



SWOT ANALYSIS IN THE DEVELOPMENT OF GOVERNMENT GRANTS FROM KEDIRI REGENCY FOR GOAT FARMING GROUPS

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Abstract

This study aims to evaluate the strategic development of the government grant program for goat farming groups in Kediri Regency through a SWOT analysis approach. The program, launched in 2022, serves as an economic empowerment initiative to support small-scale farmers by increasing livestock populations and improving rural welfare. Data were collected using a descriptive quantitative method through in-depth interviews with program managers and grant recipients, supported by direct field observations. The Internal Factor Evaluation (IFE) and External Factor Evaluation (EFE) matrices were used to determine the program's strategic position, while the Cartesian SWOT diagram identified the appropriate development quadrant. The results show that the program is situated in Quadrant II, indicating strong internal conditions but significant external threats. With IFE and EFE scores of 2.9252 and 3.1333 respectively, the analysis suggests that the program should implement Strength–Threat (S-T) strategies, including consistent quarterly reporting, increased technical staff, and public reinforcement of the program's catalytic function. These findings are expected to guide the formulation of more effective strategies for sustainable livestock empowerment in Kediri Regency.

Keywords: Goat farming, government grant program, swot analysis, livestock empowerment, economic development

1. INTRODUCTION

Development is a systematic effort aimed at optimizing human and natural resources to improve the welfare of society in a balanced manner. According to (Amane et al., 2023),



development serves as a catalyst that allows a society to grow and meet its basic needs. (Hasan & Muhammad Azis, 2018) emphasize that the ultimate goal of national development is to create a prosperous, empowered society with a high quality of life. Every nation faces fundamental challenges in finding the right formula to achieve such conditions and strategies for its effective implementation. The process of searching for the ideal form and societal change towards better conditions is what we call development. Thus, the challenge in the development process is to find the right formula and effective strategies to encourage positive social change and improve the living standards of society in a sustainable manner.

In the context of development in Indonesia, the national objectives mandated in the Opening of the 1945 Constitution emphasize the importance of advancing the common welfare and educating the nation's life. One concrete effort by the government to achieve these goals is through community empowerment programs, particularly in strategic sectors such as livestock farming. The livestock sector plays a vital role in rural economies, especially as a primary source of income for a large portion of the population and as a provider of essential animal protein for the Indonesian people (Solikin et al., 2021).

Kediri Regency is one of the regions with significant potential in the livestock sector, including goat farming. According to the Kediri Regency Regional Regulation No. 6 of 2021 on the Medium-Term Regional Development Plan (RPJMD) for 2021-2026, the development of goat farming centers is a key priority spread across all sub-districts in Kediri Regency. However, this sector still faces several serious challenges, such as limited capital, low adoption of modern technologies, and a lack of understanding among farmers about proper livestock management practices.

To address these challenges, the Kediri Regency Government, through the Department of Food Security and Livestock, initiated a grant program specifically aimed at empowering goat farming groups. This program aims to increase livestock population, expand the scale of livestock businesses, and improve the welfare of local goat farmers. In accordance with Ministry of Home Affairs Regulation No. 13 of 2018, the grants are specifically provided to community groups that meet certain criteria to optimize local economic potential through goat livestock empowerment.

Given that this program is relatively new, it is important to conduct a thorough evaluation to identify the best strategies for its development. Therefore, this research employs a SWOT analysis as a strategic method to assess the strengths, weaknesses, opportunities, and threats faced by the Kediri Regency government grant program, ensuring that the program's objectives can be achieved optimally and sustainably.

2. RESEARCH METHOD

This study employs a descriptive quantitative approach, which aims to systematically describe and analyze numerical data in accordance with the observed phenomena. According to (Sudirman et al., 2020), descriptive quantitative analysis is a statistical method used to describe, summarize, and analyze quantitative data. The primary objective of this method is to provide a clear and detailed picture of the collected data, thereby facilitating interpretation and decision-making based on the available information (Sudirman et al., 2020).

Data collection was carried out through in-depth interviews with program managers from the Kediri Regency Department of Food Security and Livestock, as well as with the goat farming groups receiving the grants. The informant quota for the SWOT instrument was selected using the snowball sampling technique. According to (Sutikno & Prosmala



Hadisaputra, 2020), the sampling process using snowball sampling begins by selecting one or two initial respondents. However, if the information obtained from them is deemed insufficient, the researcher will seek other individuals who can complement the data already collected. This process continues until the quantity and quality of the data required are met. Additionally, the researcher may ask previous respondents for recommendations of other individuals who may provide relevant additional information. In addition to interviews, direct observations were also conducted to gain a real-time picture of the field conditions regarding the utilization of grant funds, the obstacles faced, and the progress made since the implementation of the program in its first year, 2022.

This research applies a SWOT analysis (Strengths, Weaknesses, Opportunities, and Threats) as a strategic tool to evaluate the internal and external conditions of the program. This method was chosen because it can systematically identify internal factors such as strengths and weaknesses, as well as external factors like opportunities and threats (Rangkuti, 2014). The analysis is conducted through several stages, beginning with the Internal-External (IE) Matrix analysis, which determines the strategic position of the program based on the assessed internal and external factors. This is followed by a comprehensive SWOT analysis to identify key strengths, weaknesses, opportunities, and threats.

3. RESULTS AND DISCUSSION

Kediri Regency Government Grant Program Profile

The grant program implemented by the Kediri Regency Government includes initiatives targeting livestock breeding activities. This program was first launched in the 2022 fiscal year. Its primary goal is to empower livestock groups through the circulation of livestock seeds or breeding stock in the Kediri Regency area. The program is one of the efforts to empower livestock farmers by providing financial support to livestock groups through grants sourced from the Regional Revenue and Expenditure Budget (APBD).

The grant funds are intended to support livestock groups in increasing livestock population, expanding the scale of livestock businesses, and improving the overall welfare of farmers. In its implementation, the program not only provides financial assistance but also includes technical training for livestock groups to ensure that the assistance provided is used effectively and results in sustainable positive impacts.

According to the Kediri Regency Regional Regulation No. 6 of 2021 on the Medium-Term Regional Development Plan (RPJMD), the development of goat farming is one of the economic development priorities in the region. This grant program aims to facilitate livestock groups in overcoming capital constraints related to livestock seed procurement, specifically for goats. It also aims to strengthen the position of the livestock sector within the Kediri Regency economy, which has traditionally relied on agricultural commodities. With the increase in goat livestock numbers and the expansion of livestock business scales, it is expected that farmers' welfare will improve, and the livestock sector's contribution to the local economy will become more significant.

Internal and External Factors

Strengths

1. Presence of a Technical Staff in Each Sub-District

The existence of an implementation team in each sub-district is a key strength in the success of the grant program. This team is responsible for ensuring coordination, supervision,



and assistance to the livestock groups, thus enabling more effective and close engagement. (Jati, 2019) emphasizes that grant fund management requires intensive supervision to prevent misuse of funds. In this regard, the implementation team acts as a liaison between the government and the recipient groups, ensuring that the program is executed according to plan and objectives. The presence of teams at the sub-district level is crucial for ensuring smooth program implementation and the sustainability of empowerment for livestock groups.

2. Strong Financial Support

The grant program is supported by strong financial backing from the Kediri Regency's Regional Budget (APBD). This financial strength is a key factor in the program's implementation, as it ensures stable fund disbursement and supports other essential activities such as training and capacity-building for the livestock groups. As (Sianturi, 2017) explains, the APBD is a primary instrument in local policies that supports the development of regional government capacity and various development programs. Strong financial resources allow flexibility in adjusting budget allocations to address challenges that arise during the program's execution. This is highly relevant to the goal of enhancing public welfare through sustainable livestock-based economic empowerment.

3. Extensive Network (Support from DPRD Aspirations)

The program benefits from the support of an extensive network, particularly from the aspirations of the members of the Regional People's Representative Council (DPRD), which helps extend the reach of the grant distribution to livestock groups in need. This political support strengthens the legitimacy of the program and ensures that the aid is delivered to those who need it. (Diantara & Sudantra, 2020) explain that regulations regarding grants from the APBD outline mechanisms for disbursement that must adhere to applicable provisions to prevent misuse. This extensive network, including support from the DPRD, ensures that the program is widely accepted and targeted accurately, while also strengthening the program's sustainability in transparent and accountable regional development planning.

4. Capacity Building for Livestock Groups

Before and after the disbursement of grants, livestock groups are provided with training on the basics of goat livestock management. This training is an integral part of the program that not only focuses on material aid but also on enhancing the capacity and skills of the livestock groups in managing their farming businesses. (Adawiyah, 2017) highlights the importance of a group-based approach to the effective dissemination of agricultural technology, which can also be applied to the livestock sector. Through livestock groups, training and innovation can be spread more quickly and efficiently, enabling the targeted application of technology in livestock businesses and encouraging the capacity-building of these groups to optimally manage the grant funds.

5. Monitoring by DKPP

The monitoring conducted by the Kediri Regency Department of Food Security and Livestock (DKPP) is crucial in ensuring that the grant funds are used for their intended purpose. The monitoring process, which includes field visits, report collection, and evaluation of the progress of grant recipients, helps maintain transparency and accountability in the program's execution. (Suastra et al., 2017) state that an effective monitoring process is key to overseeing the use of grant funds to ensure they are being used as intended. This reflects the principles of transparent and accountable supervision, ensuring that each step in the program's implementation can be evaluated and corrected as necessary to achieve the desired outcomes.



6. Simple Qualification for Grant Recipients

One of the strengths of this program is the relatively simple criteria for grant recipients. The quick verification process enables more livestock groups, especially those from smaller-scale farmers with limited capacity, to receive assistance. (Maharsani, 2022) notes that poverty alleviation policies implemented by local governments are greatly influenced by the financial strength of the regional budget. With more flexible and simple qualification criteria, this program is able to reach a greater number of groups in need, providing direct benefits to farmers who may otherwise be excluded from assistance if the criteria were too stringent.

Weaknesses

1. Insufficient Number of Technical Staff in Some Sub-Districts

A serious challenge within the program is the insufficient number of technical staff in several sub-districts. Some sub-districts do not have enough personnel to provide technical assistance to the livestock groups, leading to limitations in offering adequate guidance on the management of grant funds. (Suastra et al., 2017) emphasize that the shortage of supervisory and mentoring staff results in livestock groups lacking proper understanding of how to manage the grant funds effectively. In this context, the uneven distribution of technical staff impacts the quality of the assistance provided, which in turn reduces the overall success of the program. This highlights the need for more equitable staffing and the allocation of sufficient resources to ensure consistent and quality mentoring across all sub-districts.

2. Lack of Adequate Program Publication

Another weakness of the program is the inadequate publication and socialization efforts directed towards the community. Many livestock groups do not fully understand the objectives, mechanisms, and potential benefits of the grant program due to the limited information they receive. (Aisyah & Rani Chandra Oktaviani, 2018) explain that publication is key to increasing awareness and encouraging community participation in government programs. Without adequate publicity, many potential livestock groups are unaware that they meet the criteria to receive grants, which in turn limits the positive impact of the program. Intensive socialization efforts, involving a variety of communication channels, are crucial to enhancing public participation and ensuring that all eligible groups are informed and able to take full advantage of the program.

Opportunities

1. Strong Local Interest in Goat Livestock Management

One of the greatest opportunities in developing this program is the strong local interest in goat farming. The strong interest in this livestock sector indicates significant potential for expanding the livestock industry in Kediri Regency. (Lumbanraja et al., 2018) state that a growing livestock industry can create new job opportunities and stimulate local economic growth. With such strong interest from the local community, this grant program has a great chance of being well-received and having a significant impact on improving the welfare of the community through livestock-based economic empowerment.

2. Community Willingness to Participate in Empowerment Efforts

The willingness of the community to actively engage in empowerment programs presents a major opportunity for the success of this initiative. Community involvement in every stage of the empowerment process facilitates the transfer of knowledge and technology and raises



awareness about the importance of effective livestock management. (Sigalingging & Warjio Warjio, 2014) emphasize that high levels of community participation in the planning and execution of development programs enhance their success. With the community ready to serve both as the object and the subject of empowerment, the program has a solid foundation for sustainable development and long-term growth.

3. Presence of Academics Who Can Contribute to Enhancing Livestock Knowledge

The presence of academics who can collaborate with farmers represents a significant opportunity to improve livestock management. Academics can provide the latest knowledge and technologies that can be directly applied by farmers, ultimately boosting productivity and efficiency in their operations. (Solichah et al., 2023) note that academics can act as intermediaries between research innovations and field practices. With academic contributions in empowering farmers, this program has the potential to bring about positive changes in the livestock sector in Kediri Regency, leading to more modern and technology-driven livestock management practices.

4. Availability of Middlemen to Buy and Sell Goats to/from Livestock Groups Anytime

The availability of middlemen who are ready to buy goats from livestock groups at any time presents an opportunity for farmers to improve their business liquidity. These middlemen make it easier for livestock groups to market their products, alleviating concerns about selling their livestock. This enables farmers to focus more on production and livestock quality. With flexible middlemen, farmers can plan their livestock production more efficiently, and this grant program can yield better long-term results.

Threats

1. Risk of Dependency of Livestock Groups on Assistance

One of the most serious threats faced by this program is the potential dependency of livestock groups on the grants provided. If these groups rely solely on government assistance without working to develop their internal capacity, the long-term goal of the program economic independence will be difficult to achieve. (Haliim, 2020; Haliim & Hakim, 2024) state that to reduce dependency on social aid, it is essential for empowerment programs to focus on enhancing the skills and capacities of recipients so they can develop independently. Without sustained capacity building, livestock groups will remain dependent on assistance, which could hinder the long-term empowerment process. Thus, fostering self-reliance among beneficiaries is crucial to ensuring the program's success.

2. Risk of Irresponsibility in Grant Management

Irresponsibility and disorderly management by some grant recipients pose a significant threat to the program's success. Some livestock groups may not use the grants wisely, or they may even misuse the funds they receive. (Diantara & Sudantra, 2020) explain that every grant recipient must be held accountable for the proper use of funds in accordance with the agreed-upon proposals. A lack of oversight and weak reporting mechanisms can exacerbate this situation, leading to suboptimal program outcomes and potentially damaging the program's reputation. Therefore, strengthening oversight and implementing stricter evaluations are essential to reduce the risk of grant misuse.

3. Government Policy Dynamics

Changes in government policy, whether at the central or regional level, can pose a threat to the continuity of the grant program. Leadership changes or shifts in development priorities may affect budget availability and the policy direction that supports the program. As (Diantara



& Sudantra, 2020) point out, government policy changes can influence the sustainability of grant funding, causing potential disruptions to ongoing programs. Therefore, efforts must be made to make the program more flexible and adaptable to policy changes, ensuring its continuity despite political or policy shifts.

5. Limited Livestock Group Facilities and Infrastructure

Another significant threat affecting the effectiveness of the grant program is the limited availability of facilities and infrastructure within livestock farmer groups. Facilities and infrastructure play a crucial role in supporting operational aspects of livestock production, including feeding systems, animal housing, health management, and post-production processes. However, field observations indicate that many livestock groups still lack adequate resources such as standard animal shelters, feed and water systems, feed storage units, waste management facilities, and technical tools.

This limitation has a direct impact on livestock productivity and welfare, as well as on the implementation of efficient farm management practices. For instance, substandard housing conditions can lead to animal stress and increased susceptibility to disease. The absence of proper feed storage also complicates feed management during periods of scarcity. Additionally, the lack of basic infrastructure restricts the groups' ability to scale up their business, even after receiving grant support.

This situation highlights a gap between the financial aid provided and the readiness of physical infrastructure at the group level. Without improvements in facilities and infrastructure, it will be difficult for the groups to achieve the productivity and independence expected from the program. Therefore, the success of the grant initiative should be supported by complementary interventions, including infrastructure development, cross-sector collaboration, and improved access to development resources.

IFE Matrix

Weight assignment for each factor is conducted using a scale ranging from 1.0 (most important) to 0.0 (not important), based on the extent to which each factor influences the strategic position of the grant program. The rating for each strength and weakness factor is determined on a scale from 4 (outstanding) to 1 (poor). The assigned weight and rating for each key factor are then multiplied to calculate the individual scores. The total IFE score is obtained by summing the scores of all factors.

Table 1. IFE matrix

| Number | Strengths | Weight | Rating | Score |
|--------|--|--------|--------|--------|
| 1 | Presence of a Technical Staff in Each Sub-District | 0,1374 | 2,6 | 0,3573 |
| 2 | Strong Financial Support | 0,1221 | 3,4 | 0,4153 |
| 3 | Extensive Network (Support from DPRD Aspirations) | 0,1298 | 3,2 | 0,4153 |
| 4 | Capacity Building for Livestock Groups | 0,1145 | 2,6 | 0,2977 |
| 5 | Monitoring by DKPP | 0,1374 | 3 | 0,4122 |
| 6 | Simple Qualification for Grant Recipients | 0,1298 | 3 | 0,3893 |
| Number | Weaknesses | | | |
| 1 | Insufficient Number of Technical Staff in Some Sub-Districts | 0,1221 | 2,6 | 0,3176 |
| 2 | Lack of Adequate Program Publication | 0,1069 | 3 | 0,3206 |



| | | | | |
|------------------|--|---------------|--|---------------|
| Total | | 1,0000 | | |
| Total IFE | | | | 2,9252 |

Based on the evaluation of internal factors, including strengths and weaknesses, using the Internal Factor Evaluation (IFE) matrix, a total score of 2,9252 was obtained, as presented in Table 1.

EFE Matrix

Weight assignment for each factor is carried out using a scale ranging from 1.0 (most important) to 0.0 (not important), based on the influence of each external factor on the strategic position of the grant program. The rating for each opportunity and threat factor is assigned on a scale from 4 to 1. The weight and rating are then multiplied to produce the score for each key factor. The total EFE score is calculated by summing all individual factor scores.

Table 2. EFE Matrix

| Number | Opportunities | Weight | Rating | Score |
|------------------|--|---------------|--------|---------------|
| 1 | Strong Local Interest in Goat Livestock Management | 0,1333 | 3,6 | 0,4800 |
| 2 | Community Willingness to Participate in Empowerment Efforts | 0,1185 | 3,4 | 0,4030 |
| 3 | Presence of Academics Who Can Contribute to Enhancing Livestock Knowledge | 0,1185 | 2 | 0,2370 |
| 4 | Availability of Middlemen to Buy and Sell Goats to/from Livestock Groups Anytime | 0,1259 | 3,4 | 0,4281 |
| Number | Threats | | | |
| 1 | Risk of Dependency of Livestock Groups on Assistance | 0,1259 | 3,2 | 0,4030 |
| 2 | Risk of Irresponsibility in Grant Management | 0,1111 | 3,2 | 0,3556 |
| 3 | Government Policy Dynamics | 0,1333 | 3,4 | 0,4533 |
| 4 | Limited Livestock Group Facilities and Infrastructure | 0,1333 | 2,8 | 0,3733 |
| Total | | 1,0000 | | |
| Total EFE | | | | 3,1333 |

The assessment of external factors, including opportunities and threats, through the External Factor Evaluation (EFE) matrix resulted in a final score of 3,1333, as shown in Table 2.

Cartesian SWOT diagram

The Cartesian SWOT diagram is used to illustrate the current strategic position by presenting the internal strengths and weaknesses, as well as the external opportunities and threats, of the Grant Program within the context of this study.

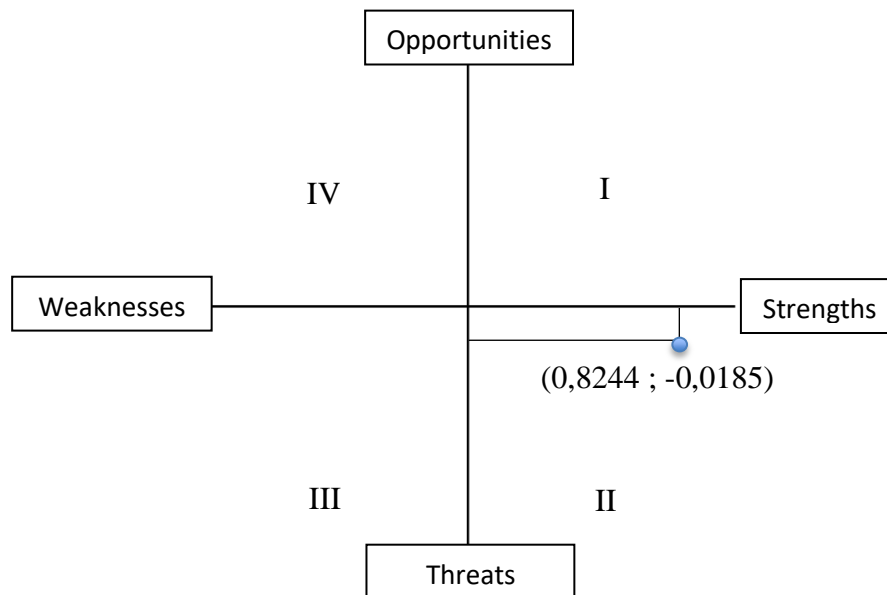


Diagram 1. Cartesian SWOT diagram

= Internal analysis coordinate values; external analysis coordinate values

$$\begin{aligned}
 &= \frac{\text{Strengths score} - \text{weaknesses score}}{2} ; \frac{\text{Opportunities score} - \text{Threats score}}{2} \\
 &= \frac{2,2870 - 0,6382}{2} ; \frac{1,5481 - 1,5852}{2} \\
 &= \frac{1,6489}{2} ; \frac{-0,0370}{2} \\
 &= 0,8244 ; -0,0185
 \end{aligned}$$

Based on the results of the analysis shown in the Cartesian SWOT diagram above, it can be concluded that the grant program is positioned in Quadrant II. This indicates that the program still possesses significant internal strengths despite facing threats from the external environment. The appropriate strategy in this quadrant is to leverage internal strengths to confront or mitigate the impact of external threats.



SWOT Matrix Analysis

| | |
|--|---|
| <p>IFE</p> <p>STRENGTHS (S)</p> <ol style="list-style-type: none"> 1. Presence of a Technical Staff in Each Sub-District 2. Strong Financial Support 3. Extensive Network (Support from DPRD Aspirations) 4. Capacity Building for Livestock Groups 5. Monitoring by DKPP 6. Simple Qualification for Grant Recipients | <p>WEAKNESSES (W)</p> <ol style="list-style-type: none"> 1. Insufficient Number of Technical Staff in Some Sub-Districts 2. Lack of Adequate Program Publication |
| <p>EFE</p> <p>OPPORTUNITIES (O)</p> <ol style="list-style-type: none"> 1. Strong Local Interest in Goat Livestock Management 2. Community Willingness to Participate in Empowerment Efforts 3. Presence of Academics Who Can Contribute to Enhancing Livestock Knowledge 4. Availability of Middlemen to Buy and Sell Goats to/from Livestock Groups Anytime | <p>S-O</p> <ul style="list-style-type: none"> • Integrating livestock group training with academic support to deliver science-based capacity building (S4, O1, O2, O3) • Optimizing the simplified qualification criteria for grant recipients to reach underserved communities (S2, S3, S6, O2, O4) |
| <p>THREATS (T)</p> <ol style="list-style-type: none"> 1. Risk of Dependency of Livestock Groups on Assistance 2. Risk of Irresponsibility in Grant Management 3. Government Policy Dynamics 4. Limited Livestock Group Facilities and Infrastructure | <p>S-T</p> <ul style="list-style-type: none"> • Promoting consistent quarterly reporting from livestock groups to strengthen DKPP's monitoring function (S1, S5, T2, T3) • Reinforcing the message from DKPP and the Regional House of Representatives (DPRD) that the grant is a catalytic stimulus, not a long-term aid (S3, S4, T4) |
| | <p>W-O</p> <ul style="list-style-type: none"> • Ensuring the availability of program information through the official government website (W2, O2) |
| | <p>W-T</p> <ul style="list-style-type: none"> • Increasing the number of technical officers to improve field supervision and support (W1, T1) |



S-O Strategies

- **Integrating livestock group training with academic support to deliver science-based capacity building**

This strategy aims to combine existing training activities for livestock groups with academic involvement to enhance farmers' competencies through scientific and structured approaches.

Practical implication: The local Food and Livestock Security Agency (DKPP) can establish partnerships with universities or research institutions to engage academics in technical training, the development of learning modules, and community service programs. This collaboration can improve the quality and continuity of capacity-building efforts.

- **Optimizing the simplified qualification criteria for grant recipients to reach underserved communities**

The relatively simple eligibility requirements of the grant program present an opportunity to include communities that have not previously benefited from similar empowerment programs.

Practical implication: The DKPP may expand socialization efforts to target rural or marginalized areas by collaborating with village authorities and community leaders. Participatory verification mechanisms should be conducted to ensure that newly recruited groups meet the criteria and are ready to be empowered.

W-O Strategies

- **Ensuring the availability of program information through the official government website**

This strategy focuses on increasing the accessibility and transparency of grant program information by making it consistently available online, even without regular publication updates.

Practical implication: DKPP can maintain a dedicated page on the official local government website that provides comprehensive and up-to-date information, including eligibility criteria, procedures, program timelines, and results. This ensures that the public can access accurate and official data whenever needed.

S-T Strategies

- **Promoting consistent quarterly reporting from livestock groups to strengthen DKPP's monitoring function**

This strategy seeks to improve compliance among livestock groups in submitting quarterly progress reports. These reports are essential to ensure that the grant funds are being utilized properly for their intended purpose particularly for goat farming development.

Practical implication: The DKPP can reinforce the importance of reporting during initial briefings, while also simplifying report formats to make them more accessible to the farmer groups. Field officers can assist groups in completing the reports and encourage them to view reporting as a reflective and learning process, rather than an administrative burden.



- **Reinforcing the message from DKPP and the Regional House of Representatives (DPRD) that the grant is a catalytic stimulus, not a long-term aid**

This strategy emphasizes that the grant program is designed as a temporary stimulus to support economic independence, not as a continuous financial assistance scheme.

Practical implication: This message should be consistently conveyed during socialization sessions and training activities. Grant recipients may also be asked to sign a statement of understanding or integrity pact acknowledging that the grant is meant to support self-reliance in livestock production, not dependency.

W-T Strategies (Weakness–Threat)

- **Increasing the number of technical officers to improve field supervision and support**

This strategy addresses the shortage of technical personnel that limits effective program monitoring and group facilitation in several districts.

Practical implication: The DKPP may consider engaging non-permanent staff, volunteer extension agents, or student interns from agricultural institutions to support field operations. Additional training for existing officers can also be implemented to improve the quality and consistency of their assistance.

4. CONCLUSION

The SWOT analysis of the government grant program for goat farming groups in Kediri Regency reveals that the program is positioned in Quadrant II of the Cartesian SWOT diagram. This strategic position indicates that while the program faces notable external threats, it also possesses considerable internal strengths, particularly in institutional support, financial resources, training activities, and monitoring structures.

The results of the Internal Factor Evaluation (IFE) and External Factor Evaluation (EFE) matrices yielded total scores of 2.9252 and 3.1333, respectively. These scores reflect a strong internal condition and a relatively high response capability toward external dynamics. Key strengths include the presence of technical teams in each sub-district, financial support from the regional budget, and simple eligibility criteria for beneficiaries. However, weaknesses such as the shortage of field personnel and limited public outreach need to be addressed to enhance program effectiveness.

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