

HEADING TOWARDS SDGS ACHIEVEMENT: EVALUATING INSTITUTIONAL CAPACITY IN IMPLEMENTING COASTAL ECONOMIC DEVELOPMENT POLICIES IN BIMA REGENCY

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Abstract: This research delves into the pressing need and strategies for bolstering institutional capabilities to implement coastal economic development policies in Bima Regency, with a focal point on advancing Sustainable Development Goals (SDGs). In the global arena, coastal economic development stands as a pivotal factor for SDG realization, particularly in locales like Bima Regency, abundant in natural resources yet grappling with institutional inefficiencies. Employing a mixed-method approach, this study integrates interviews, focus group discussions (FGDs), and document analysis to assess prevailing institutional capacities and devise innovative strategies for capacity enhancement. The study's findings reveal that while the Bima Regency Government demonstrates strengths in delivering quality public services, maintaining financial stability, and fostering employee competency, it also contends with weaknesses such as reliance on central funds and limited cross-sectoral collaboration. Furthermore, avenues for tapping into regional partnerships, promoting tourism, and harnessing information technology emerge as promising opportunities, alongside recognition of threats like shifts in national policies and susceptibility to environmental fluctuations. By fortifying existing strengths, addressing shortcomings, and seizing available opportunities, the Bima Regency Government can set a precedent for other regions in advancing SDG objectives and promoting sustainable community welfare.

Keywords: Evaluation, Institution, Capacity, SDGs.

1. Introduction

Coastal economic development is vital for sustainable growth, particularly in regions like Bima Regency, which boasts extensive coastlines and rich natural resources

(Mukaromah & Rahmawati, 2023); (karman et al., 2023); (Prasetyo & Wiradharma, 2023).

The global framework established by the Sustainable Development Goals (SDGs) sets standards for nations to achieve equitable and inclusive progress (Shah et al., 2018);

(Amhar et al., 2019); (Benedek et al., 2021). The SDGs cover a broad spectrum of areas,

from poverty reduction to climate action, highlighting the need for a multifaceted approach

to comprehensive development (Dodds et al., 2018); (Reddy, 2016). Evaluating

institutional capacity is crucial for effective policy implementation, as institutions play a

fundamental role in crafting and executing strategies aimed at attaining SDGs (Mustafa & Afrianto, 2022); (Hero et al., 2019); (Saner et al., 2020).

Bima Regency possesses significant potential for coastal economic development but faces substantial challenges, primarily due to institutional deficiencies. Effective institutional capacity, including skilled human resources and seamless inter-agency coordination, is crucial for the successful implementation of policies (Ataman et al., 2020). Government entities at various levels, particularly at the district and village levels, are instrumental in advancing coastal economic development initiatives. However, obstacles such as a lack of synergy among institutions and limited understanding of the SDGs' objectives and targets impede optimal progress (ElMassah & Mohieldin, 2020); (Conceicao, 2019).

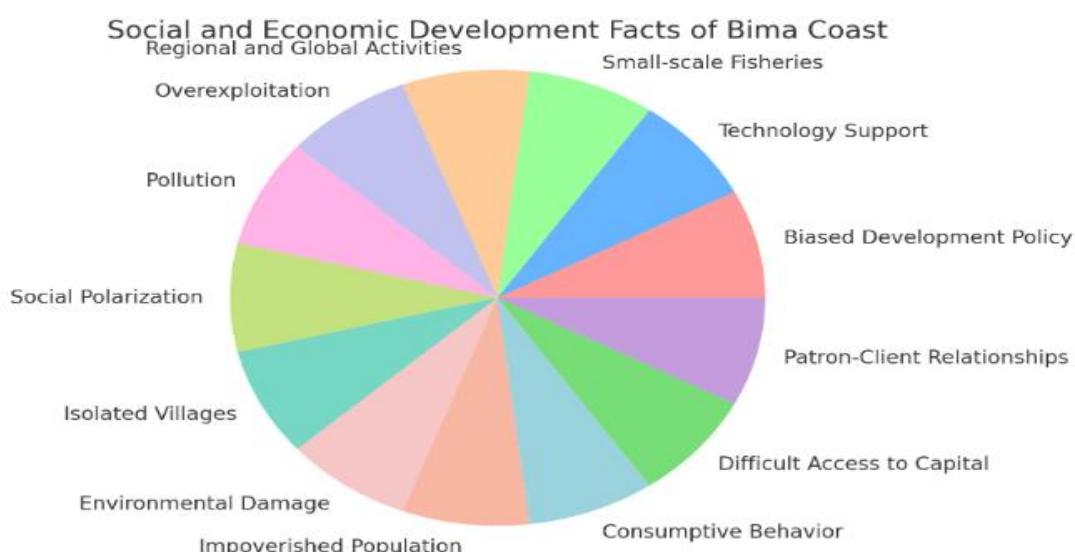
Addressing these challenges necessitates concerted endeavors to strengthen institutional capabilities and promote increased collaboration. Strategies focusing on enhancing the competencies of human resources and refining coordination mechanisms are paramount (Alea et al., 2020). Additionally, fostering awareness and comprehension of SDGs among stakeholders is pivotal for aligning efforts and maximizing their impact (Hedt-Gauthier et al., 2019) (Pomerantz et al., 2018). By reinforcing institutional strengths, surmounting obstacles, and seizing opportunities, Bima Regency can emerge as a model of sustainable development, exemplifying effective approaches to SDG attainment and fostering enduring prosperity for its communities (Erlansyah et al., 2021) (Leonardsson & Rudd, 2015).

The impact is striking, revealing a poignant contradiction in Bima Regency's coastal development policies (Solihuddin et al., 2020). Despite the considerable potential of its coastal areas and natural resources, the reality confronting local communities, especially small-scale fishermen, falls significantly short of expectations (Buijs et al., 2019). Development policies aimed at fostering economic growth and improving well-being appear to have overlooked the fundamental issues faced by these communities. With a considerable segment of the population grappling with poverty, escalating environmental

degradation, remote villages, growing social disparities, concerning levels of pollution, and rampant exploitation of natural resources (Anugrah & Alfarizi, 2021).

The coastal communities of Bima Regency, primarily consisting of small-scale fishermen, grapple with uncertainty due to their limited access to production tools and financial resources (Bumulo & Dai, 2023). The absence of technological support and innovation further impedes their capacity to leverage their potential and entrepreneurial spirit (Haeril et al., 2020). Ironically, ongoing development endeavors, designed to bolster regional and global interests, have yet to yield significant improvements in their well-being. (Amhar et al., 2019); (Dwining et al., 2022).

The government's ineffective implementation of development policies exacerbates the existing challenges. This situation is compounded by entrenched patron-client relationships within the fishing communities, resulting in social injustices where small-scale fishermen become heavily dependent on a few individuals with capital and access (Syahrir et al., 2021); (Luqmania et al., 2022); (Di et al., 2023). Limited access to capital serves as a major obstacle for coastal communities to break free from the cycle of poverty (Fauzy & Setyabawana, 2018). Furthermore, a tendency toward consumptive lifestyles further exacerbates their plight. The circular diagram below illustrates the myriad development issues plaguing the coastal areas of Bima Regency;



Picture 1. Various development issues in coastal area of Bima

Given the circumstances outlined above, a profound overhaul of development policies is imperative. An approach that is holistic and inclusive, addressing not only economic dimensions but also social and environmental aspects, is essential (Hendra et al., 2023); (Hendra, 2023). Prioritizing the empowerment of local communities, especially small-scale fishermen, by granting them access to adequate production tools, technological support, and capital, is crucial. This approach not only enhances their well-being but also fosters environmental sustainability (Tiani & Baiquni, 2023).

Moreover, the government must reassess existing policies to ensure that development initiatives genuinely meet the community's basic needs, diminish inequalities, and reinforce ecological resilience (Purnomo, 2017). Initiatives aimed at developing local capacity and strengthening coastal community institutions can serve as initial steps toward building better socio-economic resilience (Prayuda & Sary, 2019); (C. Febriandini, G. Dupuy, 2023).

Building upon the arguments presented above, this study seeks to identify the factors influencing the capacity of local institutions in implementing coastal economic development policies in Bima District, particularly within the framework of achieving the Sustainable Development Goals (SDGs), and to devise effective strategies for enhancing this capacity (Rohmawati et al., 2022). Employing a mixed-methods approach, this research will gather data through interviews, focus group discussions (FGDs) with various stakeholders, and analysis of pertinent documents and literature. By comprehensively understanding the actual conditions of coastal economic development in Bima District, including challenges such as the lack of inter-institutional synergy, inadequate understanding of the SDGs' objectives, and the scarcity of competent human resources, this study aims to assess the existing institutional capacity using SWOT analysis. The outcomes of this evaluation will inform the design of a model for enhancing institutional capacity that is both innovative and sustainable, encompassing aspects such as human resource training, improved inter-agency coordination, and effective policy formulation.

Furthermore, this research introduces a novel approach to addressing the challenges of coastal economic development in Bima District by focusing on institutional capacity analysis within the context of achieving the Sustainable Development Goals (SDGs). Confronting the global imperative to attain SDGs, particularly in coastal areas often confronted with the tension between economic development and environmental sustainability, this study scrutinizes the pivotal role of local institutions. Through a thorough investigation utilizing mixed methods, including interviews, focused group discussions, and document analysis, this study delves into the dynamics between institutional structure, policy implementation, and their impact on the success of sustainable coastal economic development. Significantly, this study not only delineates the barriers and opportunities encountered by these institutions in supporting sustainable development but also puts forth a model for enhancing institutional capacity. This model is devised to be a sustainable and adaptable solution, furnishing practical guidance for policymakers to augment the effectiveness of coastal economic development policies. Thus, this research contributes to the body of knowledge on coastal economic development and the achievement of SDGs, bridging a knowledge gap regarding innovative and pertinent strategies for strengthening institutions in local contexts such as Bima District.

2. Result

Integrating institutional capacity stands as a pivotal strategy in implementing development policies and attaining the Sustainable Development Goals (SDGs). Strengthening both government and non-government institutions through training, capacity building, and enhanced management systems can foster an environment conducive to formulating, implementing, and assessing sustainable development policies (Amundsen, 2015) (Sompotan, 2016). This not only heightens the efficiency and efficacy of resource utilization but also ensures equitable and just development outcomes across all societal strata (Cohen et al., 2012); (Furqan et al., 2023); (Bose & Khan, 2022). With

institutions attuned to social, economic, and environmental shifts, fresh opportunities can be seized to bolster community welfare through economic empowerment, improved access to essential services, and inclusive infrastructure development. Consequently, investing in strengthening institutional capacity should emerge as a paramount concern for stakeholders striving to realize sustainable development goals (Khairina et al., 2020); (Barbier, 1987).

When analyzing development at the local level, theories of modernization, underdevelopment, and dependency offer valuable insights (Sudrajat, 2013). Modernization theory emphasizes the adoption of development models proven successful by developed nations, stressing social, economic, and political modernization as linchpins of progress (Sari, 2019); (Boschma et al., 2017). However, critiques of this theory underscore the necessity of considering local contexts, cultural diversity, and sustainability within society. Conversely, underdevelopment theory highlights internal challenges encountered by developing countries, encompassing weak economic structures and political instability. Meanwhile, dependency theory underscores the tendency for developing countries to rely on developed nations, particularly economically. Hence, local-level development analysis must navigate the intricate dynamics between internal and external factors, employing suitable strategies to address these challenges, such as local economic empowerment and independent industrial (Febrianty et al., 2023).

Thus, in the context of integrating institutional capacity to achieve sustainable development quality, as posited by Tikson (2005), it becomes imperative to recognize that the capability of institutions to manage and tackle development challenges is significantly influenced by the interplay of modernization, underdevelopment, and dependency dynamics. Resilient and empowered institutions excel in fulfilling their functions amidst diverse societal and global pressures. However, these institutions must also accommodate facets of underdevelopment and dependency that may impact their local context (Tierney, 2012) (Kamaluddin Kamaluddin et al., 2023).

In this study, to assess the local institutional capacity in Bima District, a SWOT analysis can serve as a valuable tool to delineate strengths, weaknesses, opportunities, and threats affecting the performance of these institutions. Strengths may encompass the institution's adeptness in delivering quality public services, financial stability, and the competence of its personnel in executing their responsibilities. Conversely, weaknesses might entail inadequate infrastructure, limited community involvement in decision-making processes, and a scarcity of trained human resources. Regarding opportunities, institutions could exploit prospects for enhancing regional collaboration, nurturing the tourism sector, or leveraging information technology to bolster service efficiency. Nonetheless, institutions must also remain vigilant of threats such as shifts in national policies, economic instabilities, or the repercussions of climate change. By meticulously considering these factors, institutions in Bima District can pinpoint areas necessitating reinforcement and devise strategies to augment their capacity to confront challenges and seize opportunities within their local milieu.

2.1 Aspect of Strengths

In efforts to strengthen local institutions toward achieving the SDGs in coastal economic development policy, the Local Government of Bima District has several strengths to leverage. First, the institutions' success in delivering quality public services stands as a significant strength. This encompasses healthcare, education, infrastructure, and other community services accessible to local residents. Second, the financial stability of these institutions is crucial, enabling appropriate funding allocation to support sustainable coastal economic development programs. Third, the competence and skills of employees in performing their duties are valuable assets in implementing development policies (Lasabuda, 2013). With trained and experienced employees, institutions can be more effective in planning, implementing, and evaluating development programs (Barca et al., 2012). Leveraging these strengths, the Local Government of Bima District can

enhance their institutional capacity to face challenges in implementing sustainable coastal economic development policies, while also supporting the achievement of the set SDG targets (Blomquist, 1985).

Research results indicate that the government institutions of Bima District possess significant strengths in their efforts to achieve the SDGs, particularly in harnessing the economic potential of coastal areas. A primary strength of these institutions is their success in providing quality public services. In the health sector, the Bima District Government has worked to improve the accessibility and quality of health services through the construction and maintenance of health facilities, alongside sustainable public health programs. Similarly, in education, the institution has implemented initiatives to enhance educational quality, such as improving school facilities and providing training for educators. Adequate infrastructure development is also a major focus, with the construction of roads, bridges, and other transportation facilities supporting connectivity and mobility in coastal areas. Additionally, other community services such as waste management, clean water provision, and recreational facilities are well-addressed by this institution, demonstrating their commitment to meeting the community's basic needs at high standards.

The institution's strength in providing quality public services positively impacts the development of coastal economic potential. Good health and education, coupled with adequate infrastructure, provide local communities with better access to economic opportunities and an improved quality of life. For instance, good health allows people to work productively, while quality education enhances the skills and competitiveness of the workforce in both local and regional markets. Robust infrastructure supports economic activities such as the distribution of agricultural and fishery products and the development of tourism in coastal areas. Therefore, the institution's success in providing quality public services not only fosters social well-being but also lays a strong foundation for sustainable economic growth in Bima District. In the context of coastal economic development, this

strength can be a significant driver in achieving various SDG targets related to poverty alleviation, health, education, and inclusive economic growth.

Besides their success in providing quality public services, the financial stability of the Bima District Government institutions is a critical strength in efforts to achieve the Sustainable Development Goals (SDGs) in developing coastal economic potential. Financial stability allows the institution to allocate proper funding to support sustainable coastal economic development programs. With stable finances, the Bima District Government can allocate sufficient resources for infrastructure development projects, industrial growth, workforce training, and other initiatives that support economic growth in coastal areas. Additionally, financial stability enables the institution to manage financial risks effectively, including coping with economic changes and global uncertainties that may impact local financial conditions.

The financial stability of Bima District Government institutions not only directly impacts coastal economic development but also positively influences the overall achievement of the SDGs. With sound finances, the institution can ensure the certainty and continuity of long-term development programs, which are essential for achieving the SDGs within the stipulated timeframe. Furthermore, financial stability can enhance the confidence of investors and other stakeholders, both domestic and international, in investing in the coastal areas of Bima District. This can lead to increased investment, economic growth, and job creation, contributing to improved community welfare and higher living standards. Therefore, the financial stability of Bima District Government institutions is not only a vital factor in supporting coastal economic development but also a solid foundation for achieving various SDG targets related to economic growth, decent work, and overall community welfare.

Moreover, the competence and skills of employees in performing their duties are also strengths of the Bima District Government institutions in efforts to achieve the SDGs in developing coastal economic potential. Trained and experienced human resources are invaluable assets in implementing development policies. They possess extensive

knowledge about local conditions, development policies, and the most effective strategies for achieving the set development objectives. With trained employees, the institution can be more effective in planning, implementing, and evaluating coastal economic development programs. These employees are adept at identifying the challenges faced by coastal areas and formulating appropriate strategies to address these issues. Additionally, strong interpersonal skills enable employees to collaborate effectively with local stakeholders and the community, ensuring that the development policies implemented align with their needs and aspirations (Tietenberg & Lewis, 2023).

By leveraging these strengths, the Bima District Government can significantly enhance their institutional capacity to address challenges in implementing sustainable coastal economic development policies. Continuous training and development of employees will allow the institution to elevate the competence and skills of their staff in line with current needs and advancements. This approach ensures that employees remain relevant and responsive to environmental changes and development dynamics (Basri, 2013). Consequently, the Bima District Government can lead in sustainable coastal economic development, creating new opportunities for economic growth, job creation, and improving the welfare of the local community.

With a workforce that is both competent and experienced, the institution can serve as a model for other regions in implementing effective and sustainable development policies. This, in turn, supports the achievement of the set SDG targets. Furthermore, the continuous enhancement of employee skills enables the government to innovate and adapt, ensuring that development initiatives are not only sustainable but also inclusive and equitable.

By maintaining a focus on employee development and leveraging financial stability, the Bima District Government can effectively manage resources, mitigate risks, and ensure the long-term success of their development programs. This strategic approach will not only strengthen the institutional framework but also foster a resilient and thriving

coastal economy, ultimately contributing to the overall prosperity and well-being of the community.

2.2 Aspect of Weaknesses

The Local Government of Bima District has achieved notable success in several areas, particularly in delivering quality public services, maintaining financial stability, and enhancing employee competence. However, significant challenges remain. Key weaknesses include financial resource constraints, limited managerial capacity, and a heavy reliance on central government funds. This dependence on central funds makes Bima District vulnerable to budget fluctuations and changes in national policies, which can disrupt the continuity of development programs. Furthermore, the lack of inter-sectoral integration and limited community involvement hinder progress towards sustainable development goals. Environmental changes and natural disasters also pose significant risks that need to be factored into development planning, as they can impede the achievement of SDGs related to environmental resilience and disaster mitigation.

Despite these challenges, the Local Government of Bima District has the opportunity to enhance its capacity to address these issues and implement sustainable coastal economic development policies. By identifying and addressing these weaknesses, Bima District can optimize the achievement of SDGs comprehensively. Key measures include increasing community involvement in the planning and implementation of development programs, strengthening inter-sectoral integration, and enhancing managerial capacity and financial risk management. Investments in disaster-resilient infrastructure and mitigation efforts can also improve the region's resilience to environmental changes and natural disasters. Consequently, Bima District can become a model for other regions in implementing effective and sustainable development policies, supporting the achievement of SDG targets (Rodríguez-Pose, 2013).

2.3 Aspect of Opportunities

The Government of Bima Regency has significant opportunities to leverage its strengths and potentials in developing various crucial sectors. One key opportunity lies in enhancing regional cooperation. With its proven success in providing quality public services and maintaining financial stability, Bima Regency can become an attractive partner for other local governments in the surrounding region. This cooperation can facilitate the exchange of experiences, resources, and best practices in coastal economic development. Furthermore, Bima Regency can utilize its robust infrastructure and public services to attract investments and build cooperative networks with regional private institutions and non-governmental organizations.

In addition to regional cooperation, Bima Regency holds substantial potential for developing the tourism sector. With its abundant natural resources and well-developed infrastructure, Bima Regency can become a compelling tourist destination for both domestic and international visitors. Strategic initiatives such as sustainable tourism destination development, effective tourism promotion, and the construction of tourism-supporting facilities can enhance the sector's attractiveness and its contribution to the local economy. Moreover, through sustainable tourism development, Bima Regency can foster greater awareness of the importance of preserving the environment and local culture (Coe et al., 2017).

The utilization of information technology presents significant opportunities for the Government of Bima Regency. By enhancing service efficiency through tools such as Geographic Information Systems (GIS) for development planning, mobile applications for public services, and digital platforms for tourism promotion, Bima Regency can expedite the achievement of sustainable coastal economic development goals. Additionally, information technology can be employed to boost public participation in the development process through online forums, electronic surveys, and other participatory platforms (Cinner et al., 2012).

By optimally harnessing these opportunities, the Government of Bima Regency can strengthen its institutional capacity to address challenges in implementing sustainable coastal economic development policies (Feiock, 2013). With strong commitment, effective cooperation, and wise utilization of information technology, Bima Regency can set an example for other regions in achieving SDG targets and creating sustainable prosperity for its people (Harahap, 2015).

2.4 Aspect of Threat

The Bima Regency Government faces several threats that may hinder their efforts to achieve sustainable coastal economic development goals. One primary threat is national policy changes. Inconsistent or fluctuating national policies can create uncertainty for Bima Regency in planning and implementing development programs. Shifts in development priorities by the central government may disrupt local budget allocations and focus. Regulatory or policy changes in areas such as taxation or investment can directly impact the economic conditions and investments in Bima Regency. Therefore, it is crucial for Bima Regency to strengthen coordination and communication with the central government and build flexibility into development planning to address uncertainties caused by national policy changes.

Economic uncertainty is another significant threat. Economic fluctuations, both global and national, can affect local conditions, including investment, economic growth, and employment. For instance, a global economic downturn or financial crisis may reduce demand for export products from Bima Regency, such as agricultural or fisheries products, adversely affecting local businesses and community income. Economic uncertainty can also impact the ability of the Bima Regency Government to finance crucial development programs and public services essential for community welfare. Therefore, the Bima Regency Government needs to enhance economic resilience by diversifying revenue sources, developing robust economic sectors, and adopting prudent budget planning to address economic uncertainty.

Climate change poses a serious threat to coastal economic development in Bima Regency. Climate change can increase the risk of natural disasters such as floods, landslides, and storms, which can damage infrastructure, disrupt economic activities, and threaten community safety and well-being. Global temperature rises can affect the productivity of the agricultural and fisheries sectors, which are primary livelihoods for most of the population in Bima Regency. The increasing intensity and frequency of extreme weather events can also disrupt tourism activities and affect income from this sector. Therefore, the Bima Regency Government needs to take adaptation and mitigation measures to reduce vulnerability to climate change impacts, such as developing disaster-resilient infrastructure, promoting sustainable farming practices, and formulating comprehensive disaster risk management plans.

To address these threats, the Bima Regency Government must take proactive steps to strengthen regional resilience. This includes building partnerships with the central government and other regional authorities, diversifying the economy, developing disaster-resilient infrastructure, and enhancing capacity for climate change adaptation. By effectively addressing these threats, the Bima Regency Government can ensure the long-term sustainability of coastal economic development and the welfare of its people.

3. Conclusion

The results of this research indicate that integrating institutional capacity is crucial for achieving sustainable development goals, especially in coastal economic development in Bima Regency. Strengthening both government and non-government institutions through training, capacity building, and improved management systems fosters a supportive environment for the formulation, implementation, and evaluation of sustainable development policies. Responsive institutions can better address social, economic, and environmental changes, seizing opportunities to improve community welfare through economic empowerment, access to basic services, and inclusive infrastructure development. Considering modernization, underdevelopment, and dependency dynamics

is essential, as these factors impact institutional effectiveness. A SWOT analysis can evaluate local institutional capacity, identifying strengths, weaknesses, opportunities, and threats that influence performance. By leveraging strengths, addressing weaknesses, and capitalizing on opportunities, institutions can enhance their capacity to face challenges and drive sustainable coastal economic development, making institutional capacity strengthening a primary priority for stakeholders in Bima Regency.

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