

# Cooperative Institutional Model for Poverty Alleviation in Coastal Communities: A Case Study of KUD Mino Saroyo, Central Java, Indonesia

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## ABSTRACT

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This study examines the institutional development of the Mino Saroyo Village Unit Cooperative (KUD) in Cilacap Regency, Central Java, and its role in reducing poverty in the coastal area. Using a qualitative approach, this research integrates Scott's (2008) institutional theory—comprising regulative, normative, and cultural-cognitive aspects—with Milton J. Esman's institutional variables, including leadership, doctrine, programs, resources, and internal structure. Findings reveal that KUD Mino Saroyo operates as an independent cooperative with diverse business units generating significant revenue. Its innovative management strategies have contributed to economic growth and poverty alleviation in the region. The study identifies both supporting factors (such as natural resource potential, government support, and public trust) and inhibiting factors (including market competition, managerial capacity, and technological limitations). A key recommendation is to ensure that cooperative leadership and business unit management are entrusted to competent professionals, holding relevant academic degrees or certifications. Theoretical implications suggest an enhancement to Esman's framework by incorporating managerial competency as a crucial variable. Additionally, while the highest leadership remains subject to community voting based on normative values, business unit leaders should be appointed by competent authorities to ensure effective management and sustainability.

**Keywords:** Institutional Development, Cooperatives, Coastal Poverty Reduction, Leadership Competency.

## INTRODUCTION

Koperasi Unit Desa (KUD) Mino Saroyo is one of the most prominent cooperative models in Indonesia, particularly in supporting the welfare of coastal communities. Established to empower traditional fishermen, KUD Mino Saroyo has played a significant role in strengthening economic institutions in the coastal region of Cilacap, Central Java. Through various institutional mechanisms, this cooperative has contributed to poverty alleviation efforts by providing financial assistance, access to modern fishing equipment, and facilitating market linkages for fishermen. However, despite these initiatives, poverty remains a persistent issue among traditional fishing communities in Indonesia, including in Cilacap.

The paradox of poverty among fishermen is an irony, considering that Indonesia possesses vast marine resources, which should theoretically ensure economic prosperity for coastal communities. Despite the abundance of marine resources, fishermen often face structural barriers such as unstable incomes, dependence on middlemen (tauke), and limited access to capital. Government efforts to develop the marine and fisheries sector have not yet yielded optimal results in improving the welfare of traditional fishermen (Rahim, 2014; Rofingatin, 2016; Sabarisman, 2017; Ali, 2020). Many empowerment programs claim to adopt a bottom-up approach based on community needs, yet in practice, they often lack sustainability and fail to create long-term impacts.

Empowering coastal communities requires creating opportunities for them to determine their own needs, plan, and implement activities that lead to self-sufficiency. Different groups within the fishing industry require specific interventions. For instance, traditional capture fisheries need secure fishing zones and improved fishing gear, while

fish processing businesses require capital investment. These variations necessitate diverse empowerment strategies tailored to each group's economic activities. The government has introduced several policies to address these challenges, such as the Coastal Community Economic Empowerment Program (PEMP), which focuses on institutional strengthening, mentorship, and rolling productive funds. However, these initiatives often face implementation challenges due to weak coordination among relevant stakeholders and a lack of long-term sustainability mechanisms.

Institutional capacity building is crucial for improving the economic resilience of coastal communities. Studies have shown that strengthening economic institutions such as cooperatives can significantly enhance fishermen's livelihoods. Scott (2008) identified three pillars of institutional development: regulative, normative, and cultural-cognitive. The regulative pillar focuses on formal rules and restrictions, the normative pillar emphasizes social norms and values, while the cultural-cognitive pillar highlights shared conceptions and meanings within a society. Additionally, Milton J. Esman's institutional variables—leadership, doctrine, programs, resources, and internal structure—also play a crucial role in institutional sustainability.

This study aims to introduce a novel institutional model by incorporating an additional pillar—the pragmatic or economic pillar. This component highlights the financial and economic aspects necessary to enhance institutional performance, particularly in cooperative management. KUD Mino Saroyo serves as an exemplary model, demonstrating how a well-established cooperative can significantly reduce poverty in coastal regions. With substantial assets and a strong institutional structure, this cooperative has contributed to the economic empowerment of fishermen in Cilacap. However, there is still a long way to go in fully eradicating poverty among coastal communities. This research focuses on the persistent poverty among Cilacap's coastal communities and examines the role of KUD Mino Saroyo as a robust economic institution in addressing this issue. By assessing the cooperative's institutional capacity, this study seeks to develop a strengthened institutional model capable of effectively alleviating poverty among fishermen in Indonesia.

Institutional theory has long been a subject of scholarly debate due to its multifaceted nature and varying definitions. The term "institution" is often used interchangeably with "organization," creating conceptual ambiguities (Uphoff, 1984). Macmillan defines institutions as a set of relationships, norms, beliefs, and values that are centered on social needs and recurring actions. Describes institutions as behavior systems designed to meet complex social needs, while emphasizes the standardization of behavior, cooperative activities, and norms governing essential human needs. These definitions indicate that institutions serve as structured frameworks that regulate behavior and maintain societal order (Scott, 2008; McGill, 2005). Despite ongoing theoretical debates, the presence of institutions is crucial in shaping human behavior and social interactions.

Institutional perspectives can be categorized into three major schools of thought: rational choice theory, normative institutionalism, and sociological institutionalism. Rational choice theory, as proposed by Coleman (1990), views institutions as mechanisms that enable individuals to maximize their benefits by minimizing costs. This perspective underscores the role of institutions in structuring incentives and constraints for individual actions (Ritzer, 2008). In contrast, normative institutionalism, as described by Durkheim (1912) and Uphoff (1986), posits that institutions operate as systems of norms and collective behavior that persist over time to achieve socially valued purposes. These perspectives collectively highlight the role of institutions in governing social interactions through established norms and expectations (Scott, 1995).

Sociological institutionalism, drawing from the works of Berger and Luckmann (1967), emphasizes the cognitive and cultural dimensions of institutions. Institutions are viewed as products of social interactions that create shared knowledge and belief systems, rather than mere rule-making entities (Scott, 2008). Smith (2005) extends this perspective by illustrating how institutions reorganize social relations and extend societal knowledge. Zucker (1991) further argues that institutions anchor behavior through cognitive beliefs, making them integral components of social reality. This perspective underscores the dynamic nature of institutions, where cultural and cognitive factors influence institutional formation and persistence. Ultimately, institutions serve as both constraints and enablers of human action, shaping societal structures while being continuously shaped by social interactions (Scott, 2008).

Institutional development is an instrumental model that emphasizes the feasibility of alternative choices in managing imposed changes. This model is elitist and socially engineered, where changes occur from top to bottom and are led by individuals with authority who can influence organizations within their environment (Esman, 1996). The process of institutional development does not rely solely on organizations but also on external environmental support, which enables innovations to become normative and institutionalized in society. Esman (1996) explains that institutional development encompasses micro-level system changes, such as the structuring of new organizations or the restructuring of existing ones, as well as macro-level system changes, which involve strengthening normative relationships within the broader social system. This underscores that institutions do not function merely as administrative instruments but also as mechanisms for shaping values and norms embedded in society (Eaton, 1972).

The new institutional approach (neoinstitutional theory) developed by Scott (2008) emphasizes that the sustainability of organizations within a social system is influenced by regulative, normative, and cultural-cognitive factors. The regulative pillar highlights the importance of rules and oversight in shaping societal behavior, whereas the normative pillar focuses on values and norms that determine how individuals act in accordance with expected social roles. Meanwhile, the cultural-cognitive pillar reflects how social and symbolic constructions create collective understanding within a community. According to DiMaggio and Powell (1991), three main mechanisms contribute to institutional sustainability: coercive rules, mimetic actions, and social norms, all of which contribute to the diffusion of institutional structures within organizations.

Scott (2008) asserts that these three institutional pillars form a network of regulatory systems, norms, and cultural-cognitive schemes that define stability and meaning in social life. The regulative pillar fosters compliance through laws and sanctions, while the normative pillar drives behavior through a sense of social obligation. The cultural-cognitive pillar, on the other hand, illustrates how societal perceptions of social reality shape institutional legitimacy. Based on these three institutional pillars, Table 1. summarizes the key components of institutional structures:

**Table 1 The Key Components of Institutional Structures**

Aspect	Regulative	Normative	Cultural-Cognitive
Basis of Compliance	Legality	Social Obligation	Taken-for-Granted Acceptance
Rule Basis	Regulatory Rules	Binding Expectations	Constitutive Schemes
Mechanism	Coercion	Normative Influence	Mimetic Processes
Logic	Role-based	Appropriateness	Orthodoxy
Indicators	Laws, Sanctions	Accreditation, Certification	Shared Logical Actions
Impact	Fear/Guilt	Shame/Honor	Confusion, Recognition
Legitimacy Basis	Legal Sanctions	Moral Governance	Cultural Support

Source: Scott (2008)

As explained in Table 1, each pillar has different mechanisms for determining compliance and legitimacy within society (Scott, 2008). Thus, institutional development is not merely about policy formulation but also encompasses social processes that ensure rules, norms, and cultural understandings are effectively applied across various organizational systems.

The economic institutions of traditional fishing communities are formed based on shared interests, traditions, and socio-economic similarities, including domicile, business location, economic status, and language. Fishermen's cooperatives serve as an alternative survival strategy, particularly for those constrained by limited land resource ownership and financial capital. These cooperatives provide economic resilience by enabling fishermen to navigate economic fluctuations. Given that fishing activities are highly seasonal, traditional fishermen face financial instability during lean seasons, exacerbated by structural issues such as poor financial management. Chambers (1987) outlines five dimensions of poverty affecting coastal fishermen: (1) seasonal poverty due to unpredictable weather, (2) physical weakness, although many fishermen remain in their productive years, (3) social isolation, which has been mitigated through improved infrastructure, (4) vulnerability caused by economic instability, forcing fishermen to sell or mortgage assets, and (5) powerlessness, as many fishermen remain indebted to middlemen, restricting their bargaining power.

One of the prominent institutional models in Indonesia's coastal economy is the Koperasi Unit Desa (KUD) Mino Saroyo in Cilacap. Established in 1942 as GYO-GYO KUMIAI under Japanese governance, it evolved into a primary marine fisheries cooperative (KPL) in 1958. Following Presidential Instruction No. 2 of 1978, KPL and BUUD were merged into KUD, leading to the formation of KUD Mino Saroyo. With legal entity registration number 2479/12-67 6174/a/BH/VI, later updated to 2479/12-67 6714/d/BH/PAD/KWK.11/IX/96 on September 30, 1996, KUD Mino Saroyo has continuously adapted to enhance the welfare of fishermen. It was recognized as an independent cooperative on January 15, 1990, with official certification granted on February 15, 1990, by the Director General of Cooperative Development. KUD Mino Saroyo's vision is to establish itself as a strong and professional economic force that benefits fishermen and the surrounding community, while its mission includes improving cooperative credibility, expanding financial access, and fostering investment-friendly business conditions.

The achievements of KUD Mino Saroyo align with the Indonesian government's target of establishing 500 modern cooperatives by 2024 to uplift fishermen's living standards through cooperative institutions. As a key economic entity, KUD Mino Saroyo exemplifies the role of institutional development in ensuring economic resilience in coastal areas. The cooperative's success underscores the significance of regulatory, normative, and cultural-cognitive factors, as highlighted by Scott (2008), in shaping sustainable institutional frameworks. Furthermore, mechanisms such as coercive rules, mimetic actions, and social norms (DiMaggio & Powell, 1991) play crucial roles in ensuring the long-term viability of these institutions. Therefore, strengthening cooperative models remains imperative in fostering sustainable economic development among traditional fishermen in Indonesia.

## **METHODS**

This study employs a qualitative approach using a case study method to analyze the institutional model of KUD Mino Saroyo in reducing poverty in the coastal region of Cilacap Regency, Central Java. The study focuses on the functional imperatives (Adaptation, Goal-Attainment, Integration, Latency) proposed by Talcott Parsons, as well as institutional aspects according to Esman (1996), which include leadership, doctrine, programs, resources, and internal structure. This research emphasizes an in-depth exploration of organizational dynamics and the role of institutions in supporting the economic sustainability of fishing communities.

Data were collected through in-depth interviews with various stakeholders, including local government representatives, KUD administrators, fishing groups, and coastal communities. Additionally, direct observation and document analysis were conducted as secondary data sources. Data analysis followed the interactive model of Miles and Huberman (2014), which includes data collection, data condensation, data display, and conclusion drawing. Data validation was carried out through source triangulation, peer review, informant clarification, feedback on analysis results, and thick description to ensure the accuracy of the findings. Through this approach, the study aims to contribute theoretically to the development of community-based cooperative institutional models while providing practical insights for poverty alleviation policies in coastal areas.

## **RESULTS**

### ***3.1 Institutional Capacity Development of KUD Mino Saroyo According to Esman (1996)***

#### ***3.1.1 Leadership***

Leadership in KUD Mino Saroyo, Cilacap Regency, plays a crucial role in enhancing organizational performance and employee welfare through collaborative and innovative strategies. Referring to Milton J. Esman's theory, the cooperative's success in building networks with external institutions highlights the importance of synergy and coordination in local development. Strategic leadership at KUD Mino Saroyo is not only focused on increasing the Remaining Operating Results (SHU) but also emphasizes a trust-based approach, motivation, and open communication between leaders and employees. Through this approach, the cooperative effectively manages human resources, creates a conducive work environment, and maintains an organizational culture that upholds ethics and professionalism.

The key factors supporting leadership effectiveness in KUD Mino Saroyo include the leaders' ability to implement a family-based work system, provide incentives for employees, and develop human capital through continuous training. Additionally, openness to employee and cooperative member input strengthens organizational stability in facing challenges, including limited external funding. With an adaptive and collaboration-based leadership approach,



KUD Mino Saroyo has successfully sustained itself as an independent cooperative that contributes to local economic development and the well-being of its members.

### *3.1.2 Doctrine*

The institutional doctrine in the development of KUD Mino Saroyo in Cilacap Regency can be analyzed through Milton J. Esman's theory, which emphasizes strengthening local institutions to adapt to social, economic, and environmental dynamics. As a fishermen's cooperative, KUD Mino Saroyo plays a crucial role in improving members' welfare through an economic empowerment approach based on local resources. Future institutional expectations include enhancing organizational and human resource capacity, utilizing local wisdom in business management, and adapting to technological and regulatory changes. Additionally, the cooperative is expected to serve as an agent of social change by strengthening access to capital, improving fishermen's skills, and fostering strategic partnerships with the government and private sector to expand market reach. Through this approach, the cooperative is not only an economic entity but also a key pillar in fostering inclusive and sustainable coastal community development.

Fishermen's participation in KUD Mino Saroyo reflects institutional development principles that emphasize active involvement in decision-making and resource management. Fishermen play a role in shaping the cooperative's policies through democratic mechanisms that provide access to training, credit facilities, and broader business opportunities. In the context of institutional doctrine, the cooperative functions as an instrument of good governance, upholding principles of participation, transparency, and accountability that strengthen its members' independence. With a strong legal foundation and a long history of supporting the people's economy, KUD Mino Saroyo stands as a model of cooperative empowerment that integrates values of solidarity and mutual cooperation to build the economic resilience of fishing communities.

### *3.1.3 Program*

KUD Mino Saroyo has implemented various programs to improve the welfare of fishermen and coastal communities, including training programs, fishing equipment assistance, and market access facilitation. Based on a 2023 community satisfaction survey, approximately 78% of respondents expressed satisfaction with the training programs provided, while 65% felt that the fishing equipment assistance had helped improve their productivity. However, some challenges remain, such as the uneven distribution of aid and limited access to broader markets.

In addition, in terms of collaboration with external parties, KUD Mino Saroyo has established partnerships with three seafood processing companies and two research institutions to enhance the added value of fishery products. Evaluation results indicate that around 70% of cooperative members found these partnership programs beneficial, particularly in increasing the selling price of their catch. However, some fishermen have raised concerns about the lack of transparency in the partnership mechanisms, which poses a challenge for the cooperative in building full trust among all members.

### *3.1.4 Resources*

KUD Mino Saroyo in Cilacap Regency has demonstrated success in resource management through an institutional approach oriented toward innovation and collaboration. From a financial perspective, the cooperative has successfully increased its production value by developing various business units, such as partnerships with Pertamina and PDAM, as well as providing social services for fishermen. The available infrastructure, including the Fish Auction Facility (TPI) and storage facilities, plays a crucial role in supporting the cooperative's operations, although challenges remain, such as technological limitations and funding constraints. Human resources also constitute a critical aspect, with challenges in enhancing managerial skills and utilizing modern technology. Therefore, the cooperative has initiated training programs to improve its members' competencies in fisheries management and technology to enhance competitiveness and operational sustainability.

In terms of technology, KUD Mino Saroyo has adopted innovations in fish-catching systems, digital marketing, and seafood processing, although it still faces challenges in technology adoption among cooperative members. The cooperative's potential includes the utilization of natural resources, institutional support, and strong cultural values of mutual cooperation, which serve as fundamental pillars for effective resource management. Collaboration with various external organizations, both governmental and private, also plays a crucial role in facilitating access to training, funding, and technology development. Through this integrative approach, KUD Mino Saroyo has been able

to improve members' welfare and strengthen the sustainability of the cooperative-based fisheries sector in Cilacap Regency, aligning with Milton J. Esman's institutional development theory.

### *3.1.5 Internal Structure*

The internal structure of KUD Mino Saroyo in Cilacap Regency reflects strong community-based organizational management principles. Leadership in this cooperative plays a crucial role in guiding its vision and operational strategies, with a clear division of tasks between the management and members. Member participation serves as the main pillar in decision-making, ensuring that collective interests are upheld. The implemented coordination system facilitates smooth operations and efficiency in task distribution. Additionally, transparency in governance is reinforced through regular evaluation mechanisms and financial reports accessible to members, enhancing accountability in cooperative management.

Members' commitment to the cooperative is demonstrated through active participation and the continuity of relationships between management, members, and external stakeholders. Incentives, such as productivity-based bonuses, serve as a motivating factor for employees to work more optimally. However, incentive systems based on piecework and commission cannot yet be fully implemented due to limitations in production unit calculations. The wage structure at KUD Mino Saroyo adheres to the principle of fairness, taking into account factors such as tenure, position, and individual performance. Through this system, the cooperative not only maintains the financial stability of the organization but also enhances the well-being of its members, ultimately supporting the cooperative's operational sustainability within the local economic ecosystem.

## **DISCUSSION**

### *3.2 Integration and Institutional Development in Coastal Areas*

#### *3.2.1 Regulatory Aspect*

During the reform era, government policies on cooperatives underwent significant changes, granting a greater role to cooperatives, micro, small, and medium enterprises (MSMEs) as pillars of the economy that proved more resilient than large corporations. Through the MPR Decree No. IV/MPR/1999, the government emphasized the empowerment of cooperatives within a fair economic system based on independent, productive, and sustainable human and natural resources. Although cooperatives showed positive institutional growth, they still faced several challenges, including limited professional human resources, restricted access to financing, and inadequate market information and distribution channels. To address these issues, the government implemented strategies such as improving administrative oversight and legal entity supervision, strengthening cooperative identity, fostering cooperative businesses based on local resources, and providing protection to cooperatives within a conducive business climate. Additionally, to support the achievement of the 2015-2019 RPJMN targets, the government launched the Cooperative Reform initiative in 2015, focusing on three key approaches: rehabilitation, reorientation, and cooperative development.

Rehabilitation involved updating cooperative data and dissolving inactive cooperatives to create a healthier and more accountable cooperative ecosystem. Reorientation aimed to shift the cooperative paradigm from quantity to institutional quality by enhancing human resource capacity, strengthening governance oversight, and evaluating financial performance. Meanwhile, cooperative development focused on increasing competitiveness and business capacity to expand into the international market through financial access facilitation, managerial training, and strengthening regulations and internal cooperative structures. In the regulatory context, cooperative policies remained instructive, emphasizing institutional integration based on Milton J. Esman's model, which includes internal structure, resources, programs, and management. This model was implemented through binding regulations for cooperative administrators, supervisors, managers, and members to ensure professional and sustainable cooperative operations within the national economic ecosystem.

#### *3.2.2 Normative Aspect*

The normative aspect, as explained by Scoot (2008), emphasizes the normative rules that provide guidelines, evaluate, and impose obligations within the dimensions of social life. The normative system consists of values and norms. Values represent collectively desired conceptions that serve as standards for evaluating behavior, while norms dictate appropriate actions and legitimate ways to achieve goals, whether short-term or long-term. Some values and norms apply to all members to foster a sense of unity, whereas others are specific to selected actors based on their

roles. This concept of roles aligns individual objectives with social positions, serving as a guideline for expected behavior. The normative system imposes constraints on social behavior while simultaneously empowering actors. Essentially, it defines the obligations of actors according to their mandates. This normative institutional concept contributes to stabilizing social trust and reinforcing well-internalized norms within society. Parsons emphasized that "shared norms and values were regarded as the primary basis of stable social order" (Scoot, 2008). These principles are reflected in the work plans of KUD Mino Saroyo, covering various areas such as organization, management, capital, business, welfare, and social services. Each of these areas implements systematic programs to enhance efficiency, member participation, and sustainable business operations.

KUD Mino Saroyo plays a crucial role in the economic sustainability of Cilacap's fishing communities by managing eight fish auction sites (TPI) and various cooperative business units, including savings and loans, trade, and services. Its membership is exclusive to fishermen who own fishing gear and vessels, ensuring targeted support for the community. The cooperative adopts a team-based management system to oversee operations effectively, recognizing the challenges of selecting leaders with the necessary expertise. Thus, managerial positions are established to enhance the governance of business units. KUD Mino Saroyo's initiatives aim to maintain its relevance and improve fishermen's welfare through unit expansions, product diversification, and social programs such as financial aid and scholarships. Moreover, it actively engages in community traditions and serves as a pilot project for government-supported digitalization programs. The cooperative's success is evaluated based on both financial and non-financial parameters, including business profitability, member satisfaction, and operational efficiency. By integrating institutional development principles, particularly leadership and normative regulations, KUD Mino Saroyo continues to strengthen its role as an economic pillar, ensuring sustainable growth and stability for the fishing community in Cilacap.

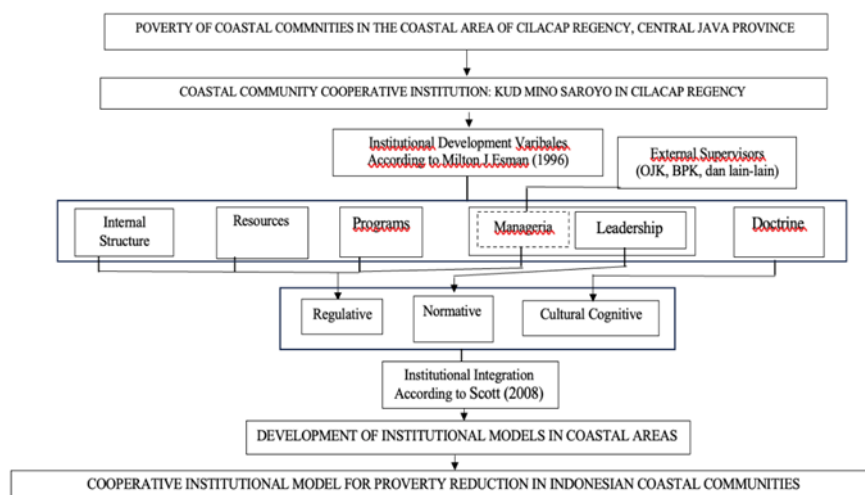
### *3.2.3 Cultural-Cognitive Aspects*

The cultural-cognitive aspects of KUD Mino Saroyo reflect how values, norms, and collective understanding shape behaviors and interactions within the organization. As a cooperative operating in the fisheries sector, KUD Mino Saroyo serves not only as an economic entity but also as a platform for its members to internalize the values of solidarity and sustainability. Awareness of the importance of mutual cooperation and collective support plays a crucial role in maintaining the cooperative's existence and improving the welfare of the fishermen involved.

The cooperative's organizational structure reflects participatory decision-making, where each member has voting rights in the annual meeting, which serves as the highest forum for cooperative management. This system fosters transparency and active member involvement in determining the cooperative's policy direction. Moreover, a work culture that prioritizes deliberation in conflict resolution and openness in financial reporting strengthens trust among members, forming a fundamental pillar for organizational stability. The success of KUD Mino Saroyo is also influenced by its ability to balance traditional aspects with modern developments. The cooperative maintains the local wisdom values long upheld by the fishing community while simultaneously adopting modern managerial practices to enhance its competitiveness. This adaptation enables the cooperative to remain relevant in the face of economic and social dynamics without losing its cultural identity. Thus, the cultural-cognitive aspects of KUD Mino Saroyo emphasize that an organization's sustainability depends not only on its formal structure but also on the deeply rooted shared understanding within the community's culture. The cooperative's existence as a socially based economic institution demonstrates that harmony between traditional values and innovation can be a key factor in achieving sustainability and collective welfare.

### *3.3 Cooperative Institutional Development Model*

Based on the discussion of the research findings above, a cooperative institutional development model can be formulated with the aim of improving the welfare of its members and reducing poverty, particularly in coastal areas of Indonesia. The cooperative institutional development model can be illustrated as follows:

**Figure 1** Development of Institutional Model in Coastal Areas

Source: Processed by Researchers (2025)

### CONCLUSIONS

KUD Mino Saroyo is an independent cooperative with multiple business units, generating revenues in the billions. It serves as a model of cooperative innovation in business management, successfully generating significant profits and contributing to poverty reduction in the coastal areas of Cilacap. Although the poverty rate in Cilacap Regency has shown an upward trend, the cooperative institutional model implemented by KUD Mino Saroyo has played a crucial role in supporting the local government's efforts to reduce poverty, particularly in coastal communities. Through its various programs, KUD Mino Saroyo has effectively slowed the pace of poverty growth in these areas, demonstrating the impact of cooperative-based economic initiatives.

The development of KUD Mino Saroyo's institutional framework in Cilacap Regency is influenced by both supporting and inhibiting factors. The key supporting factors include the availability of natural resources, government support, active member participation, public trust, and the management's capacity. Meanwhile, the inhibiting factors consist of market competition, managerial capacity limitations, dependence on weather and seasonal conditions, lack of technological innovation, low member awareness, and regulatory and policy challenges. Based on the institutional case study of KUD Mino Saroyo, a cooperative institutional model can be developed for application in the coastal areas of Cilacap. This model integrates Scott's institutional theory with Milton J. Esman's framework, incorporating an additional managerial variable to enhance its applicability and effectiveness in cooperative management.

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