

MANAGERIAL STRATEGY OF SEA FISHERY AT ENGBATU-BATU TAKALAR, SULAWESI SELATAN

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ABSTRACT

This article discusses the problems faced her fishermen in sea fishery and strategy to overcome item the problems that they face such as: the difficulty of gaining capital and developing fishery, in certain condition of fishery resources, open/free use of fishery resources, and fishermen are not able to control the situation and condition of catches marketing. To overcome these problems: the fishermen did some strategies, namely: to make relationship with other sides, especially with traders and big companies for gaining capitals, developing capital by adding number of fishing units or the volume of fishery business, managing their fishermen by establishing patron-client relationship, managing information relating to production system (in the sea), demand situation and prices and marketing network, and refresing and fighting against the operation of cantram/parere nets from other villages.

Key Word: *Sea fishery and Managerial strategy*

Introduction

Marine fisheries management is not reviewable if only using one scientific approaching, it should take multiple approaching. Approaches in economic, marine, and fisheries anthropologies should be combine for explaining the aspect management controlled by fisherman who own the enterprise. Especially marine anthropologies approaches explaining how knowledge systems, action (which conception by unit economic action) and goods (*production tools*) as human (*fisherman*) interaction output with ocean station.

Management concept essentially is an anthropologies concept as far as managerial seeing holistically (Bennet, 1984). With this view, fund management fisher understood as linked between variables or factors with moral and value, beliefs and ritual, social institution, behave and practice in uncertain, risk and view for future.

The red line is, management fund aspect who managed by fisher is including: how they get it, owning and developing and keep the fund. To get some more funds like money or boat or ship, fishing tools, fisher is commonly credit the money from financial institutions like bank, union, fishmonger, motor or engine supplier, maker

and seller on net. In Malaysia from firth (1966), debt without interest sometimes fisher could get from friend or relatives, even charity from local event is near always turns into fisheries enterprise fund. About how need the fisherman for the fund from another side is informed among others by Acheson (1981: 281-283) about the common fisherman; Smith (1977) about fisherman on the third-world; Mansveltbeck and Sterkenburg (1976), Gladwin (1980;129-148) and Emile Vercrujisse (1983 : 179-190) about Fanti-Ghana fisher in Africa; Bavinck (1984; 123-125) about Sri-Lankan fisher; Emmerson (1980) about common Asian fisher; Wallace about Bajo fisher in Sabah-Malaysia in north Borneo; Anderson and Kahin (1982; 156), Mubyarto dkk. (1984); Betke (1985); Semedi (2003) about Java and Madura fisher.

Fisheries enterprise managing by familiarity is a strategy which is a lot of fisherman count on it. In Urk-Netherland there's about 75% until 80% big scale fisheries enterprise belongs to family company (1986). same phenomena described by Lofgren (1982) in Batar Swedish communities fisheries. With solidarity, loyalty, and high responsibility, this member of family companies can build harmonies, escalating creativity, saving and invest for keep their enterprise continuity. Because saving centralization from the owner of corporate, Urk fisher can handle oil crisis which ever hit Europe about 1970's. So with the saving from Sweden fisher with, the Swedish could survive while storms and high wave season.

South Celebes fisher communities on managing marine and fisheries applying “*Ponggawa-Sawi*” organization system. This system involved relation in working relation which developing by two side or more, where one side who wealthier especially from money or fund side have a role as *ponggawa* (patron), and another side is *sawi* (client). So these relationships like patron-client. With unbalanced from income parceling, *ponggawa-sawi* sometimes seemed as misery for *sawi* fisherman. Even so, On the other hand, this organization always considered of where the only fisher could grant if they're on lean times. It could happen because *ponggawa* is the one who can fisherman loan money on famine times. With image like that, social institutions might need to empowered for positive direction (on small scale fisherman side)

MANAGING ENTERPRISE STRATEGY

Based on field research report, to be known that economic corporate fisherman in the third-world, including Indonesia, did not slip from many environment and social troubles (internal and external) who threatening like bankrupt

and loss the traditional enterprises fisherman small scale. Fisheries enterprises who manage by *pongawa* or land patron in EngBatu-Batu village fisherman communities is not slip from that kind threatening too. Even every trouble is sticking and always crossing the way of patron enterprises, but the fact is, by these far fisheries enterprises on that village starting from small scale and traditional, average, until semi-modern big scale aspect (based local category) is always on defense position, even for some enterprises precisely go up and escalating, whether on fund or additional unit new enterprises. For describing managing strategies by patron, we need to know the main problems which should be face by entrepreneur (and fisherman) and factors significantly raise that kind of troubles. So, in order understanding existence condition of EngBatu-Batu fisherman enterprises, this data presentation break into third part, that is main problem who crossed fisherman enterprises (and the factors which raise it), problem solving strategies (managing enterprises strategies), and presentation successfully entrepreneur cases. That succeed enterprise managing could be a good reference by local in order managing fisheries based on social economic potential and local culture.

Main problems faced by enterprises fisherman and factors who raise it up

According participant information's (fisherman (client), land and ocean patronage) there are too many factors obstruct the continuity and developing fisheries management in EngBatu-Batu so far. From a bunch of factors, according information, at least there is top four factors determining bankrupt and collapse fisheries enterprise causes in EngBatu-Batu Village. First, it is tough to find fund and enterprise developer. Second, fisheries resource is unstable. Third, usage resource practice is open/free use. Fourth, fisherman's inability to controlling situation and condition of the haul. Those four factors described with this following explanation.

Toughness to finding fund and enterprise developer.

Most common trouble for fisherman's, especially for they who wants to be entrepreneur, even it is still hard for entrepreneur itself to find first fund and management. "Difficult fund" or "there is no fund" is quote that always what fisherman saying when their talking about enterprise condition, daily and economy activities. Fisherman has realized in their general and proven to themselves that fund is the most important production factor who determining and move their economic

fisheries daily enterprise. They feel that looking and get fund is only could get by the one whose lucky and talented. Whereas every fisherman, even every fisherman family member ever dreaming about how they want their very own boat or enterprise unit, no matter how small or simple. For fisherman Bugis, Bajo, Makassar and EngBatu-Batu communities, have their own boat is a sign and standard for wealthy fisherman or fisherman family.

There is some factors why fisherman is little hard to have their own boat or enterprise. Fisherman family status communities is mostly poor (they have no farm, livestock, valuable goods) make fisherman becomes hard to get and managing beginning fund to start fisheries enterprise. Education level among them is mostly very low so do with their formal skills, fund source still rare, and the operational cost must to be accessed continuity is become kind of block for enterprise developing. Continuously purposes to extra fund and cost is the sign of how fragile fisherman enterprises against the damage and the lost production tools at sea and escalating operational cost daily.

Trouble packages and causes factors what explained up there is a selection for just for some entrepreneur from whole fisherman communities who had a wish to own enterprise or productions tools for go to sea. Otherwise, most fishermen only are a client either for land or ocean patron.

Population Decline Of Fishery Resources Caused By The Use Of Exploitative And Destructive Troll

Another heavy problem that should fisherman face is from all fisheries enterprises categories are fisheries stock from all kind in catching area is decreasing. Increasing of *rengge* (boat) enterprise unit in some main fisherman villages (Galesong, Jennepono, Bantaeng, East Bulukumba, North Sinjai and Pangkep) causing overexploitation to almost all catching area in west, north, south (Makassar Strait) and east (Bone bay) south Celebes. Sign of over exploitation lately; according to *rengge* fisherman causing whitebaits (growth overexploitation) species (especially *layang's* species) is lured. From neither economic fisheries nor environment, this condition really is a concern.

For fisherman EngBatu-Batu village, over exploitation and growth overexploitation not only threatening *rengge* continuity, enterprise *temban* trawl, *jala lombo* enterprise (only one unit), and fishing rod enterprises (half fisherman side activity). Operated *rengge* boats belongs to Galesong fisherman --most amount from

Tammasaju and Tamalate villages-- outside and inside Takalar beach is the reason drastic decreasing outcome fisherman *temban* trawl who operated near beach (not more than four miles from beach). Until late 1990 are, according to trawl fisherman, there are enough outcomes for fisherman, but since 2000's until now this condition getting degenerated. Degenerating outcome reason is because overexploitation to target fishes from all size fishes off course popping up another trouble, suffering fisherman family and their member.

Information's from fisherman told us that there's two factors which makes degenerated fisheries resource, they are (1) increasing amount of enterprise in beach fisherman villages and island on south Celebes and (2) there is no policy/institutions/local rule communally. Otherwise, south Celebes fisherman generally practicing open/free use usage. The governor and regent not yet take initiatives to make implemented policy zones setting usage fisher resource according bat type and catching up technique they operated. In free or open usage and full of competition, it is clear that small scale fisheries traditional enterprises will lose when trying to carry of fisheries resources.

Damaged Fisheries Resources Habitats Caused By Destructive And Exploitative Troll Usage.

Decreasing fisherman outcome time by time, it means decreasing fisherman family's member income, being a serious problem for EngBatu-Batu fisherman communities generally. That kind a problem not just because amount of boat/ship unit is increasing and fishing activity inside or outside Galesong, however *parere* or *cantram* (kind of mini trawl) is the one of the causes too. *Parere*, according to fisherman thought, *parere* is no more than huge trawl get modification in upside trawl framework (made by woods and bamboo) and reduction volume/size value trawl. As for shape and technique operation is same like regular crawl, which illegal since 1980's in Indonesia. *Parere* technique modified and operated in Takalar and Pangkep waters since 1990's as entrepreneur and fisherman strategy for keep catching up fishes technique and more productive than any other way to catch fishes.

Trawl shape with holes in the net which very tight and same in every part, active operation technique with chasing every species of fishes no matter with the size, that live in bottom or surface, and the tightness of trawl which pulled over here over that with power engine, guarantee precisely productivity, destructive, and exploitative from *parere* technique. According to fisherman, within catching up

technique like that, uneven and rocky bottom condition of the sea could be “cleaned” from every species and size of fishes.

The worst impact from *parere* technique, according to fisherman is heavy damage for fish and the other biota habitats, so do with baby fish and eggs and other biota, even, the disappeared from that place.

Decreasing condition resource stock and damaged resource fisheries habitats caused by *parere* technique, finally caused physically impact between traditional trawl fisherman EngBatu-Batu groups with *parere* fisherman who mostly come from South Galesong. Even the fisherman who become the victims from *parere* techniques do the collective rebellion and propose that problem to government by council representative, but because corruption, collusion and nepotism, till now, according information, *parere* technique still be operating when middle of the night, when everyone is asleep. “We can’t face them. They have someone bribed to protect them”, said EngBatu-Batu fisherman.

Fisherman inability to controlling situation and outcome marketing condition

Serious concern who must be faced by fisherman is generally from the first place until now is their inability to face the strength from marketing performer. In other words, fisherman as straight producer standing in the most bottoms bargaining positions with side most dominant is the seller. Like the other fisherman villages, with which EngBatu-Batu fisherman sold their fish is mostly with local communities, even their own *pongawa*’s or patron land. They are bought marine products straight from fisherman and then sold it to bigger buyer, groceries, consumer at fish market/fish auctions Tammasaju (North Galesong), market down town in the county and district especially Gowa and Takalar, even until Makassar city and other district.

Bargaining position that very weak and fisherman dependency to seller continuity determined by lots of factors. There are four main factors that put fisherman on that position. First, fisherman is the one who borrow the funding, operational cost, and main needs to seller which the mostly are marine product entrepreneur, owner and land patron from fisherman itself. Based on privacy policy market relation, seller is the one who have right as price decision maker, fisherman who have debt, just remain silent. Second, needs (especially main needs and operational cost) from fisherman generally (including they’re who relatively autonomy in modal factor) more and more pressing, and did not give a chance for fisherman to waiting or holding their marine goods when the time selling is right.

Third, fisherman (included they are relatively autonomy in fund factor) did not or less knowing information's about market because all the attention, time, and their activity is all focused on work progress (sea fishing activities). Fourth, price of marine products is very fluctuated and hard to be predicted, not like the other commodity like farm or another sector on land.

Management Strategy Which Applied By Entrepreneur Fisherman

Matched with type and enterprise status of EngBatu-Batu fisherman communities, enterprise managing centered on three categories or main entrepreneur class, they are land patron, ocean patron, and individual fisherman. Land patron (*pongawa darat* or just *pongawa* in generally saying between Bugis, Makassar and Bajo in south Celebes fisherman communities) it is the owner of production tools and enterprise managing on land. Land patron cooperated with ocean patron then give fishing tools (boat, engine, catching tools and stuff) to their side for operating and maintenance. In order operating, ocean patron duties is looking and recruit client/members or *sawi-sawi* (pronounce in Makassar and Bugis). In that teamwork, managing and organizing happening in two levels, that is managing on land patron and managing on ocean patron. Managing by land patron centralized on incoming aspects and developing fund then marketing. Managing by ocean patron centralized on work progress (catching up) at the ocean and production tools maintenance. It makes clear that ocean patron is employee and or part of land patron and management. By enterprises type who owned and organizes, there is two categories land patron with their each ocean patron, that is big scale land patron enterprises (*rengge* and egg fish) and *temban* trawl patron and shrimp/prawn trawl. Until now, ocean patron and his each employee are still majority fisherman category.

Beside their land and ocean patron categories, there is another ocean patron category relatively autonomy as entrepreneur who have production tools/enterprise private unit. Ocean patron as autonomy entrepreneur mostly developed from ocean patron as land patron employee. That's ocean patron beside have a role for managing funding and marketing, he unofficially leads the client/*sawi* on fishing activity at the ocean. In EngBatu-Batu, according information, there is about more than fourth count from the entire total traditional trawl fisherman (*temban* trawl and prawn/shrimp trawl) who become autonomy ocean patron. According from ocean patron, almost every fisherman (except *sawi-sawi rengge* fisheries) try and had a dream to become autonomy entrepreneur or individual fisherman, although in fact until now only about

half fisherman could make their dream becomes true with ability to handle over (finish the debt) enterprise credit (boat, engine, catching tools).

Individual fisherman category is a fisherman who have their own enterprise unit (boat, engine, and catching tools) and run it by them self without (or sometimes) get companied by somebody else. Individual fishermen regularly come from luckiest sawi and success to get a boat (included engine and catching tools). Sometimes, it happens, an ocean patron forced work by himself because his employee/sawi is already can afford their own boat or move to another ocean patron. In EngBatu-Batu there is half fisherman who could categorize as individual fisherman.

From much information, there is seven management aspects applied by fisheries entrepreneur, (1) management linked by fund acquisition, (2) developing fund management, (3) employee management, (4) market organizing, and (5) information management. In fisherman group and fisherman entrepreneur EngBatu-Batu, that five managing aspects describe as on the following.

Acquisition Fund Strategy

From all informant information's is known that there is three sources main first fund for entrepreneur and fisherman in order starting organize enterprise or fisheries economic activity. Third source of that fund is debt, legacy, saving and using another side as first fund source and enterprises developer is common strategies applied by fisherman everywhere not exception fisherman entrepreneur EngBatu-Batu from first until now. There is four side categories which become the target of the fisherman working on debt fund (including operational cost), that is mutual, friends, local entrepreneur, or from outside like bank or union.

Seller and big scale entrepreneur side from outside and bank or union is main sources funding for land patron, either *rengge* patron and *patorani*/egg fish patron even *temban* trawl patron and shrimp/prawn trawl patron, et cetera. As for mutual, friends, and the patronage from various enterprises categories (*rengge*, *patorani*/egg fish, *temban* trawl, shrimp/prawn trawl and squids) is main fund sources by ocean patron entrepreneur and individual entrepreneur individual.

For succeed request fund for all side (inside and outside community) isn't easy. For fisherman entrepreneur, main keys for their requested fund accepted is trustworthy from who owe them the fund. For getting the trust, someone should show

honest, diligently, discipline, pay or installments their debt, skillful on job, and showing good performance in effort. Someone who has those characters called as “potential fisherman entrepreneur” by funding owner. Not to be so hard to them to find the fund and need to pay the cost, so do with employee/sawi.

Managing Strategy Fund Developing

Fund developing are dynamic aspect from enterprise managing, included fisheries enterprise itself. In EngBatu-Batu village, all strategy taken by fisherman entrepreneur, in order developing their fund enterprises like adding enterprises unit, searching for adding fund, diversification enterprises, do fishing ground expansion, et cetera. Developing fund by adding boat/enterprise is a common strategies applied by land patron. There are two way to get that, that is raising debt for infestation and using enterprise outcome saving while prosperous seasons.

For mostly fisheries entrepreneur, especially in EngBatu-Batu, working on extra fund with owing on another side (mutual, friend, entrepreneur, seller, bank or union) is the necessary step by continuity. It could say there is no enterprise that survive and developed with only using first fund. Uncertain income, broken fishing tool at the sea, increasing operational cost from time all the time become a factor for needed extra fund and cost continuity. That needs only could granted until specific limit with borrowing and build a long and strong relationship with another side.

Do the diversification is a managing strategy which working on by fisherman entrepreneur (land patron, ocean patron, and individual fisherman) in EngBatu0Batu till now. Diversification strategy is running two unit enterprises or more, or successive enterprise kind unit based on fish season. On wealthy land patron level, a land patron could own and running *gae*, looking for egg fish, do *temban* trawl and prawn/shrimp trawl. Almost every land patron running diversification enterprise strategy. Otherwise with ocean patron who likely autonomy only running *temban* trawl, shrimp/prawn trawl and catching squid. Less ability of fund from autonomy ocean patron and individual fisherman causes their only di successive running of *temban* trawl and shrimp/prawn trawl in a year. As described on previous chapter, *rengge* enterprise and *temban* trawl running during a year, prawn/shrimp and squid on waving season (December until March) and looking for fish egg during April until September.

Like expansion enterprise unit, enterprise managing with diversification could avoid traffic or collapse threat that impacted from natural and social factors. Beside,

diversification strategy stimulated by fisheries resources condition which there is so many variations, different seasons, and unstable request situations and condition (and price).

Expansion on catching area is the most adequate in solving decreasing of resource population problem in old fisheries area or private fisheries area. In EngBatu-Batu fisherman community, only *rengge* egg fish fisherman who expanded fishing area to more places. From beginning, *rengge* fisherman only operated in Takalar's water, Makassar city, and Jeneponto. That waters area exploited until 1990's. Intensity of catching up causes boat *rengge* fisherman starting the expansion to north in Pangkep waters and to south until Bantaeng and Bulukumba since 1990's. In that new catching area, catching up during five or six years could decreased fish population drastically. There is no other way who can fisherman do except looking for new fishing area which more far, like East Bulukumba waters and Sinjai in Bone bay and Kolaka's waters and Buton, southeast Celebes.

Just like *rengge*, fish egg finding enterprise and flying fish catching is need area in Moluccas water until to Fak-Fak waters. That strategy taken as problem solving for flying fish resource decreasing and egg fish in Makassar strait and Flores sea which happened since middle 1990 because over exploitation who involved Galesong fisherman, including EngBatu-Batu, Mandar fisherman from Majene and Lero west Celebes. Even catching area more far to the east area in Indonesia, request and stabile price or increasing causes so resource keeps interesting to work.

Strategy Managing Employee

Whatever, wherever, fisheries enterprises is always doing by teamwork. Even fishing which mostly doing by individual sometimes still need help in fund aspect and catching marketing. Heavy, complicated, dangerous, fund needs, and continuity cost made fisherman position as entrepreneur or worker absolutely working together (by formal or informal) with another. For entrepreneur fisherman, great organize employee in one of another determined factor for continuity and enterprise fisheries developing. According fisherman information that is much fisheries enterprise got broke or even collapse because employee matter who left the patron, lazy, indiscipline, liar, et cetera. Those character popped out because character or patron behavioral in inappropriate. Otherwise, good patron always be a good leader and the enterprises is always stabile and keep developing.

Like common patron Bugis and Makassar in south Celebes so do with other places, patron fisherman EngBatu-Batu village applied patron-client system too. Managing style like that need an entrepreneur as patron who has lots knowledge and managerial skill linked to financial fund, and off course they are need a good judge behavior by citizen and rest fisherman communities. Ideal behave and character like always charity, fair, protecting, brave and bold, honest, achievement, et cetera, who managerial skill and all the behave and characters in turn automatically grow and strengthen dignity and trustworthy from an entrepreneur. Economic achievement and social of a patron commonly shown by successfully or enterprise developing and their Hajj status. About religious social status, in EngBatu-Batu, every land patron/big entrepreneur lately has been Hajj. It has proven, according to fisherman information, that land patron has character and behave “ke-pongawa-an” which everyone believe and could manage good employee’s character and behavior (loyal, honest, active, discipline, responsibility, et cetera) who determining the continuity of enterprises.

Managing Information Strategy

Like the other business, access and had enough information is very determining for fisheries enterprises movement. That’s why for fisheries enterprises, information organizing is specifically needed. For land patron (and his ocean patron) in EngBatu-Batu, effort for looking information pointed in four enterprises aspect, that is funding sources (and costs), potential fishing location/area, ocean (dangerous scale) condition, and marketing situation. About funding sources usually did not much take attention and spending time because the funders (mutual, friend, seller, bank or union) less had change. The most important thing that fisherman working out is make more trustworthy so it could strengthening relation and relationship could be everlasting. Trustworthy relation could be happen by them who paid the debt continuously and did not sell the fish to other except the funders -- a condition which has become culture who has been set by the common funders. Different with new fisherman who just started his enterprises and pour all his attention, energy and time in looking for fund source where it feel fit enough for him.

Different with acquisition fund information, information about area or potential location to catching fish is actually needed by continuity. It because fisheries resources stock in potential location is always changing (good, increasing, none, and so on) inn a week, a month, or a season in a year. That changing condition caused by

fish behavior, weather and season, and the most is the intensity of exploitation from fisherman group to grabbing fisheries resource in every new potential catching area.

In order solve the problem caused by nature and social, fisherman groups is spread and do exchange information's at the sea. From past until 1990's, communication system between fisherman only using sign (screaming, hand movement, waving colorful flag) who could get understood by other fisherman. The efficiency that kind communication, off course only in the same circle area/location of fishing. Adopted modern technology information's, here they are with HT (Handy Talkie), patron and fisherman on the different area could o communication so well. Every captain own a HT for sending and receive message which the transmitter is on their own land patron house. Because the messages by HT could be hear by other fisherman and patron, they could sharing information an using it together and this HT things has been use since 2002/2003.

As for messages needed by patron and employee in separated place, not only because catching up condition and dangerous ocean condition, but also market request situation and fish price on different market location like Takalar, Jeneponto, Bantaeng, Bulukumba, Lappa (Sinjai), Gowa, and Makassar city.

Managing marketing strategy. Has been tradition or culture policy in fisherman communities in Bugis and Makassar commonly that fish (and other fisheries) should be sold to funders (boat, engine, and catching tools) and cost. Those policy only valid if the funders are entrepreneur or seller of fisheries. "Where the fund and cost go, there is where the outcome sold", that's the pattern production relation and outcome production, and that's where the succeed key of marketing is come from who take place for hundred times ago. That policy decided by one side by funders and get approval just like that by fisherman. In EngBau-Bau fisherman community circle, land patron and seller (not the owner of enterprises) is the funder, whereas ocean patron and ocean patron enterprise owner (autonomy entrepreneur) then individual fisherman is the one who borrow the fund. In external circle, the entrepreneur and big seller at the city (like Makassar and Sungguminasa) is the funder, and the borrower is ocean patron. So, system or marketing chain fisherman outcome is long : individual fisherman, low ocean patron, and autonomy ocean patron the owner and sell their fish to land patron and local seller; then land patron and local seller sold their goods to big seller from outside. For land patron and seller who relatively autonomy (the debt is almost finished) could sell their commodity in other market but should with

agreement by the funders. So that with ocean patron who owning and individual fisherman could sell their goods to other, but with local seller agreement.

As consequence from marketing monopoly is domination in determination local and regional price classification. Monopoly in credit, monopoly in commodity and dominations in determining market price clearly guarantee the continuity surplus sources for entrepreneur and seller in bank interest, deviation price, and selling service. This is the point of economic rationalization from integration strategy fund managing with market applied by fisheries economic performer, especially land patron, since the first place.

Closing

Fisheries enterprises EngBatu-Batu fisherman communities are diversity and variety. Fisherman community running and count some kind enterprises with production type technology (boat, movement engine, each kind catching tools) with different scale fund, kind of fisheries sources which usage, and location and different catching season. Some enterprise shape like rengge, temban, (catching temban fish and banjara'), shrimp/prawn, and egg fish significantly pull in almost EngBatu-Batu communities into.

EngBatu-Batu fisherman had unique thing seeing from catching activities concentration in fishing ground, EngBatu-Batu fisherman mostly since the first place till now still operated in near shore closest to their home (except for rengge and fish egg fisherman). The truth is, geographical location of the sea with the pattern of movement and change of flow and food availability conditions of marine fisheries resources (fish, prawn/shrimp, squid) which allows species such resources are always concentrating on the location of the fisheries that are not widely. Otherwise with another south Celebes fisherman who did expanding everywhere caused by decreasing fisheries population source in old fishing area.

As another fisherman communities, EngBatu-Batu is ever had some problems too. There are two main problems should be faced by fisherman since the first time, especially low ocean patron, autonomy ocean patron, and employee/sawi, is (1) it is hard to get and developing fund enterprises, and (2) inability of fisherman to controlling marketing situation. In other words, their bargaining position is weak, so the profit that should fisherman get instead get by funder and big seller (from inside and outside village). Next, there is two problems that relatively new and threatening existence fisherman in EngBatu-Batu commonly, that is (1) decreasing of local

fisheries source, and (2) damaged source habitats local source. Both this problems caused by *cantram/parere* (mini trawl) since eight years lately.

In order to solving those problems, fisherman do strategy like (1) opening relationship with another side for get some funding; (2) fund developing with adding unit or volume from one kind enterprises; (3) employee management, steadied the patron-client concept patterns; (4) organizing information's linked productions systems (at the sea), request and price situation, and network marketing; and (5) fisherman rebellion and rejection for *cantram/parere* to operating from another village.

Even have done bunch of strategies solving problems, but the effectively for some boundaries only applied for some patron/*pongawa*. otherwise, for most fisherman, including low autonomy ocean patron, and *sawi-sawi*, those problems stil haunting them and bring them to the not wealthy family conditions. Poor based on economic conditions. Besides old problems, newest problems like decreasing fisheries sources and damaged ocean habitat in local fishing ground who granted since dozen years ago made them getting more suffering. Especially low-class fisherman.

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