

SWOT ANALYSIS OF THE SURABAYA CITY SOCIAL SERVICE PROGRAM IN THE DISTRIBUTION OF BUSINESS ASSISTANCE TOOLS FOR THE POOR AND PRE-POOR IN SURABAYA CITY

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Abstract

This research examines the distribution of business aids by the Surabaya City Social Service, which aims to empower the poor and pre-poor. This research method uses SWOT analysis, which identifies strengths such as government support and training for recipients, as well as weaknesses such as inaccurate recipient data. Opportunities identified include technology integration and collaboration with the private sector, while threats include the potential for underutilized assistance. The results of this study show that the program has great potential in reducing poverty, but needs improvement in data verification, program evaluation, and tailoring assistance to local needs..

Keywords: *SWOT Analysis, Economic Empowerment, Business Assistance Tools, Social Service, Poverty.*

Abstrak

Penelitian ini mengkaji tentang penyaluran alat bantu usaha oleh Dinas Sosial Kota Surabaya, yang bertujuan untuk memberdayakan warga miskin dan pra-miskin. Metode penelitian ini menggunakan analisis SWOT, dimana dalam penelitian ini mengidentifikasi kekuatan seperti dukungan pemerintah dan pelatihan bagi penerima, serta kelemahan seperti ketidakakuratan data penerima. Peluang yang diidentifikasi meliputi integrasi teknologi dan kolaborasi dengan sektor swasta, sementara ancaman mencakup potensi bantuan yang kurang dimanfaatkan. Hasil penelitian ini menunjukkan bahwa program ini memiliki potensi besar dalam mengurangi kemiskina, namun perlu perbaikan dalam verifikasi data, evaluasi program, dan penyesuaian bantuan dengan kebutuhan lokal.

Kata Kunci: *Analisis SWOT, Pemberdayaan Ekonomi, Alat Bantu Usaha, Dinas Sosial, Kemiskinan.*

INTRODUCTION

The Surabaya City Government through the Social Service has launched a business assistance program for the poor and pre-poor as a form of community economic empowerment. The business tool distribution program is a tangible form of Surabaya City

Government's commitment in realizing community welfare. This program is a policy implementation that has been running since 2022 and is planned to continue until 2024. In 2024, this program was resubmitted in June and the distribution of business aids was carried out intensively in August. The business tool distribution program targets the poor and pre-poor in Surabaya City, with the main objective of increasing their economic independence.

The assistance distributed is not in the form of cash, but business support items such as laundry business equipment, tools for juice businesses, capital goods for grocery stores, fried rice business equipment, and other businesses. Assistance in the form of complete laundry packages is provided to encourage the growth of home laundry businesses. In addition, other programs such as the distribution of juice business aids, this program provides modern juice machines to support the development of beverage businesses with clean and healthy quality. This step was taken with the hope of helping recipients to start or develop small businesses that can increase their household income.

This program is funded through the Tobacco Excise Revenue Sharing Fund (DBHCHT), which is allocated by the government as one of the sources of funding in order to alleviate poverty and improve community welfare. This fund is a fund from state revenue from the tobacco excise sector that is distributed to local governments, with the composition as stipulated in the provisions of laws and regulations. Each program beneficiary will be monitored regularly through monitoring and evaluation activities carried out once a month for one consecutive year (Menteri Keuangan, 2023). This process aims to ensure that the assistance provided is optimally utilized and has a significant impact on improving the recipient's economy.

Strategically, this program is expected to be a long-term solution in reducing poverty levels in Surabaya City by providing access to productive tools to start and expand small businesses. Consistent monitoring and evaluation also allows the Social Agency to make necessary adjustments so that the program can continue to run well and on target. By providing access to productive tools, this program is expected to be a strong foundation in the effort to alleviate poverty in Surabaya City. Through continuous business coaching and periodic evaluation, it is hoped that this program will not only provide momentary

assistance, but also encourage community economic growth independently and sustainably (Anisya, 2024).

THEORETICAL REVIEW

Community Empowerment Theory

The term empowerment comes from the word “power”, which means power. Power is often associated with a person's ability to influence others to do what they want. Naturally every individual has been endowed with power by God and in a small context this power is control over oneself through reason and conscience (Diatmika, 2022). If a person does not have the ability to control himself, he can be considered to be living in a state of powerlessness. Furthermore, community empowerment is a process in which individuals or community groups gain the power, access and ability to improve their quality of life and improve their economic, social and political conditions (Muhammad Amin, 2015). In its implementation, the process of empowering the community is not something that can be achieved instantly, but will go through a long series of processes to get to the point of being more empowered than before.

According to Ife, the purpose of empowerment is to increase power for those who are weak or disadvantaged (Widjajanti, 2011). A group of people or community is considered weak or disadvantaged when they do not have three basic types of power, namely power over ownership, power over management and power over benefits. Empowerment aims to increase the capacity of individuals and groups in terms of knowledge, skills, and access to resources. In the business tool distribution program, this capacity building can be in the form of technical and managerial training so that beneficiaries are able to optimally utilize business tools to increase their income.

Empowerment emphasizes the importance of active community participation in every stage of the program, from planning to implementation to evaluation. This ensures that the program meets the needs of the local community and facilitates the achievement of long-term economic independence. The goal of empowerment is the improvement of the economic and social well-being of the community. The goal of empowerment is to improve the economic and social welfare of the community. In this context, the Surabaya

City social service program is expected to improve the quality of life of beneficiaries by providing them with the means to create sustainable independent businesses.

Poverty Theory

Poverty is a condition of economic inability to meet the average standard of living of people in an area. This condition of inability is coupled with the low ability of income to meet basic needs in the form of clothing, shelter, and food. The ability to meet the average standard of living, such as the standard of public health and the standard of education. The condition of the community called poor can be known based on the ability of their income to meet the standard of living (Nugroho, 1995). In principle, the standard of living in a community is not only fulfilling the need for food, but also fulfilling the need for health and education. A decent place to live and housing is also one of the standards of living or welfare standards of the community in an area. Based on this condition, people are called poor if they have an income that is much smaller than the average income so that they do not have much opportunity to prosper themselves and their families (Suryawati, 2004).

The definition of poverty that is currently so popular that it is used as a development study is about poverty, which is often found in developing countries and third world countries. The issue of poverty in these countries is not just a form of income inability, but has expanded to a form of social and political powerlessness (Suryawati, 2004). Poverty is also considered a form of development problem caused by the negative impact of unbalanced economic growth, which can expand the income gap between communities and the inter-regional income gap (Harahap, 2006). Development studies today do not only focus on the factors that can cause poverty, but also begin to identify all aspects that can cause poverty.

Theory of Economic Development

Economic development has a very broad meaning. According to academic economics, development has traditionally been viewed as an economic phenomenon measured by economic growth rates. In essence, development must reflect the total change of a society or adjustment of the social system as a whole, without ignoring the diversity of basic needs or desires of individuals and social groups in it to move forward

towards a better life both materially and spiritually (Bakar, 2017). Surabaya's social services help the poor and pre-poor in improving economic development in improving the quality of life of the Surabaya community. By providing business assistance tools such as juice rombong, fried rice, sewing machine tools, laundry, etc. social services can empower the poor and pre-poor so that they develop small businesses.

The distribution of business assistance tools is in line with the goal of poverty reduction, which is the core of development. With the distribution of business assistance tools, the poor and pre-poor have the opportunity to shift their dependence on social assistance to economic independence. When people can generate income from their businesses, their overall quality of life can improve. Economic development theory also highlights the importance of access to resources. In this case, enterprise assistance tools act as a means to provide such access. Many poor and pre-poor people may not have adequate capital or equipment to start a business. With the distribution of business assistance tools from the Surabaya social service, the poor and pre-poor can be given the opportunity to utilize the potential that exists within themselves and the surrounding environment.

Community participation in the development process is an important element. Through the distribution program of business assistance tools, the Surabaya City Social Service not only provides top-down assistance, but also involves the community in planning and adjusting the program to their needs. Innovation and entrepreneurship are an integral part of economic development. With the distribution of business assistance tools from the Surabaya city social service, the community is encouraged to think creatively and find new ways to meet market needs. The distribution of business assistance tools for the poor and pre-poor provided by the Surabaya City Social Service is not only providing material assistance, but also a strategic step in applying the principles of sustainable economic development. This is expected to create a positive and long-term impact in alleviating poverty and improving the quality of life of the community (Doman & Doman, 2020).

METHODS

SWOT analysis is a strategic planning method used to evaluate the strengths, weaknesses, opportunities and threats that occur in a project or in a business venture, or evaluate its own and competitors' product lines. To conduct the analysis, determine the purpose of the business or identify the object to be analyzed. Strengths and weaknesses are grouped into internal factors, while opportunities and threats are identified as external factors. According to Pearce and Robinson SWOT stands for internal strengths and weaknesses of the company as well as opportunities and threats in the environment facing the company. SWOT analysis is a systematic way to identify factors and strategies that describe the best fit between them. This analysis is based on the assumption that an effective strategy will maximize strengths and opportunities while minimizing weaknesses and threats. When applied accurately, this simple assumption has a huge impact on the design of a successful strategy (Bissell, 2017).

SWOT analysis involves recognizing the strengths, weaknesses, opportunities, and threats that determine a company's performance. External information about opportunities and threats can be obtained from many sources. It is also known that SWOT analysis is an acronym for the words strengths, weaknesses, opportunities, and threats. Strengths and weaknesses are found within an organization, including a particular business unit, while opportunities and threats are environmental factors faced by the organization or business unit concerned (Mashuri & Nurjannah, 2020). SWOT analysis is commonly used to evaluate opportunities and challenges in the business environment as well as in the company's internal environment. Top-level managers use SWOT to encourage self-reflection and group discussions on how to develop the company and its position for success (Rangkuti, 1998).

RESULTS AND DISCUSSION

1. Internal Partner Identification

a. Strengths and Efforts to Reduce Weaknesses

The business assistance package program run by the Surabaya City Social Service has a number of strengths that support its success in the economic

empowerment of the poor and pre-poor. One of the main strengths is the full support of the city government which is committed to improving the welfare of the community through this program. In addition, this program not only provides assistance in the form of business equipment, but is also accompanied by training and mentoring, so that the community can better manage their business. Focusing on the development of Micro, Small, Medium Enterprises (MSMEs) as a pillar of the local economy is another important strength, as it can create new jobs and strengthen the regional economy.

The program also involves various stakeholders and powers, including private institutions and local communities, who collaborate to expand the reach and improve the effectiveness of the program. In addition, the implementation of a good monitoring and evaluation system ensures that the assistance provided can be used optimally and can produce significant impacts. To support the sustainability of the program, the Social Service has also made various strategic efforts. One of the efforts taken is the organization of business skills training for beneficiaries, with the aim that they can manage their businesses more efficiently. In addition, business assistance is provided through mentors who assist beneficiaries in facing various business challenges. Program evaluations are conducted regularly to assess the impact of the program and identify necessary improvements. Furthermore, access to other sources of capital, such as soft loans, is also facilitated to support sustainable business development. With these integrated strengths and efforts, the business assistance package program in Surabaya City is expected to have a sustainable positive impact on the community and contribute to the overall improvement of the local economy.

2. External Partner Identification

a. Opportunities and Threats

The distribution program of business tools by the Surabaya City Government through the Social Service offers a significant opportunity to improve the welfare of the community, especially the poor and pre-poor, by providing access to business equipment that supports economic growth. The

main opportunity of this program lies in increasing the economic independence of beneficiaries who can strengthen the financial stability of poor families by creating sustainable small businesses. In addition, funding through the Tobacco Excise Revenue Sharing Fund (DBHCHT) also allows the government to continue supporting the program in the long term, which is expected to gradually reduce poverty.

However, on the other hand, a threat that may arise is the unoptimized utilization of business aids if the beneficiaries lack adequate skills or knowledge in managing the business. Another challenge is the potential for non-targeted distribution of assistance or less stringent supervision, which could hamper the effectiveness of the program. In addition, the sustainability of the program depends on the consistency of monitoring and evaluation, as well as the city government's ability to adjust strategies to keep the program relevant to the economic dynamics of the community. Without an integrated effort between assistance, guidance, and supervision, this program risks only providing a short-term solution, not a structural solution to poverty alleviation.

b. Program/Institution Systemation

The program system in the field of social assistance begins with a community complaint service from the village to collect data on each of its citizens who have problems both from the economy, business or business capital, and people who still have not received assistance. However, residents who have not registered can also make personal submissions. Complaints can be made through various channels, one of which the community uses is correspondence. After the complaint is received, a team from the Social Service conducts verification and analysis of the complaint submitted. This verification process is important to ensure that incoming complaints are valid and that assistance can be distributed quickly and appropriately.

Linjamsos also facilitates the distribution of social assistance such as Direct Cash Assistance (BLT), business capital, and other assistance for the poor, business embryos and people who do not have a business. Through this

system, the Surabaya City Social Service manages data on people who need social assistance in a more structured manner. So that people who get assistance will be in accordance with the queue number. Finally, Monitoring and Evaluation of linjamsos allows the Social Service to conduct real-time monitoring of aid distribution, reduce the risk of fraud, and provide an evaluation of the running program. The community can also get information regarding the status of their complaints, whether they have been processed, verified, or followed up.

c. How the Program is Managed

The business package assistance program aims to improve the welfare of the poor and pre-poor in Surabaya by providing business assistance. The business assistance package is designed to help beneficiaries who have the potential and skills in doing business, so that they can develop their existing business or start a new business. The hope is that this assistance will increase their income and meet their economic needs. The business assistance package program distributed by the Surabaya Social Service aims to improve the welfare of the poor and pre-poor by providing support in the form of business assistance. This assistance package will be given to the people of Surabaya who have skills or potential in doing business. With this assistance, it is hoped that the community can develop existing businesses or start new businesses that can increase their economic value, so that they can meet their daily needs.

According to Ibu Anisya as the head of the social security protection work team, the processing of this program starts at the Social Service level. The Social Affairs Office is responsible for designing and managing the program, including setting criteria for potential beneficiaries. After the identification process, the village will play a role in proposing the names of potential beneficiaries to the Social Affairs Office. This includes people who already have a business as well as those who do not yet have a business, but have the potential to start one. The kelurahan collects information from the community, including assessing their business skills and potential (Anisya, 2024).

The Social Affairs Office will then verify the data and proposals submitted by the kelurahan. This verification involves checking the economic conditions, business potential, and skills of the beneficiaries to ensure that the assistance provided is well-targeted. Once the verification is complete, the aid packages will be distributed to the approved recipients. Ms. Anisya also said that the assistance package provided can be in the form of a business cart and its contents, equipment, or raw materials needed to start or expand a business. In some cases, the Social Affairs Office or related agencies may also provide additional assistance such as training or mentorship so that beneficiaries can make the most of the support provided. After the assistance is disbursed, the kelurahan will conduct regular monitoring to assess the progress of the businesses run by the beneficiaries. This monitoring process is important to ensure that the assistance is functioning properly and having a positive impact. Evaluations of the monitoring results are used to assess the effectiveness of the program and make adjustments or improvements if necessary (Anisya, 2024).

With this systematic mechanism, the business assistance program is expected to make a significant contribution to the economic improvement of the poor and underprivileged in Surabaya, and help them to achieve economic independence. Processing of business assistance package programs for the poor and pre-poor provided by the social service agency for the Surabaya community. The existence of a business assistance package provided will later be given by Surabaya people who have skills in business. With this business assistance package, the community can certainly develop their business to have economic value in meeting their needs. The processing of this program will be through the social service first, then the village proposes to people who have a business or do not have a business.

d. Implementation Pattern

1) Beneficiary Identification

The Surabaya City Government uses DTKS (Integrated Social Welfare Data) as the basis for identifying the poor and pre-poor who are entitled to

receive assistance. DTKS contains complete data on the socio-economic condition of the community. In addition to the DTKS data, field verification is carried out to ensure that the data is accurate and the beneficiaries really need assistance. In addition, there are also special criteria set, such as having certain skills, commitment to doing business and not receiving similar assistance from other programs.

2) Types of Business Assistance Tools

The type of assistance provided is tailored to the local potential and interests of the beneficiaries. For example, in coastal areas fishing equipment may be provided, while in coastal areas fishing equipment is provided, while in urban areas sewing machines or culinary businesses are provided. Surabaya City Government often works with local MSMEs to provide quality business aids that meet the needs of the beneficiaries

3) Distribution Process

Prior to distribution, socialization is carried out to prospective beneficiaries regarding the program, types of assistance and obligations that must be fulfilled. Furthermore, brief training is given on business management, marketing and finance so that beneficiaries can optimally utilize the assistance. The last activity, namely the handover of business assistance tools, is usually carried out directly to the beneficiaries either at a centralized location or in each house.

4) Monitoring and Evaluation

During one year the Social Service conducts monitoring and evaluation once a month. Social Service officers periodically conduct field visits to monitor the development of beneficiary businesses. Beneficiaries are required to make periodic reports on their business development. Periodically, an evaluation of the program is carried out to identify obstacles and successes, and make improvements if necessary.

e. **Dynamization in Networking**

Dynamization in the context of networking refers to an active and ongoing effort to maintain, develop and expand relationships with others. It is not about simply accumulating contacts, but rather building meaningful and mutually beneficial connections (Widyastuti, 2017). Dynamization is critical because the world is constantly changing, and so are needs and opportunities. Dynamization ensures that our networks remain relevant to our goals and aspirations. And a dynamic network can open doors to new opportunities, such as collaborations, joint projects, or even job opportunities. Last but not least is support, which when we face challenges, a strong network can be a source of support and inspiration.

Important elements of network dynamization in the business tool assistance program include relationship maintenance, relationship quality development, network expansion, and contact segmentation. In relationship maintenance, it is important to maintain active communication through text messages, calls, or in-person meetings. Congratulating them on their achievements and being willing to help when needed are also part of this maintenance. Relationship quality development involves active listening with empathy, finding common values and interests, and providing added value in the form of knowledge or skills.

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f. Institutional Development Efforts from a SWOT Perspective

1) Strengths

On the strengths side, this program does not only provide material assistance, but also focuses on community economic empowerment through training and business mentoring. This approach not only alleviates short-term economic burdens, but also equips beneficiaries with sustainable skills and knowledge to improve their lives. Collaboration with various parties such as the central government can expand the reach and effectiveness of the program. This partnership not only expands the reach of the program, but also opens up beneficiaries' access to wider resources, networks and business opportunities. The social affairs office has complete data on the poor and pre-poor, so that the distribution of assistance can be better targeted. Finally, the existence of sufficient budget allocations from the local government supports the sustainability of the program. With adequate financial support, the program can be implemented optimally and achieve the set objectives.

2) Weaknesses

On this side of the weakness is the inaccuracy of program targets. Lack of verification of recipient data often results in assistance being distributed to those who do not need the assistance. Unclear and subjective criteria for recipients also create injustice in the process of distributing assistance, which ultimately harms those who receive more. Furthermore, weaknesses can also be seen in the types of assistance that do not match the needs of the recipients. The selection of business aids is often not based on an in-depth needs assessment, so the tools distributed are not in line with the recipients' business potential. The lack of standardization of tools, both in terms of type and quality, means that recipients cannot make optimal use of the assistance. On the other hand, the mentoring provided in this program is often inadequate. Both in terms of frequency and quality. This lack of quality assistance can be caused by the lack of skills of the mentors themselves, who do not necessarily have sufficient competence to provide technical assistance in business development.

In addition, beneficiaries' dependence on aid is also a significant weakness. Beneficiaries often lack the motivation to develop their businesses independently after receiving assistance, and this is exacerbated by a lack of access to markets, making it difficult for their businesses to grow sustainably. Another weakness relates to the bureaucratic complexity of the aid distribution process. The application, verification and distribution processes are often convoluted and time-consuming, which in turn slows down the effectiveness of the program. The potential for corruption in aid distribution cannot be ignored, given weaknesses in oversight and transparency. Finally, ineffective program evaluation is a significant problem. Evaluations are rarely conducted regularly to measure program success and impact, making it difficult to make improvements. In addition, unclear and difficult-to-measure performance indicators make decision-making related to program improvement less effective, which can ultimately reduce the positive impact of the program.

3) Opportunities

On the opportunity side is the use of digital technology, which can play a significant role in simplifying and accelerating social services. This technology allows people to access assistance, file complaints, and get information related to the program more efficiently, thus increasing transparency and accountability. In addition, there are many opportunities for cooperation with private companies that can support the sustainability of social programs. Collaboration with the private sector not only provides additional resources, but also strengthens program implementation through synergies between the public and private sectors, whether in terms of funding, training, or providing business tools.

Another opportunity is the potential to increase community participation in social activities. With more active community involvement, social programs can be more targeted and sustainable, as the community has a greater sense of ownership of the program. Active participation also

allows for input from the community for program improvement. In addition, full support from the central government, including the Ministry of Social Affairs (Kemensos), provides a strong foundation for the success of social programs. This support includes policies, funding, as well as the necessary infrastructure to ensure the program can run well and reach all levels of society in need.

4) Threats

On the threat side, there is double data on beneficiaries, where people receive business assistance from two different sources, namely the Social Service and BAZNAS. This indicates a lack of coordination between institutions, which can lead to inefficiency and injustice in the distribution of assistance. In addition, many communities have not been able to optimally utilize the business assistance packages. The lack of knowledge or skills in processing business assistance results in the assistance provided not being useful according to the original purpose, so that it does not have a significant impact in increasing the economic independence of the people who receive assistance.

Another threat is the tendency of the community to want instant cash assistance rather than business equipment. This preference shows a short-term mindset that can hinder the long-term goal of the program, which is to encourage the sustainable growth of small and medium enterprises. Furthermore, there is a phenomenon where beneficiaries often allow other people to get into debt at the shop or business they manage. This practice has the potential to disrupt the cash flow of the business and reduce the sustainability of the business, so that the business built from the assistance is at risk of failure. The final threat is the resale of business assistance packages by recipients. This action shows a lack of understanding or awareness of the long-term goals of the assistance program, as well as an indication that the assistance is not in accordance with the needs or desires

of the recipients, which ultimately reduces the effectiveness of the program in encouraging community economic independence.

CONCLUSION

The distribution program of business aids by the Surabaya City Social Service aims to increase the economic independence of the poor and pre-poor. SWOT analysis shows that this program has strengths in the form of government support and beneficiary education. However, weaknesses were found in beneficiary verification and matching the tools with needs. Opportunities can be enhanced through collaboration with the private sector and technology integration. Threats that must be addressed include duplicate recipient data and suboptimal utilization of the assistance. The program has great potential to reduce poverty if improvements are made in implementation and evaluation.

ACKNOWLEDGMENT

We would like to express our deepest gratitude to the Surabaya City Social Service, especially the Social Rehabilitation and Social Protection and Security sectors, for the opportunity given to us to carry out internship activities for one month, starting from August 26, 2024 to September 20, 2024. This experience has been invaluable, providing us with in-depth insights into the various social programs implemented, as well as increasing our understanding of the challenges and opportunities in social rehabilitation and protection efforts in Surabaya City. We greatly appreciate the guidance and support from all parties involved during this internship.

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