

Empowering The Communities in The Coastal Areas Of Lamongan East Java to Improve Their Welfare

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**Capacitar As Comunidades Nas Zonas Costeiras Do Java Do Lamongan Para
Melhorar Seu Bem-Estar**

**Empowering The Communities in The Coastal Areas Of Lamongan East Java to
Improve Their Welfare**

**Poder A Las Comunidades En Las Zonas Costeras De Lamongan East Java Para
Mejorar Su Bienestar**

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Resumo

East Java é uma província com potencial para crescer e desenvolver suas micro, pequenas e médias empresas (daí: MPME) em cada cidade / região, ambas localizadas nas regiões costeira e interior. Atualmente, o número de MPME na Indonésia é de cerca de 59,2 milhões (CNN Indonésia / Safir Makki). Três ponto setenta e nove (3,79) milhões utilizaram a plataforma on-line no marketing de seus produtos, compondo cerca de 8% do total de empresários de MPME na Indonésia. Na era digital 4.0, é claro, os empresários de MPMEs também devem acompanhar os desenvolvimentos digitais atuais. O número de MPME na cidade de Lamongan é de 252.734 unidades. Alguns deles são baseados nas áreas costeiras e têm um enorme potencial econômico, mas ainda não cresceram de maneira ideal devido às restrições de qualidade da gestão, acesso ao financiamento, modelos gerenciais, oportunidades de negócios e acesso à informação. Por esse motivo, os pesquisadores sentem o

desejo de elaborar um modelo empoderador para as MPME nas comunidades da zona costeira, para desenvolvê-las de forma mais eficaz, a fim de promover o crescimento dos centros de MPME que, espera-se, contribuam muito para o governo local, especialmente em Lamongan. , Java Leste. Os objetivos da pesquisa são: (a) identificar as características dos modelos de empoderamento da comunidade (b) formular um modelo de empoderamento da comunidade para estabelecer centros eficazes de MPME (c) testar a eficácia dos modelos de empoderamento da comunidade no desenvolvimento de centros de MPME (d) avaliar e refinar os modelos de empoderamento da comunidade no desenvolvimento de centros para MPME e, eventualmente, formular um modelo de gerenciamento eficaz para centros de MPME nas áreas costeiras de East Java. A pesquisa utiliza uma abordagem descritiva combinada com métodos quantitativos. O objetivo da pesquisa é a vila de Brondong, no distrito de Brondong, na região de Lamongan. Os resultados desta pesquisa revelam que o modelo do padrão de empoderamento da comunidade nos centros de MPME na vila de Brondong, no distrito de Brondong Lamongan, na zona costeira de Java Oriental, ainda não é eficaz, e que as melhorias nos aspectos de empoderamento da comunidade, patrimônio familiar gestão, interação social, instituições e estratégias para o empoderamento da comunidade são imperativos. E orientação e assistência conjuntas do governo local, bem como de suas agências relacionadas e instituições de ensino superior são necessárias.

Palavras-chave: Empoderamento da Comunidade; Treinamento e Desenvolvimento; Modelo de empoderamento da comunidade.

1 Abstract

East Java is a Province that has the potentials to grow and develop its Micro, Small, Medium Enterprises (Hence: MSMEs) in each of its city/regency both located in the coastal and inland regions. The number of MSMEs in Indonesia is currently around 59.2 million (CNN Indonesia / Safir Makki). Three point seventy-nine (3.79) million of which have utilized the online platform in marketing their products, composing about about 8% of the total MSME entrepreneurs in Indonesia. In the digital era 4.0, of course, MSMEs entrepreneurs must also follow the current digital developments. The number of MSMEs in Lamongan City is 252,734 units. Some of these are based on the coastal areas, and they have enormous economic potentials, yet they have not yet grown optimally due to the constraints of management quality, access to funding, managerial models, business opportunities, and access to information. For this reason, the researchers feel the urge to design an empowering model for the MSMEs in the coastal area communities to develop them more effectively as to

foster the growth of MSMEs centers which are expected to contribute a lot to the local government, especially in Lamongan, East Java. The objectives of the research are: (a) identifying the characteristics of the community empowerment models (b) formulating a model of community empowerment to set up effective MSME centers (c) testing the effectiveness of community empowerment models in developing MSME centers (d) evaluating and refining the community empowerment models in developing MSME centers, and eventually formulating an effective management model for MSME centers in the coastal areas in East Java. The research makes use of a descriptive approach combined with quantitative methods. The object of the research is Brondong Village in Brondong District, Lamongan Regency. The results of this research reveal that the model of the community empowerment pattern in the MSME centers in Brondong Village in Brondong Lamongan District, in the coastal area of East Java is not yet effective, and that improvements in the aspects of community empowerment, household asset management, social interaction, institutions, and strategies for the community empowerment are imperative. And joint guidance and assistance from the local government, as well as its related agencies, and higher education institutions are necessary

Keywords: Community Empowerment; Training Development; Community Empowerment Model.

Resumen

East Java es una provincia que tiene el potencial de crecer y desarrollar sus micro, pequeñas y medianas empresas (por lo tanto: MIPYME) en cada una de sus ciudades / regencias ubicadas tanto en las regiones costeras como en las del interior. El número de MIPYME en Indonesia es actualmente de alrededor de 59,2 millones (CNN Indonesia / Safir Makki). Tres puntos setenta y nueve (3.79) millones de los cuales han utilizado la plataforma en línea para comercializar sus productos, componiendo aproximadamente el 8% del total de empresarios MIPYME en Indonesia. En la era digital 4.0, por supuesto, los empresarios de MIPYME también deben seguir los desarrollos digitales actuales. El número de MIPYMES en la ciudad de Lamongan es de 252,734 unidades. Algunos de estos se basan en las áreas costeras, y tienen un enorme potencial económico, sin embargo, aún no han crecido de manera óptima debido a las limitaciones de la calidad de la gestión, el acceso a la financiación, los modelos de gestión, las oportunidades comerciales y el acceso a la información. Por esta razón, los investigadores sienten la necesidad de diseñar un modelo de empoderamiento para las MIPYME en las comunidades de la zona costera para desarrollarlas de manera más efectiva y

fomentar el crecimiento de los centros de MIPYMES que se espera que contribuyan mucho al gobierno local, especialmente en Lamongan. , Java Oriental. Los objetivos de la investigación son: (a) identificar las características de los modelos de empoderamiento comunitario (b) formular un modelo de empoderamiento comunitario para establecer centros efectivos de MIPYME (c) probar la efectividad de los modelos de empoderamiento comunitario en el desarrollo de centros de MIPYME (d) evaluando y refinando los modelos de empoderamiento de la comunidad en el desarrollo de centros de MIPYME, y eventualmente formulando un modelo de gestión efectivo para centros de MIPYME en las áreas costeras en Java Oriental. La investigación utiliza un enfoque descriptivo combinado con métodos cuantitativos. El objeto de la investigación es el pueblo de Brondong en el distrito de Brondong, Regencia de Lamongan. Los resultados de esta investigación revelan que el modelo del patrón de empoderamiento de la comunidad en los centros de MIPYME en la aldea de Brondong en el distrito de Brondong Lamongan, en la zona costera de Java Oriental, aún no es efectivo, y que las mejoras en los aspectos del empoderamiento de la comunidad, activos del hogar La gestión, la interacción social, las instituciones y las estrategias para el empoderamiento de la comunidad son imprescindibles. Y la orientación y asistencia conjunta del gobierno local, así como sus agencias relacionadas, y las instituciones de educación superior son necesarias

Palabras clave: Empoderamiento de la comunidad; Entrenamiento y desarrollo; Modelo de Empoderamiento Comunitario.

1. Introduction

Adequate management of MSME centers and community empowerment which are in line with the characteristics of the community requires the role of stakeholders to play their role in developing independent, modern, and open community empowerment centers before MSME centers are able to transform themselves to become alternative economic forces. Lamongan Regency is currently being prepared to become the site of maritime industry marked with the building of shipyard and ship repair workshop. Its location on the North Coast and its proximity to the center of the Provincial Government of East Java makes this region possess all the required potentials. On the other hand, with a total of 252,734 MSMEs, as well as a workforce of 638,330 in 2017 which slightly declined to 634,845 in 2018 (Source: Statistics Indonesia) MSME Centers in Lamongan have the potentials to empower the communities especially those of the coastal communities in Lamongan. The obstacles that MSMEs in Lamongan are encountering include the aspects of: (a) developing community empowerment, (b) managing household assets, (c) social interaction (d) institutions and (e). product marketing strategies. The five aspects to date have yet to obtain a holistic solution from the bureaucracy/government, higher educational institutions and MSME activists. According to Payne (Payne, 1997) empowerment is essentially aimed at helping clients gain strength (power) for making decisions and taking actions and relating the clients' conditions, including reducing personal and social obstacles in taking the intended actions.

Kartasmita (Kartasmita, 1996) states that community empowerment implicitly implies the upholding of the economic democracy. Slamet (Slamet, 2003) explains that empowered communities are communities that are aware, know, understand, are motivated, have opportunities, take advantage of the opportunities, have the energy, are able to work together, know alternatives, are able to make decisions, dare to take risks, are able to find and capture information, and are able to act according to the situation. Sumardjo (Sumardjo, 1999) mentions the characteristics of empowered citizens, are among others, their being able to understand themselves and their potentials, to plan and to anticipate future ever-changing conditions, to direct themselves, to have the power to negotiate, to have adequate bargaining power in conducting mutual profitable cooperation, and to be responsible for their actions. Therefore, it is necessary to conduct a research to formulate the community empowerment model as to support the development of effective MSME centers so that the development of MSME centers really contribute to the efforts of poverty alleviation while at the same time increasing independence and prosperity for the coastal residents in East Java.

The concept of community empowerment according to Prijono, (Prijono, 1996) can be carried out in 3 (three) phases, namely the initial phase, the participatory phase, and the emancipatory phase. In the initial phase, all empowerment processes come from the government, by the government and are intended for the communities. Meanwhile according to the Law of the Republic of Indonesia Number 27 of 2007 concerning the Management of Coastal Areas and Small Farmers in Chapter XII on Community Empowerment, it is explained as follows:

Article 63

- (1) The government and the regional government empower the communities in improving their welfare.
- (2) The Government is obliged to encourage community business activities through various beneficial and useful activities in the field of resources management of Coastal areas and Small Islands.
- (3) In the effort to empower the communities, the government and regional governments realize, grow, and increase the awareness and responsibilities in:
 - a. decision-making;
 - b. implementation of management;
 - c. partnership between the community, the business world, and the government / regional government;
 - d. the development and application of preventive and proactive efforts to prevent the decline in the supporting and carrying capacities of the coastal areas and small islands;
 - e. the use and development of environmentally friendly technologies;
 - f. provision and dissemination of environmental information; and
 - g. giving awards to people who have contributed to the management of coastal areas and small islands.
- (4) Provisions regarding guidelines for Community Empowerment are further regulated by Ministerial regulations.

Meanwhile according to Sumodiningrat (Sumodiningrat, 1999), efforts for community empowerment consist of 3 (three) stages, namely:

- 1) Creating a climate that allows the potentials of the community to develop. The starting point is the recognition that every human being and society have the potentials (power) that can be developed.

- 2) Strengthening the potentials or power possessed by the community, in this framework more positive and tangible steps are needed, as well as opening access to various opportunities that will make the communities more empowered in taking advantage of opportunities.
- 3) Empowering also means coping with problems.

Supeni and Retno E., Sari (Supeni, Retno, & Sari, 2011) find that MSME entrepreneurs, often due to their ignorance, do not have the knowledge and understanding of how to run a business. A. Senduk (A Senduk, 2016) emphasizes the role of the government in empowering MSMEs, especially those in the coastal communities. Rahmanto (Rahmanto, 2016) states the empowerment model which aims to build the independence of fishermen can be well-implemented with the cooperation and the community participation, as well as the synergy between government, in this case the district officials and related agencies. MSME players need to have the knowledge in management so that they have broad insight in managing their business. Setiarso (Setiarso, 2006) suggests a number of factors needed for the successful implementation of the Knowledge Management strategy which are as follows: 1) Environmental scanning, 2) Business conditions and practices, 3) Competitor Operations, 4) Incorporating Knowledge as an asset 5) Corporate culture 6) Management of company assets.

The objectives of this study are: (a) formulating a model of community empowerment in developing effective MSME centers in Lamongan, East Java (b) testing the effectiveness of a community empowerment model in developing MSME centers in Lamongan, East Java (c) evaluating and perfecting a model of community empowerment in developing MSME centers in Lamongan, East Java, and (d) standardizing the community empowerment model in the development of MSME centers which will later be implemented at the MSME centers for the coastal residents in Lamongan.

2. Methodology

The research design undergoes initial stages of identifying the pattern of community empowerment in developing the MSME centers of the coastal residents in Lamongan by designing a questionnaire that emphasizes aspects of community empowerment. The questionnaire was randomly distributed to 11 coastal residents in the Brondong village of Lamongan who have had the experiences of running MSMEs for more than 5 years. Those who were distributed the questionnaire were also at productive age with the status permanent residents, so that the patterns of community empowerment carried out by coastal residents in Lamongan, East Java could be better identified.

The questionnaire on the pattern of community empowerment in developing MSME centers for the coastal residents in Lamongan consisted of 8 aspects namely: (1) community empowerment development and training development; (2) financial; (3) product innovation; (4) product marketing; (5) household asset management; (6) social interaction; (7) institutional characteristics; and (8) marketing strategy.

The validity and the reliability tests were used to assess the data obtained from the responses.

1. Validity and Reliability Tests

Validity test is used to measure whether the questionnaire was stable, accurate, and the elements are homogeneous. Should the validity obtained be higher, the more accurately the test reflects the condition of the targets and shows what should be shown. Meanwhile, the

reliability test is used to see the level of consistency of the respondents on existing variables so that the data obtained would tend to yield similar of consistent results. With the help of SPSS software, the researchers are able to present the following output:

The results of testing the validity and reliability with the calculation of the corrected correlation coefficient:

TABLE 1
VALIDITY TEST IN LAMONGAN WITH NUMBER OF SAMPLES 11
RESPONDENTS(N = 11)

No.	Aspets of Development Models of Coastal Area Communities	Statements	Results of Validity Test		Notes
			Cronbach Alpha if item is deleted	CronbachAlpha	
1	Community Empowerment and Development Training Development	PM1	0.489	0.491	Not Reliable
2		PM2	0.505		Reliable
3		PM3	0.338		Not Reliable
4		PM4	0.505		Not Reliable
5		PM5	0.439		Not Reliable
6		PM6	0.489		Not Reliable
7		PM7	0.336		Not Reliable
8	Financial	Keu1	0.718	0.716	Reliable
9		Keu2	0.703		Reliable
10		Keu3	0.673		Reliable
11		Keu4	0.673		Reliable
12		Keu5	0.677		Reliable
13		Keu6	0.690		Reliable
14		Keu7	0.690		Reliable
15		Keu8	0.743		Reliable
16		Keu9	0.715		Reliable
17		Keu10	0.715		Reliable
18		Keu11	0.715		Reliable

19		Keu12	0.704		Reliable
20		Keu13	0.720		Reliable
21		Keu14	0.679		Reliable
22		Keu15	0.696		Reliable
23	Product Innovation	Inv1	0.165	0.254	Not Reliable
24		Inv2	0.106		Not Reliable
25		Inv3	0.456		Not Reliable
26		Inv4	0.430		Not Reliable
27		Inv5	0.209		Not Reliable
28		Inv6	0.283		Not Reliable
29		Inv7	-0.088a		Not Reliable
30		Inv8	-0.088a		Not Reliable
31		Inv9	0.336		Not Reliable
32	Product Marketing	M1	0.780	0.811	Reliable
33		M2	0.776		Reliable
34		M3	0.819		Reliable
35		M4	0.866		Reliable
36		M5	0.778		Reliable
37		M6	0.788		Reliable
38		M7	0.758		Reliable
39		M8	0.758		Reliable
40		M9	0.810		Reliable
41		M10	0.810		Reliable
42		M11	0.776		Reliable
43	Household Asset	AST1	0.707	0.749	Reliable
44		AST2	0.754		Reliable
45		AST3	0.800		Reliable
46		AST4	0.763		Reliable
47		AST5	0.731		Reliable

48	Management	AST6	0.646		Reliable
49		AST7	0.687		Reliable
50		AST8	0.646		Reliable
51	Social Interaction	IS1	0.849	0.875	Reliable
52		IS2	0.887		Reliable
53		IS3	0.880		Reliable
54		IS4	0.838		Not Reliable
55		IS5	0.887		Not Reliable
56		IS6	0.837		Not Reliable
57		IS7	0.837		Not Reliable
58		IS8	0.856		Not Reliable
59	Institutional Characteristics	Lbg1	0.783	0.697	Reliable
60		Lbg2	0.737		Reliable
61		Lbg3	0.864		Reliable
62		Lbg4	0.713		Reliable
63		Lbg5	0.662		Reliable
64		Lbg6	0.662		Reliable
65		Lbg7	0.710		Reliable
66		Lbg8	0.745		Reliable
67	Marketing Strategy	SP1	0.419	0.317	Not Reliable
68		SP2	0.124		Not Reliable
69		SP3	0.078		Not Reliable
70		SP4	0.225		Not Reliable
71		SP5	0.321		Not Reliable
72		SP6	0.467		Not Reliable
73		SP7	0.333		Not Reliable
74		SP8	0.308		Not Reliable
75		SP9	0.145		Not

				Reliable
76		SP10	0.321	Not Reliable

The data from Table 1 present that 7(seven) statements of the aspect of community empowerment development and training development were deemed not reliable. Fifteen (15) statements of the aspect of financial were declared reliable. Nine (9) statements of the aspect of product innovation were declared unreliable, while only 1 (one) reliable. Eleven (11) statements of the aspect of product marketing were deemed reliable. 8 (eight) statements of the aspect of household asset management were seen reliable. Three (3) out of 8 (eight) statements of the aspect of social interaction were considered to be reliable. Eight (8) aspects of the marketing strategy were thought to be unreliable. As a result, it can be concluded that the model presented, as suggested by the 11 (eleven) respondents, was not yet effective. As a result, the researchers needed to redesign the community empowerment model in Brondong Village, district Brondong, Lamongan Regency to come up with a more effective one.

TABLE 2
The Results of the the Research Instrument Reliability Test

Aspects	Cronbach's Alpha	Number of Items
Community Empowerment Development and Training Development	0.619	7
Financial	0.821	15
Product Innovation	0.886	9
Product Marketing	0.906	11
Household Asset Management	0.854	8
Social Interaction	0.898	8
Institutional Characteristics	0.855	8
Marketing Strategy	0.869	10

Note: The data were processed by SPSS (2019)

The data in Table 2 above show that the coastal community empowerment model which was measured by the aspects of Community Empowerment Development and Training Development, Financial, Product Innovation, Product Marketing, Household Asset Management, Social Interaction, Institutional Characteristics, and Marketing Strategy has a Cronbach Alpha value greater than 0.6. As such, it can be interpreted that all of these variables are reliable.

3. Result and Discussion

The analysis of the development of the management model of MSME centers in the coastal communities in Lamongan, East Java measured from the results of the analysis of the questionnaire and interview results yield the following community empowerment model

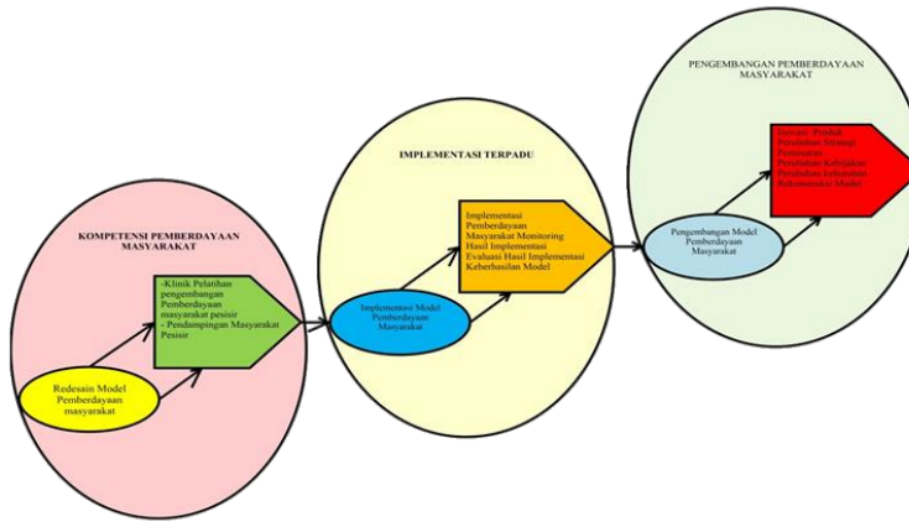


Figure 1: Coastal Community Empowerment Model

The community empowerment model in the MSME centers in the coastal area after being redesigned is as follows: (1) Redesigning the Management Model, (2) Implementing the Management Model, (3) Developing the Management Model, as shown in the illustration above. The most effective Management Model for the Empowerment of MSME Centers in coastal communities for MSME entrepreneurs in the locations of MSME centers in East Java, are as follows:

1. Redesigning the Community Empowerment Model

In the phase of redesigning the coastal community empowerment model, efforts should be made to create an effective model by fulfilling the following criteria:

a. Aspects of Coastal Community Empowerment Training

The training program should be in accordance with the needs of MSME entrepreneurs as to empower communities around the coastal area covering the aspects of finance, product innovation, product marketing and business legality adapting to the characteristics of the people in the coastal area, a synergy among training provider institutions and the mentoring the entrepreneurs so that they can apply the training that they have received more effectively.

Providing community empowerment trainings is an effort to improve managerial skills in the communities of MSME entrepreneurs. Therefore, trainings are needed to accelerate the transformation process in the managerial field, with the hope of empowering the community of MSME entrepreneurs in the coastal area so that they are able to manage their business well through the implementation of the modern and applicable community empowerment principles, especially in the aspects of finance, household asset management, and social interaction.

The kinds of necessary community empowerment trainings needs are thoroughly explained below:

1. Training on Financial Management

This training is expected to raise the capacity of MSME entrepreneurs in managing and dealing with financial issues. The capacity itself is inseparable from the readiness of wiser and more dignified human resources. Further, the training on the hard skills and soft skills of the MSME entrepreneurs should build their financial capacity by optimizing the available facilities. This training is an effort to increase the ability of the community of MSME entrepreneurs in terms of managing finances better with regards to sources of funds, simple bookkeeping / accounting, utilization of partnership information with financial institutions, making financial statements, proposing loans or credits from banks or other financial institutions. Making proposals for credit applications to banks or other financial institutions To improve the aspect of financial management as to maximize the results of their business, the communities need training on accounting and preparation of simple financial statements that are applicable to the conditions of the MSME communities, and on the use of information for get access to loans for capital.

2. Training on Product Innovation

This training is directed at an effort to increase the number of product variants, product quality. The business communities always have the need to innovate their products as to attract consumers, and they can collaborate with higher educational institutions.

3. Training on Product Marketing

The training on product marketing is directed at an effort on how to build better product marketing strategies by involving creativity in the selection of goods, labels, packaging, reasonable selling prices, market coverage, promotional offers and providing services to visitors with ethical and polite manner. In an effort to improve the product marketing capabilities for the MSME entrepreneurs, the type of training that is indispensable is the training on the creativity in the selection of goods, determining competitive prices, and establishing communication with buyers. This training is expected to be able to increase the potentials to market the products more strategically and to be more customer satisfaction oriented by adapting to the current conditions. Besides that, MSME entrepreneurs are also guided to market their products through online platforms which are currently becoming the norm as to boost the amount of product sales turnover

4. Training on Community Empowerment and Development Training

This training is intended improve the ability of MSME entrepreneurs in reading the dynamic environmental situations with regards to the technological and information advancements, the emergence of global competition, and changes in consumer tastes in order to ensure the sustainability of their businesses. The ability to understand changes in the external environment is certainly needed so that MSME entrepreneurs are able to anticipate the existence of factors that affect their business activities by improving their managerial capabilities, innovation, creative actions, financial management, utilization of information technology and partnerships. This kind of training must be oriented to building business sustainability through creative and innovative activities in building sustainable excellence.

5. Training on Legality

The training on legality is a strategic effort to increase new insights and knowledge for entrepreneurs in the MSME centers so that they know the importance of aspects of legality for sustainable business for they have clear legal protection. They can also use this knowledge to collaborate or build partnership with other parties. Further, this aspect can encourage entrepreneurs to behave in an orderly manner for they become

aware of the importance of associations, cooperatives, ownership of business licenses, Tax ID number, and others.

b. Aspects of Management Mentoring:

After receiving continuous and scheduled training, the MSME entrepreneurs domiciling in coastal areas of Brondong village, are in need of mentoring either from individuals or from the representatives of certain MSME business groups / centers or even local MSME entrepreneurs. The correct mentoring can certainly investigate what becomes the real need of the MSME entrepreneurs. As a result, the training materials delivered are able to bring a positive impact to the success of their business:

1. Mentoring on Training Materials

The aim is to provide assistance on training materials that have been obtained (as a mentor) and is carried out directly to MSME entrepreneurs, especially those related to the adjusting of training materials as to fit in the real conditions of MSME entrepreneurs. This activity is expected to give necessary inputs and modifications to the training materials so that they are more aligned with the real conditions in the field. Thus, it is expected that the implementation of all the managerial aspects (the non-physical ones) can be applied properly and monitoring, at the same time, can run consistently through direct consultation every week with the mentors within the terms of the mentoring process.

2. Monitoring Assistance

The purpose of this program is to monitor the implementation of the training material that has been carried out. It is expected that a number of non-physical implementation, in this respect the managerial aspects, that have been given can run as planned. The idea is also to see the success of the implementation of all the managerial aspects on the successful running of the MSME business activities. The final monitoring of this stage is to measure the positive impact on the business performance of MSME entrepreneurs in the real terms and the measurable business development as reflected in the profit gain, capital growth, growth in the number of products and product variants, which certainly improve the welfare of the entrepreneurs.

3. Assistance for Success

The success of implementation of the training materials on the community empowerment to the business activities of the MSME entrepreneurs is ensured by the visit that is scheduled in the end of each month. The mentoring program is part of an effective sub-model of the community empowerment on MSME entrepreneurs. The implementation of the assistance requires a comprehensive thought because it requires qualified matching resources, considerable length of time, and large operational costs. Therefore, the mentoring phase will only come out successfully should the stakeholders that are involved in the development of MSMEs be able to work together and unite themselves in an integrated manner into one pillar called the triple helix ABG (academic, business, and government). This pillar is supposed to be able to formulate strategic policies supported by the optimal community empowerment that runs consistently and sustainably.

II. The Implementation of Community Empowerment for MSME Centers

At the stage of the implementation of the community empowerment model, efforts should be made to:

a. implement the community empowerment model

The identification of entrepreneurs in the development of community empowerment and the subsequent development of training is to implement a model of community empowerment, to monitor and to evaluate success. This can be seen from the results of the trainings that have been implemented can be devised in the real terms such as trainings in empowering the community, finance, product innovation, product marketing so that the success in empowering the community can be revealed.

b. implement monitoring

To ensure the success of MSME entrepreneurs in community empowerment, monitoring is a must. The purpose is to make sure that the business activities get better and show more results over time. The monitoring of the redesigned community empowerment model is supposed to take place in the training site where the results are expected to yield. Furthermore, direct improved is expected to be made possible with the on time and real time evaluation on the implementation of the community empowerment at the MSME centers.

c. evaluate the results of the implementation

The evaluations on the implementation of the community empowerment in the coastal areas are necessary to find out the real condition of what the MSME entrepreneurs have achieved. Furthermore, the scope of the evaluations need to cover the evaluation of the results of the redesigned model of the community empowerment with the real condition, the implementation of the empowerment model in the field, and the achievement of the results and potentials of the training.

d. ensure the success of the community empowerment

The training needed, the feedback, covering the suggestions, input, complaints, and satisfactory responses from the participants of trainings, the requests for future trainings with different materials have shown that the community empowerment model have benefited the coastal community of MSMEs. A community empowerment model is to be successful if it provides the training that the communities need to expand their business. In this respect, the training on business legality and product marketing have been applied simultaneously to improve the business sustainably. This is inseparable from the participation of the elements of the local government, district and sub-district officials, and related agencies that are concerned with the developing of community empowerment and last but not least the role that higher educational institutions play.

III. Development of Management Model for MSME Centers

The development phase is an effort to make MSME entrepreneurs more independent and ready for the occurring changes that may place a threat on the sustainability of the MSME business in the future. The community empowerment model at the MSME centers will be effective and sustainable in the dynamic competitive environment if the same thing is also addressed to the people living in the vicinity of the centers. This phase is also a process of maturing the MSME entrepreneurs so that they are able to withstand and sustain despite the increasingly complex and complicated business competition.

The development phase is executable through a simple pattern, namely:

- a. Identifying the changes that occur in the community
- b. Identifying the required resources needed to realize and meet the needs of changes that occur in the midst of society with a high level of complexity, especially changes in physical facilities and better services for visitors.

- c. Reconstructing the community empowerment model for MSME centers if they are no longer able to foster business development, due to changes in the developing of MSME centers which has become increasingly complex
- d. adjusting the community empowerment model at the MSME centers to make it to be more effective and efficient so that they are able to grow their businesses better, achieve more targeted performance and yield more decent work outcomes.

The development of community empowerment models can be done through:

a. Business Changes

The developing of business is related to the efforts carried out by entrepreneurs. Entrepreneurs may change their lines of business, strengthen their competitiveness by adding product variants, diversify product marketing, and designing interesting packaging, and adapting to current conditions by looking at consumers' tastes. In addition to that, every action taken should be recorded in a bookkeeping arrangement in accordance with simple accounting principle that is easy to understand. This is to make future planning it easier, more consistent, and in a more orderly fashion in order to increase the amount of production, the amount of profit, the number of product variants, and product marketing.

b. Competition Changes

Due to the development on the product, quality, variants, price offered by MSMEs both in MSME centers or outside the MSME centers, entrepreneurs are obliged to be able to see the real situations and conditions in the field. Knowing the competitors in terms of goods production, variants, pricing, packaging, legality, and marketing are an advantage on their own.

c. Policy Changes

The issuance of new policies and/or their adjustments that have impact on the business carried out by MSME entrepreneurs, changing in the demand related to needs and tastes of the consumers on the good MSMEs produce are very normal and to be responded accordingly. Furthermore, the application of business license, tax ID number, and halal certification on food products would bring advantage to the MSME entrepreneurs to expand their business and to propose for loans from banks as well as to pay tax.

d. Needs Changes

MSME entrepreneurs operating in the same market may act differently, adjusting themselves to the changes in the community empowerment model in running MSME business activities especially due to the use of information technology that is currently advancing, the needs and demands as well as costumers' taste on the variants of products as well as the business patterns. The changes have to be adjusted to the locations and the regions under investigations.

e. Model Reconstruction

The changes in the resources of the MSME entrepreneurs have acquired due to the expanding business, the changes in the scope of business and the intention to make it into a modern business, the taste changes in the market and the intention to shift the line of business, as well as the desire to move and expand to different locations for betterment, the need for more assessable infrastructures need to be given attention.

The management model of Figure 1 complements the previous research by Supeni, Retno E., and Sari(2011), adding the aspects of Empowerment Development and Community Training, product innovation, household asset management, and institutional characteristics. Meanwhile, the research of Setiarso(2006) is complemented by the addition of product

innovation, marketing and institutional factors. The model in Figure 1 also reinforces previous research by A.Senduk (2016) which states that the role of government in empowering MSMEs in the economic development of society is very influential due to the economic growth of coastal communities. Rahmanto (2016) claims that the empowerment model aimed to build the independence of fishermen can be executed with community cooperation and participation. There needs to be synergy between the government, the sub-district official, and related agencies, concerned NGOs, companies, higher educational institutions, and the people in the respective community themselves.

4. Conclusions

The conclusions are presented to answer the research objectives:

1. The developing the MSME Centers in the coastal areas in Lamongan is executed by redesigning the community empowerment model optimally to improve the 3 (three) aspects which are considered to be lacking, namely aspects of product innovation and marketing strategies.
2. An effective empowerment management model in developing and empowering the MSMEs in the coastal areas will be implemented by the redesigning of the management model through a mature planning pattern by making management program plans that are implemented collaboratively between parties concerned with the MSME business sectors themselves as the centers. Collaboration can be implemented by involving higher educational institutions, the Office of Cooperatives and MSMEs, other related agencies, other formal institutions, business circles, and business groups or associations in charge of similar businesses.
3. The evaluation and the refinement of models can be accomplished by innovating products to ensure the success and the accuracy of the redesigned model being applied. With this innovation activity it is hoped that the measurement of success of redesigning the training model that is being applied aims to the target and fulfills the need of the MSME entrepreneurs through product research and product differentiation from the aspect of marketing strategy.

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