today. Through self-reliance and community participation, it will increase development efficiency and provide convenience for the government in carrying out local government governance (Mubyarto 1999). The decision-making mechanism and program implementation must truly reflect bottom-up or programs born from the wishes and needs of the community (Bahar, 2015). In the performance of good governance in the regions to improve the welfare of the people in the areas. Concerning politics and government, regional autonomy is self-governance or the condition of living under one's laws. Therefore, regional autonomy focuses more on aspirations than conditions. While the goals to be achieved

are, among others, to grow and develop the region in various fields, improve services to the community, and increase regional competitiveness in the process of economic growth and regional income (Bahar, 2015).

One of the leading sectors that can increase Regional Original Income (PAD) is swallow cultivation. The harvesting swallow's nests have been carried out by most Indonesian people who live around the area/area where swallows nest. However, few of the swiftlet cultivation areas/areas have caused conflicts with applicable legal regulations related to Taxes and Fiscal Policies in financial management and local revenue (PAD), including in Kotabaru Regency, South Kalimantan. A joint role between area managers and other related parties is needed to harmonize existing interests, both from the community and other parties (Adiwicaksana, 2006). The new paradigm in the management of conservation areas requires the community to be involved in the management and regulation of swallow cultivation. Community interests must also be considered in making decisions and actions in managing the swiftlet cultivation.

The village community is currently independent of the swallow nest management strategy in Kotabaru Regency, specifically in South Pamukan District, Tanjung Samalantakan Village. Strive for collaborative management, of course, requires cooperation between stakeholders involved in managing swiftlet nests, either directly or indirectly. Stakeholders involved in the direction of swallow nests in Tanjung Samalantakan Village include the community that owns swallow nests and the Kotabaru Regency Government.

In Tanjung Samalantakan Village, South Pamukan District, the swallow business, Kotabaru Regency, in 2010, continues to experience rapid development. This is evidenced by the increasing number of people in Tanjung Samalantakan who have a swallow business. The swallow building located in Tanjung Samalantakan Village is  $\pm 30$  buildings, counting from the buildings that have earned income.

Some people even have a swallow business in more than one building. Some people in Tanjung Samalantakan Village prefer the swallow business to other firms because the selling price is superior and very profitable for the community. With a relatively high selling price, this swiftlet nest breeding business can increase the income of the people of Tanjung Samalantakan Village. Although the swallow's business building requires a large amount of money (Banjarmasin Post, 2021)

, the swiftlet breeding business still has the potential to be developed optimally because the demand for swallow nests is very significant, both from within and outside the country. In this case, the amount of production has not been proportional to the demand figure. Or, the supply and demand are not yet on a balanced balance. So that the price of swallow's nest is always stable, never experiencing a drastic price decline. This is also influenced by the low yields, while the production and maintenance costs are pretty high. So that it helps raise the price of swallow nests, both raw and processed food (Sahri, 2020).

The government expects the people who run the swiftlet breeding/cultivation business to be orderly by the provisions that have been set. If the community is tidy, then the next government aims to preserve environmental functions to be well maintained. In terms of supervision, it can also be done quickly, and the regulation of the swallow's building revenue tax can also support the increase in Regional Original Income (PAD) (Saputra, 2015).

The government can increase Kotabaru Regency's Original Regional Revenue (PAD) by collecting levies. The target of this policy is every community that has carried out or will carry out management and exploitation of swiftlet nests either in natural habitats or outside natural habitats. Before or after the promulgation of this regional regulation, it is mandatory to obtain permission from the Mayor or an appointed official due to spatial planning (Saputra, 2015).

The Regional Government of Kotabaru Regency, South Kalimantan Province, has issued Regional Regulation Number 10 of 201 concerning Swallow's Nest Tax and Regional Regulation Number 26 of 2017 concerning Swallow's Nest Management and Concession Permits. The regulation regulates various requirements that swallow nest entrepreneurs must meet. The law does discuss not only administrative requirements but also habitat issues as the location for making swallow's nests (Banjarmasin Post, 2021)

Population in nature and by the Decree of the Minister of Forestry Number 100/KPTS-II/2003 concerning Guidelines for the Utilization of Swallow's Nests. It was considering that the swallow's nest is one of the wild animals that can be used sustainably for the most excellent welfare of the people while guaranteeing the existence of the bird's nest. It is deemed necessary to regulate the breeding of swallow's nests, where swallow's nest is a natural potential that humans utilize as a food ingredient beneficial to health and cultivated by the community for a long time. At the same time, to achieve harmony in supervision, animal conservation to increase Regional Original Income.

Based on an initial interview with one of the people who run a swallow's nest business, information was found that there are still many people who manage a wild swallow's nest business without a permit. Some violate several requirements from the local government. Even the issue of taxes from swallow's nests is also a big problem. The main tax problem is that there is no tax payment for swallow businesses (Banjarmasin Post, 2021). Many people try to avoid paying swallow nest taxes. This is, of course, contrary to the mandate of the

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regulation. Even the taxes that should be obtained from the exploitation of swallow's nests can support regional development to be not optimal. Until now, the Kotabaru Regional Government is still having trouble recording the business of swallow nests that do not have a permit. This is a different problem because the permit issue is related to Regional Original Income, which can be maximized from the swallow's nest sector.

So far, the Kotabaru Regency Government's strategy has set regarding swallow cultivation, and community empowerment is still partial. Local governments only focus on legal aspects and tax benefits by ignoring community empowerment. At the same time, these two aspects can go hand in hand without overriding community empowerment and welfare. Policies and strategies have been made from the legal aspect, namely making local regulations Number 10 of 2011 concerning Swallow's Nest Tax, which was stipulated on July 11, 2011. In addition, another regional regulation, namely Perda Number 26 of 2017 concerning Swallow's Nest Management and Concession Permits, was also stipulated. Set on November 22, 2017 (BPK Regulation, 2021).

The classic problem related to licensing that often occurs is the complexity of the management that hinders the community from running a business. Another impact is the loss of potential regional revenue from the tax sector. The district government failed in its efforts to collect local taxes from the swallow's nest business. Local entrepreneurs are reluctant to apply for permits because of the heavy requirements to run the business. The potential tax that can be withdrawn from the swallow's nest business is substantial. There are at least more than 800 swallow house businesses spread across all sub-districts in Kotabaru Regency. Most of the swiftlet nests are located in North Kelumpang, North Pamukan, and North Sea Island (Kalimantan News, 2017).

In addition to technical specifications, the regulation also requires experts and technical personnel who have expertise in the field of swallow nests. Not only that, there must be an assessment team from the local government that conducts an assessment before the issuance of the concession permit. So, the plenary session has become complicated, which makes people reluctant to apply for business permits. Therefore, there is a need for a revision of the applicable regulation. This is important to simplify the licensing process. Thus, entrepreneurs can re-apply for licensing for swallow nests (Kalimantan News, 2017).

In addition, another strategy for community empowerment in swallow cultivation is to increase PAD. The Kotabaru Regency government, through the PMPTSP Service and the Regional Tax and Retribution Management Agency, will "pick up the ball" to all sub-districts to carry out whitening in the form of swallow nest licensing services, along with the complete requirements. such as IMB, NPWPD and PBB. The Heads of Villages/Lurah throughout the Kotabaru Regency are also expected to help socialize this service activity, especially in terms of completing the administrative requirements that must be prepared by the bird's nest entrepreneur when the licensing officer arrives. The strategy set and implemented has just been implemented, and it still does not look optimal in its implementation. This means that the strategy implemented and determined by the Kotabaru Regency government in swallowing bird cultivation, specifically related to community participation, is still not running well and optimally.

Based on the description above, the researcher is interested in raising the issue of swallow nest exploitation in the Kotabaru Regency based on community empowerment. The title of this research is "Strategy for Community Empowerment in the Management of Swallow's Nest Cultivation to Increase Regional Original Income in Kotabaru Regency."

This study seeks to see the actual condition of the community in supporting and acting as the main actor in swallow cultivation to improve the community's economy and Original Local Income (PAD) of the Kota Baru Regency. This rationale demands a systematic effort to empower and make the community's economy independent through swallow nest cultivation from an economic aspect to become the basis of the community's financial strength. However, it is acknowledged that there are still many weak points to support the strengthening of the economy and the Regional Original Income (PAD). Therefore, a systematic and sustainable effort is needed to encourage community elements to strategically manage swallow bird cultivation while developing an economic network to increase the Regional Original Income (PAD) of the Kota Baru Regency.

## 2. METHOD

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This study uses a descriptive qualitative research approach. Research with descriptive qualitative design is research whose primary purpose is to "give an overview" using words and numbers and to present a profile (problem), type classification, or outline stages to answer questions such as when, who, where, and how, of a phenomenon that occurs in society. A detailed description of how the implementation of the Kotabaru District Regulation No. 10 of 2011 concerning the Swallow's Nest Tax and the Kotabaru District Regulation No. 26 of 2017 regarding the Swallow's Nest Management and Concession Permit as well as the Regional Government's strategy will be described in this study. Data collection in this study was carried out through field research using observation instruments and in-depth interviews. Interviews were conducted concerning the interview guide, which contains an outline of the process and content of the consultation. This research will take informants including the Department of Agriculture and Livestock and the Regional Revenue Service of Kotabaru Regency, the Office of Investment & One-Stop Integrated Licensing Service of Kotabaru Regency, Swallow's Nest Entrepreneurs who already have permits. In addition, the informants of this research are also swallowing nest entrepreneurs who are processing permits, swallow nest entrepreneurs who have not and or do not process permits, and the village government.

This research will take place in Tanjung Samalantakan Village, South Pamukan District, Kotabaru Regency, South Kalimantan Province. The selection of the research location in this village was for several reasons, namely the strategy of managing swallow's nests in Kotabaru Regency, specifically in South Pamukan District, Tanjung Samalantakan Village still independent by the village community. Strive for collaborative management, of course, requires cooperation between stakeholders involved in managing swiftlet nests, either directly or indirectly. So selecting research locations in this village is appropriate because the stakeholders involved in managing swallow nests in Tanjung Samalantakan Village include the people who own swallow nests and the Kotabaru Regency Government. A research location is also a place for breeding/cultivation of swiftlet nests, which can continue to be developed by the community (high growth rate) and become the basis for empowering swallow cultivation communities. In addition, the research location is by the natural conditions of swallow cultivation (near the sea).

The data analysis technique in this study did not use statistical tests. The interviews were first transcribed, then categorized according to the theme, then analyzed qualitatively by referring to the theoretical framework used to obtain an overview of the phenomenon under study. The tool used to develop strategic factors in empowering swallow cultivation communities is the SWOT Matrix. This matrix can clearly describe how external opportunities and threats face adjusting to their strengths and weaknesses. This matrix can produce four sets of possible strategic alternatives in community empowerment that will be analyzed.

### **3. FINDINGS AND DISCUSSION**

According to Kartasmita (1996), the scope of community empowerment consists of 1) Enabling, namely the creation of an atmosphere or climate that allows community potential to develop; 2) Empowering, namely strengthening the potential or power possessed by the community; 3) Protecting, or creating protection. In community empowerment based on swallow's nest cultivation, the author describes the three scopes by considering the influential factors in the management of swallow's nest cultivation.

These factors were then analyzed using SWOT analysis. The use of SWOT analysis aims to provide a guide so that the program becomes more focused. SWOT analysis can be used to compare various points of view, both in terms of strengths and weaknesses and opportunities and threats (Fahmi, 2015).

Analysis of community empowerment strategies in managing swallow nest cultivation is grouped into internal and external factors, followed by a SWOT analysis. In the SWOT matrix, alternative strategy formulations are carried out by making pairwise comparisons. Pairwise comparison is a technique of comparing a component with other components in the same category. The SWOT matrix helps in conducting pairwise comparisons between the factors of strength, Opportunity, weakness, and threat (Rangkuty, 2001).

The components in the analysis of internal factors (strengths and weaknesses) and external factors (opportunities and threats) are as follows:

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**Identification of Internal Factors:**
**Strength**

Strength, in this case, is defined as a strength or positive thing that stands out from swallow cultivation in Tanjung Samalantakan village, which can be used as a competitive advantage (competitive advantage). For example: having workers/swallow breeders who are pretty skilled and highly dedicated to their work.

**Weakness**

The opposite of Strength, Weakness is a deficiency, or things that are not / do not yet have. For example, the brand name of the Tanjung Samalantakan swallow product is not well known, the reputation is not good in the eyes of swallow buyers, the cost of production/building is relatively expensive, and the market price of the swallow is less competitive.

**Identification of External Factors:****Opportunity**

Opportunity is considered as part of the external environment of swallow cultivation in Tanjung Samalantakan, which can be a potential to increase profit, market share, or growth. Examples of opportunities include PERDA rules and regulations that support swallow cultivation, including Regional Regulation (PERDA) Number 10 of 2011 concerning Swallow's Nest Tax and Regional Regulation (PERDA) Number 26 of 2017 concerning Swallow's Nest Management and Concession Permits. It improving regional economic conditions, thereby increasing people's purchasing power; some specific requests or needs have not been served, including the Opportunity to obtain funding sources from the government and the private sector.

**Threat**

The threat is the opposite of Opportunity, an obstacle or danger to Tanjung Samalantakan swiftlet cultivation in expanding the market or gaining profit. For example, the low level of public awareness to pay taxes; common interest in managing RBW permits; government regulations that are burdensome for local swallow breeders; trends or social changes that are less favorable for swallow cultivation.

In more detail, the following is a matrix of analysis of internal factors and external factors of Swallow Cultivation Management in Tanjung Samalantakan Village:

**Table 1. Internal factor analysis matrix of swallow nest cultivation management in Tanjung Samalantakan Village**

No	(Strength)-S	(Weakness)-W
1	Available facilities and infrastructure for swallow business, such as RBW.	Swallow business results do not contribute to (Regional Original Income (PAD)
2	The public has widely recognized Kotabaru Regency as a swallow nest-producing area in Kalimantan. The South	the capacity of human resources specifically in marketing ( <i>marketing</i> of swallow business products) is deficient
3	Sufficiently available facilities supporting others such as road access and bridges to the location of swallow nest cultivation	Sanctions due to violations committed by swallow business owners are still general, and there is no division based on the weight of the offense committed
4	Products are accessible to market because collectors come from within and outside the area	Lack of Rehabilitation Activities Swallow's Habitation
5	Geographical conditions of the Tanjung Samalantakan area are very supportive of swiftlet growth Habitat	There is no swallow breeder association organization yet
6	The community is self-taught capable of learning swallow nest cultivation techniques	Weak in administrative management and management is still very traditional
7	The community is very enthusiastic about cooperating with the government in cultivation. Swallow origin is equally profitable.	There is no network and collaboration with other parties
8	-	The harvesting system for swallow's nests is still often carried out by swiftlet breeders

*Source: Data processed from the results of literature studies, observations, and interviews, 2021*

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**Table 2 Matrix analysis of external factors of swallow nest cultivation management in Tanjung Samalantakan Village**

No	( Opportunities)-O	(Threats)-T
1	Regional Regulation (PERDA) Number 10 of 2011 concerning Swallow's Nest Tax and Regional Regulation (PERDA) Number 26 of 2017 concerning Swallow's Nest Management and Concession Permit	There are no clear rules (standardized) ) and make it easier for swallow nest entrepreneurs to take care of licensing. Existing laws are still in the process of being revised/changed by local regulations.
2	The managed business sector is very profitable because the swallow price is very stable for the domestic and international markets.	Lack of support from the local government in developing the swallow business, including socialization and education.
3	The area and potential of natural resources that can still be developed	Swallow theft is still common
4	Public purchasing power and market demand are still high	Involvement of the private sector which has not been managed properly
5	-	Lack of Swallow Habitat Rehabilitation Activities carried out by the local government
6	-	Lack of control mechanisms and management observations from external parties such as swallow nest management experts or swallow bird expert associations.

*Source: Data processed from the results of literature studies, observations, and interviews, 2021*

After the internal and external factor analysis stages, the next step is formulating strategies based on SWOT analysis. Through SWOT analysis, it can be developed into several strategic formulations, with the following alternatives:

- 1) SO strategy (*Strength – Opportunity*) by using internal strengths to take advantage of external opportunities. Also, to develop the management of swallow cultivation to increase income and contribute to district PAD income New city.
- 2) ST strategy (*Strength – Threats*), by using existing strengths to overcome potential threats, can hinder swallow cultivation management's development in realizing sustainable community empowerment.
- 3) The WO strategy (*Weaknesses – Opportunities*) is to take advantage of opportunities that arise and overcome weaknesses to develop the management of swallow cultivation in realizing sustainable community empowerment and contributing to increasing PAD.
- 4) WT strategy (*Weaknesses – Threats*) is an effort to reduce internal weaknesses and avoid external threats to maintain the swallow cultivation ecosystem as a driver of sustainable community empowerment activities.

Based on this analysis, the alternative community empowerment strategies formulated by using SWOT matrix analysis, as shown in Table 3 below:

**Table 3. Analysis SWOT matrix**

Internal	(Strength) -S	(Weaknesses)-W
	<ul style="list-style-type: none"> <li>- Available swiftlet business infrastructure such as RBW</li> <li>- the community has widely known Kotabaru District as an area producing a swallow nest in Kalimantan South</li> <li>- Adequately available facilities supporting others such as access roads and bridges to the location of swallow nest cultivation</li> <li>- Products are accessible to market because collectors come from within and outside the area</li> <li>- Geographical conditions of the Tanjung Samalantakan area are very supportive of swiftlet growth habitat</li> </ul>	<ul style="list-style-type: none"> <li>- Swallow business results do not contribute to (Regional Original Income (PAD)</li> <li>- Human resource capacity, specifically in marketing (marketing of swallow business products), is deficient</li> <li>- Sanctions due to violations committed by swallow business owners are still general and do not exist division based on the weight of the offenses committed</li> <li>- Lack of Swallow Habitat Rehabilitation Activities</li> <li>- There is no swiftlet breeder association organization</li> <li>- Weak in administrative management and management is still very traditional</li> </ul>

<p style="text-align: center;"><b>External</b></p>	<ul style="list-style-type: none"> <li>- The community is self-taught capable of learning cultivation techniques nest swallow</li> <li>- The community is very enthusiastic about cooperating with the government in cultivation swallowing as long as it is mutually beneficial.</li> </ul>	<ul style="list-style-type: none"> <li>- There is no network and collaboration with other parties</li> <li>- The harvest system of plunder is still often carried out by swallow breeders</li> </ul>
<p style="text-align: center;"><b>Opportunities (Opportunities)-O</b></p> <ul style="list-style-type: none"> <li>- Regulation of Regional Regulation (PERDA) Number 10 of 2011 concerning Swallow's Nest Tax and Regional Regulation (PERDA) Number 26 of 2017 concerning Permits for Management and Concession of Swallow's Nests</li> <li>- The business field that is managed is very profitable for the community because the price Swallow is very stable for domestic and international markets</li> <li>- The area and potential of natural resources that can still be developed</li> <li>- People's purchasing power and market demand are still high</li> </ul>	<p style="text-align: center;"><b>SO Strategy</b></p> <ol style="list-style-type: none"> <li>1. <b>Business assistance;</b> providing education, socialization, and even providing service and facilities to obtain a Veterinary Control Number Certificate (NKV) to guarantee the safety of SBW products.</li> <li>2. <b>Protection of business objects.</b> As for cases of theft that still occur frequently, usually building cooperation with the police is the leading solution that is encouraged. However, in this case, the author sees the importance of the function of the swallow business organization to build communication with the broader community to understand the root causes of these theft cases.</li> </ol>	<p style="text-align: center;"><b>WO Strategy</b></p> <ol style="list-style-type: none"> <li>1. <b>Participatory mapping of social potential</b> in developing swiftlet nest cultivation business. ;</li> <li>2. <b>Community organizing and facilitation of establishing sustainable programs</b>, for example, by creating/assembling swallow breeder organizations so that problems can be solved together;</li> <li>3. <b>Community capacity building.</b> Increased human resource capacity includes marketing capacity (marketing of swallow business products) and administrative and management capacity, which is still very traditional.</li> </ol>
<p style="text-align: center;"><b>(Threats)-T</b></p> <ul style="list-style-type: none"> <li>- There are no clear rules (standard) and make it easier for swallow nest entrepreneurs to take care of licensing.</li> <li>- Existing rules are still in the process of being revised/changed by local regulations.</li> <li>- Lack of local government support in developing swallow business, including socialization and education.</li> <li>- Swallow theft is still common</li> <li>- Involvement of the private sector which has not been managed properly</li> <li>- Lack of Swallow Habitat Rehabilitation Activities carried out by the local government</li> </ul>	<p style="text-align: center;"><b>ST Strategy</b></p> <ol style="list-style-type: none"> <li>1. <b>Establishing regulations that provide access and protection for swallow nest cultivation;</b></li> <li>2. <b>Empowerment socialization;</b> Empowerment socialization related to swallowing nest cultivation reaches the wider community is carried out by the Kotabaru Regency Government.</li> </ol>	<p style="text-align: center;"><b>WTStrategy</b></p> <ol style="list-style-type: none"> <li>1. <b>Input(capital support, infrastructure, and facilities).</b> Ketersediaan technology that allows people to swallow nest management more effective and efficient, and more sustainable, as the need for more significant concern by local government Kotabaru</li> <li>2. <b>Market access for bird nests.</b> Identifying potential that can be encouraged to handle marketing problems, increase marketing capacity, and create designs marketing. The marketing of swallow business products can apply a more modern marketing strategy, namely information technology or digital-based marketing. In addition, the function of information technology is to monitor the price of swallow's nest in national and global markets.</li> <li>3. <b>Cooperation/network development.</b> One of the most needed is the control function and management observation from external parties such as swallow nest management experts or swallow bird expert associations.</li> </ol>

Based on the research results, one of the essential issues related to collaborative management is the sustainability aspect of the swallow nest business, especially in Tanjung Samalantakan Village. Management models that do not care about aspects of sustainability have become a common problem in various regions. Regulations from the local and national levels issued remain unable to overcome problems in the management of swallow nests. One of the efforts to carry out sustainable management and avoid conflicts of interest with local governments and refer to natural resource management regulations is to seek the management of swallow nests with conservation patterns (livestock). In this case, the control of swallow nests, regardless of the part of sustainability, will cause the production of swallow nests to continue to decline.

Conservation management patterns require the community of swallow nest managers to harvest after the swallow chicks hatch and leave the nest. Conservation pattern management divides harvesting time into specific times by paying attention to the time at which swallows breed. But in its implementation in the field, the owners of swallow nest businesses feel harmed because the frequency of harvesting they usually do is reduced. This means it will also reduce their income. But management with conservation patterns provides long-term benefits. So the businesses of swallow nests must be convinced that management with conservation patterns will give a more significant advantage because it is long-term.

Collaborative management can be interpreted as management that sees all parties involved in management as decision-makers in running management. Both local governments and communities, and parties involved in other collaborations have equal rights and obligations in management. Collaborative management can make parties who have a united interest in realizing those interests without compromising the interests of others. Collaborative management efforts to manage swallow nests can be made by involving management actors both technically and parties who make policies and regulations to manage to swallow nests.

Stakeholders involved in the management of swallow nests in Tanjung Samalantakan Village are the community of swallow business owners and the Kotabaru District Government. The involvement and identification of stakeholders in the management of swallow nests are presented in Table 4. Currently, the management of swallow nests in Tanjung Samalantakan Village is still independent by the community. Collaborative management is required for cooperation between stakeholders involved in the management of swallow nests, either directly or indirectly. Collaborative management can be interpreted as management involving various actors; of course, it will require stakeholder analysis and a description of its importance and capacity.

**Table 4. Identification of stakeholders in swallow nest management**

<b>Elements Identified by the</b>	<b>Community</b>	<b>Local Government of Kotabaru</b>
Character	Most of them do not want to cooperate with the local government	They wish to collaborate with the community
Interests	Meeting the needs of life	Increase PAD
Conflict of Interest	levy set by the local government is not in line with expectations	The community does not pay the retribution
The Cooperation Relationship	Not yet	There No
Capacity	As a swiftlet nest manager in the field	As a levy collector for PAD

Based on the table above, the points that are a requirement for the collaboration of swallow nest business management between the local government and the community can be realized as follows:

- 1) Elements character, the community (the swallow's nest business) must know the benefits of cooperation with the local government. Meanwhile, the local government must provide a comprehensive and in-depth explanation of the contribution that can be made to the community (the swallow's nest business) if a collaboration is carried out. This can be realized if the dialogue is carried out between the two parties in a position that tends to be equal.



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- 2) The existence of solutions to increase people's income. So that the local government must establish programs related to improving the swiftlet nest business managed by the community. This can be realized if the local government implements a mentoring program to understand the problems faced by the people who work the swiftlet nest business.
  - 3) Conflicts of interest: The community must understand why they have to pay taxes, what the taxes will be used for, and what benefits they will get from paying taxes, especially regarding the swiftlet nest business they manage. Meanwhile, the local government must adjust the amount of tax according to people's income from the swallow's nest business. This can be realized if the community is involved in setting policies and regulations regarding the swallow's nest business tax, and the local government intensively conducts socialization.
  - 4) A cooperative relationship. This can be realized if there is a dialogue between the two parties in a position that tends to be equal, where both parties must openly convey their interests.
  - 5) Capacity, the community is consistent in paying taxes following the provisions agreed with the local government and does not complicate the tax collection process. Meanwhile, the local government must implement community capacity development programs under the need to swallow nest businesses.

#### 4.CONCLUSION

The community empowerment strategy in managing swallow nest cultivation to increase local revenue in Kotabaru Regency has not been carried out optimally. Achievement of strategic points based on SWOT analysis, namely: a) Implementation of SO (Strength – Opportunities) strategy, namely 1. Business assistance; either by providing education, socialization, and even providing assistance and facilities to obtain a Veterinary Control Number Certificate (NKV) as a guarantee of the safety of SBW products. 2. Protection of business objects. For example, in the case of theft, building cooperation with the police is the leading solution; b) Implementation of the WO (Weakness – Opportunities) strategy, namely 1. Participatory mapping of social potential in developing swallow nest cultivation business; 2. Community organizing and facilitation of establishing sustainable programs by creating/assembling swallow breeders' organizations; 3. Community capacity building. Increased human resource capacity includes marketing capacity (marketing of swallow business products) and administrative and management capacity, which is still very traditional. c) The implementation of the ST strategy (Strength – Threats) is 1. Stipulation of regulations that provide access and protection to the business of swallow nest cultivation; 2. Empowerment socialization; Empowerment socialization related to swallowing nest cultivation that reaches the wider community is carried out by the Kotabaru Regency Government; The implementation of the WT (Weaknesses – Threats) strategy is 1. Inputs (capital support, infrastructure, and facilities). The availability of technology that the community can use for more effective and efficient and more sustainable management of swallow nests is a need that needs more attention. 2. Market access for swiftlet nests. Identify marketing problems, increase marketing capacity, to create marketing designs. The marketing of swallow business products can apply a more modern marketing strategy, namely information technology or digital-based marketing. 3. Cooperation/network development. Mainly related to the control function and management observation from external parties such as swallow nest management experts or swallow bird expert associations.

Based on the conclusions above, the authors provide suggestions, as follows:

- 1) To the Kotabaru Regency Government, a) Implement an ideal community empowerment strategy; b) Building a collaboration (collaboration) in managing the swallow's nest business with the community that is mutually beneficial to both parties. By first providing a comprehensive and in-depth explanation regarding the benefits of doing cooperation; c) Assisting and implementing programs related to the improvement of the swiftlet nest business managed by the community; d) Adjusting the amount of tax according to the condition of people's income from swallow's nest business; and, e) Implementing community capacity building programs by the needs for the development of a swallow's nest business.

- 2) To the community (the owner of the swallow's nest business), so that: a) Be open to building cooperation (collaboration) in managing the swallow's nest business with the government; b) Increasing knowledge of regulations relating to the management and exploitation of swallow's nests, as well as the obligation to pay taxes from managed swallow's nest businesses; c) Increase capacity related to swallowing nest management; and, d) Practicing a sustainable (sustainable) swallow nest business management.
- 3) For further researchers related to this study, to focus the research problem on the significance of taxes from the swallow business sector in increasing Regional Original Income (PAD). Research related to this theme requires data on the total number of buildings, the amount of turnover of the swiftlet business, and the swallow's nest business tax. This will make it easier for the government to calculate the potential of swallow nests in increasing Regional Original Income (PAD).

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