STRATEGY ANALYSIS FOR ACHIEVING SDGS TARGETS IN POSO REGENCY IN THE DEVELOPMENT OF THE TOMINI BAY ECONOMIC AREA

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ABSTRACT

Poso Regency has a highly strategic geopolitical position and a very high economic potential. However, in achieving sustainable development goals, there are several indicators whose progress is relatively slow. This research aims to map the general conditions of the region in achieving SDG indicators for Poso Regency, categorise the achievement of SDG indicators for Poso Regency, and identify regional strengths, weaknesses, opportunities, and challenges in achieving SDG indicators for Poso Regency. Data collection was conducted through the search of secondary data and the collection of primary data via interviews and questionnaires completed by stakeholders in Poso Regency. The data analysis technique chosen in this research is SWOT analysis. The research results indicate that Poso Regency has greater strengths than weaknesses in achieving poverty indicators and gross regional domestic product (GRDP) growth rates. Poso Regency has greater opportunities than threats in achieving the SDGs' poverty indicators and GRDP growth rates. Poso Regency shows advantageous conditions in achieving poverty indicators and economic growth rates by maximising its strengths and opportunities. Efforts to reduce poverty rates and increase the GRDP of Poso Regency can be implemented through integrated and sustainable programs involving various relevant stakeholders.

Keywords: achievement; regional development; SDGs; SWOT

INTRODUCTION

The Sustainable Development Goals (SDGs) are a global agreement formulated by world leaders in 2015 to implement sustainable development and achieve global human prosperity. According to Ferawati (2018), sustainable development is development that meets the needs of the present without compromising the rights of future generations to fulfil their needs.

According to Alisjahbana & Murniningtyas (2018), the SDGs emphasise a Shared Vision, namely comprehensive, thematic, holistic, and integrated, inclusive, and collaborative (through partnerships). Ishartono & Raharjo (2016) state that the SDGs have five main foundations: people, planet, prosperity, peace, and partnership, which aim to achieve three goals by 2030, namely ending poverty, achieving equality, and overcoming climate change.

Indonesia's commitment to implementing the SDGs was strengthened by the issuance of President Regulation No. 59 of 2017 concerning the Implementation of Achieving Sustainable Development Goals on July 4 2017 (Peraturan Presiden No. 59 Tahun 2017). The President's Regulation regulates the composition of the team and its duties in implementing the SDGs in Indonesia and mandates regions to prepare a five-year SDGs action plan, involving mass organisations, philanthropists, the business sector, academics, and other related parties. Syahputra (2021) States that President Regulation Number 59 of 2017 mandates regional governments to integrate the SDGs into development planning and prepare regional SDGs action plans, which are also aligned with the national SDGs action plan.

Implementing SDG action poses significant challenges, as stated by Sofianto (2019). The SDGs require more effort because they have increasingly high achievement targets, more ambitious goals, and are expected to be achieved by 2030. Additionally, they are inclusive and involve everyone. Ngoyo (2015) states that the participation of various parties, such as civil society organisations (NGOs), the community, business actors, and young people, is needed to contribute positively to sustainable development according to their respective capabilities.

In Indonesia, the achievement of the SDGs in 2022 is categorised as low progress and a decrease compared to the previous year (Napitupulu, 2022). In 2022, Indonesia's SDG achievements ranked 82nd out of 163 countries, with significant challenges in areas such as hunger, health, urban sustainability, preservation of marine and land ecosystems, peace, justice, and institutions, as well as global partnerships (Ahdiat, 2022). The research results of Safitri et al. (2022), which aim to achieve goal 4, namely fair

and equitable quality education and opportunities for lifelong learning for all ages, encounter various obstacles, including difficulties in accessing schools, cultural differences, variations in teacher competence, and disparities in teacher quality In remote areas.

Previous research indicates that some SDGs indicators have not achieved national and regional targets based on SDGs Edition II metadata, especially for categories C (more than a quarter of the way to the SDGs target), D (less than a quarter of the way to the SDGs target), and E (still far from achieving SDG targets). Hence, this research aims to analyse strategies for achieving SDG targets in accordance with SDG indicators, which are still categorised as C, D, and E, based on a SWOT analysis in Poso Regency. The findings of this research can serve as a reference for the government to formulate strategies for achieving sustainable development targets outlined in regional medium-term development plans.

This research uses SWOT analysis to formulate strategies for achieving SDGs in Poso Regency. SWOT analysis for SDGs research has been employed by several researchers from Indonesia and abroad, including Palomares et al.

(2021); Mariani et al. (2022); Kurniawan & Artisa (2023); Ramadhan et al. (2023); and Sopian (2023).

Referring to Puyt et al. (2023), the SWOT analysis (strengths, weaknesses, opportunities, and threats) is the oldest and most widely used strategic planning tool. (Ilhomovna, 2021) states that SWOT analysis is a method for evaluating internal and external factors that influence a company's development by assessing its strengths and weaknesses, identifying new opportunities, and recognising potential threats. Taherdoost & Madanchian (2021) state that the primary purpose of using SWOT analysis is to capitalise on new opportunities by leveraging strengths and mitigating or eliminating threats by addressing and rectifying weaknesses within an integrated framework. According to Wiswasta et al. (2018), a SWOT analysis functions to gather information from a situation analysis and categorise it into internal factors (strengths and weaknesses) and external factors (opportunities and threats).

This study offers novelty by focusing on SDG indicators in categories C, D, and E using a SWOT analysis, which has not been specifically addressed in previous

regional-level studies. The strategies proposed are based on both regional development data and direct input from local stakeholders, providing a more grounded and context-sensitive perspective for the Tomini Bay area.

MATERIALS AND METHODS

This research location is in Poso Regency, Central Sulawesi Province, aiming to formulate a strategy for achieving the SDGs based on a SWOT analysis. This research identifies strategic factors, including regional strengths, weaknesses, opportunities, and threats, in achieving SDG indicators.

This study employs both qualitative descriptive and quantitative analysis methods. Primary data were obtained through stakeholder interviews with representatives from the Regional Development Planning Agency, the Environmental Office, the Social Affairs Office, and the Office of Cooperatives, MSMEs, and Trade of Poso Regency. Secondary data sources include Poso Regency in Figures 2022 and 2023 (Statistics Poso Regency), the Regional Medium-Term Development Plan of Poso Regency 2021–2026 (The Local Government of Poso Regency), and the final report of the first-year SDGs baseline study in Poso conducted in 2022 (Yunginger et al., 2023; Arham et al., 2023; Lihawa et al., 2023; Wolok et al., 2023).

This research began by identifying SDG indicators in Poso Regency that have scorecards C, D, and E. The next stage involved preparing research instruments by collecting regional characteristics of Poso Regency, which included physical characteristics, socio-economic conditions, and regional potential. The stages in the SWOT analysis are:

1. Identify the internal factors of Poso Regency which are included in the categories of strengths and weaknesses in achieving SDGs indicators.

2. Identify external factors in Poso Regency, including opportunities and threats.

3. Develop a research instrument in the form of a SWOT analysis questionnaire.

4. Collect data in the field using questionnaire-filling techniques by Poso Regency stakeholders.

5. Carry out internal factor analysis strategy (IFAS) and external factor analysis strategy (EFAS) calculations.

6. Formulate a strategy for achieving SDGs indicators based on the results of IFAS and EFAS calculations.

RESULTS AND DISCUSSION

Referring to the Regional Government of Poso Regency (2021), there are several strategic issues, namely the high regional poverty rate, the low rate of economic growth, the contribution of the processing industry sector is still very small in driving economic growth, regional competitiveness is still low, the value of the accountability system of the Poso Regency regional government is still low. Some of these strategic issues are related to SDGs indicators that have been identified in the category of achievements that have not reached the national target. The results of identifying SDGs indicators for Poso Regency that have not achieved the target are grouped into two indicators, namely poverty and gross domestic product (GDP).

1. Poverty

According to (Heshmati et al., 2015), one of the challenges for developing countries in Asia is reducing multidimensional poverty. (Günther & Lahoti, 2021) states that global poverty is the most urgent problem, so that reducing poverty is the first indicator of

the SDGs set by the United Nation. According to (Nawir et al., 2022), the main cause of poverty in Indonesia is high social inequality due to unequal welfare in Indonesia.

In the Poso Regency research location, the percentage of poor people in 2020 was 15.45% and was above the average poverty percentage for Central Sulawesi Province, namely 13.06% (Pemerintah Daerah Kabupaten Poso, 2021). In the following years, the poverty rate in Poso Regency showed slight fluctuations: it increased to 15.92% in 2021, and then slightly declined to 15.18% in 2022 and 15.16% in 2023 (BPS Kabupaten Poso, 2024). Although the percentage has shown some improvement, it still remains above the provincial average and has not yet reached the national SDGs target.

Poverty is a complex development problem, therefore solving the problem of poverty requires thought and attention from various parties. Data (Pemerintah Daerah Kabupaten Poso, 2021) and (BPS Kabupaten Poso, 2023) show that the number and percentage of poor people in Poso Regency has fluctuated from 2015 - 2022. The graph of the number and percentage of poor people in

Poso Regency for 2015 - 2022 is shown in **Figure 1**.

Figure 1 indicates that the number of poor people in Poso Regency experienced an annual decline from 2015 to 2019. However, from 2020 to 2021 there was an increase in the number of poor people. The number of poor people in Poso Regency in 2019 was 39,920 people. In 2020 it increased to 40,200 people, likewise in 2021 it also increased to 41,990 people. In 2019 - 2021 there was a Covid pandemic which resulted in a decrease in per capita income due to employee reductions, apart from that there was also inflation and a slowdown in growth, thereby increasing the poverty rate.
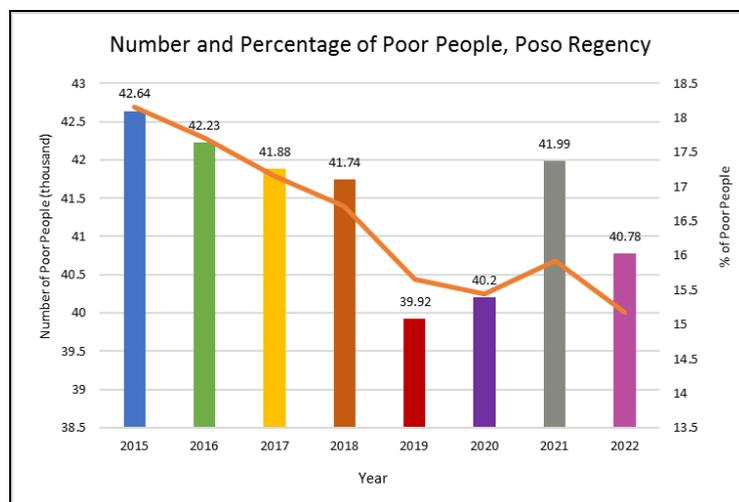

Figure 1. Graph of Number and Percentage of Poor People in Poso Regency
Source: (Pemerintah Daerah Kabupaten Poso, 2021) and (BPS Kabupaten Poso, 2023)

Figure 1 shows the decline in the percentage of poor people in Poso Regency in 2018 and 2019, namely from 16.71% in 2018 to 15.65% in 2019. The percentage of poor people in Poso Regency in 2022 is 15.18%. This figure has not yet reached the SDGs target in indicator 1.2.1* (percentage of population living below the national poverty line, according to gender and age group), namely 7-8%.

The total score of internal factors analysis summary (IFAS) and external factors analysis summary (EFAS) on poverty indicators for Poso Regency is shown in **Table 1**.

The determination of the type of policy strategy for achieving SDGs poverty indicators is carried out by mapping the

results of IFAS and EFAS with the results shown in **Figure 2**.

Table 1. Total Score of IFAS and EFAS on Poverty Indicator

No	SWOT Dimension	Total Score
1	*Strength*	1.90
2	*Weakness*	1.45
3	*Opportunities*	1.80
4	*Threats*	1.50

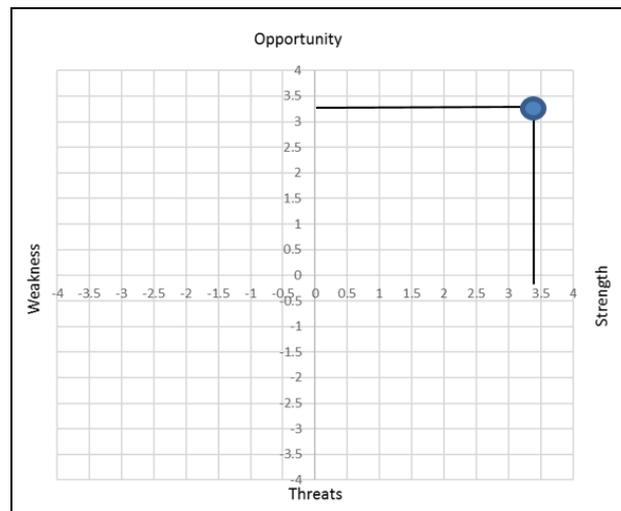Source: Research Analysis, 2023

Figure 2. SWOT Diagram of Poverty Indicators
Source: Research Analysis, 2023

The comparison between the strengths and weaknesses of Poso Regency shown in Figure 2 shows that Poso Regency has great potential to reduce poverty rates. The SWOT analysis results indicate that Poso Regency has considerable strengths and opportunities in achieving poverty reduction and GRDP growth targets. However, these potentials are constrained by several local challenges, including limited market access for communities in inland and coastal areas such as Lore Tengah, Pamona Selatan, and Lage sub districts. These areas often face logistical constraints and limited connectivity to economic centers.

Regional disparities also persist, particularly between more developed districts such as Poso Kota and less developed rural areas, which affects the equitable distribution of economic development benefits and access to basic services. Utilizing the potential of Poso Regency requires several efforts to overcome existing weaknesses.

The Recommended strategies for achieving poverty reduction indicators in Poso Regency include:

1. Increase investment in sectors that can create jobs, such as agriculture, plantations, tourism and small and medium industries.

2. Provide affordable access to capital and financial institutions for poor communities.

3. Enhance the quality of human resources, including skills and knowledge related to entrepreneurship.

4. Increase access to local, national and international market information for the community.

5. Enhance coordination and cooperation among the central government, regional governments, and the private sector in implementing poverty alleviation programs.

6. Conduct evaluation and monitoring of the implementation of poverty alleviation programs.

7. Improving the quality of agricultural land through the implementation of an appropriate conservation system.

8. Control the land cover change from agriculture to built-up land.

9. Helping the community to access affordable seeds, fertiliser and insecticides.

10. Increase community independence in managing their business.

2. Gross Regional Domestic Product

Gross regional domestic product (GRDP) provides an overview of the regional economic growth. GRDP is an indicator of regional economic development. According to Sianturi and Hutagalung (2022), efforts to increase economic growth in a region require the development of major economic sectors in that region. This is in line with Setiyaningrum et al. (2014), who stated that improving the regional economy (GRDP) requires identifying potential regional economic sectors. In Indonesia, many provinces have a low GDP per capita, which presents an obstacle to increasing the national GDP per capita (Haikal & Anward, 2023).

GRDP based on constant prices and the economic growth rate of Poso Regency for 2018-2022 shows the fluctuations, as shown in **Figure 3**.

Referring to **Figure 3**, the economic growth rate of Poso Regency, based on constant prices, tends to decline from 2018 to 2022. Even in 2020, it shows a negative figure, namely -3.94.
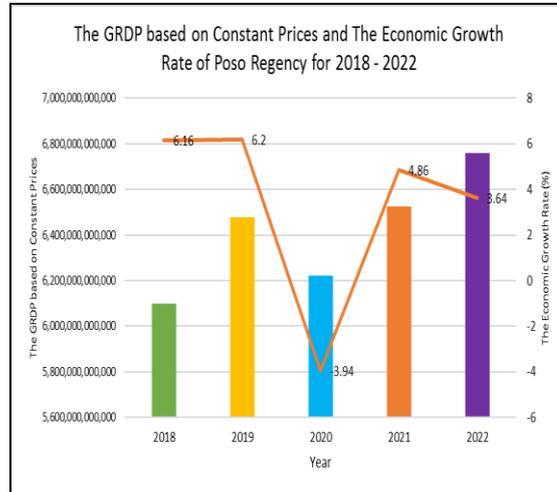

Figure 3. The GRDP based on Constant Prices and the Economic Growth Rate of Poso Regency for 2018 – 2022

Source: (Pemerintah Daerah Kabupaten Poso, 2021) and (BPS Kabupaten Poso, 2023)

The growth of GDP per capita, based on both constant and current prices, in Poso Regency also shows a downward trend from 2016 to 2020. The growth of GRDP per capita in Poso Regency in 2017 was higher compared to 2016, but decreased in 2018, and then decreased again in 2020.

The total score of the internal factors analysis summary (IFAS) and external factors analysis summary (EFAS) for GRDP indicators in Poso Regency is shown in **Table 2**.

Table 2. Total Score of IFAS and EFAS on GRDP Indicator

No	SWOT Dimension	Total Score
1	*Strength*	1.60
2	*Weakness*	1.55
3	*Opportunities*	1.75
4	*Threats*	1.70

Source: Research Analysis, 2023

The SWOT Diagram of GRDP Indicator, as a result of IFAS and EFAS mapping, is presented in **Figure 4**.

Figure 4 shows that Poso Regency has excellent potential to increase GRDP, based on its regional characteristics,

geographical conditions, and regional potency.

The SWOT analysis results indicate that Poso Regency has considerable strengths and opportunities in achieving poverty reduction and GRDP growth targets. However, these potentials are constrained by several local challenges, including limited market access for communities in inland and coastal areas such as Lore Tengah, Pamona Selatan,

and Lage districts. These areas often face logistical constraints and limited connectivity to economic centers. Regional disparities also persist, particularly between more developed districts such as Poso Kota and less developed rural areas, which affects the equitable distribution of economic development benefits and access to basic services.
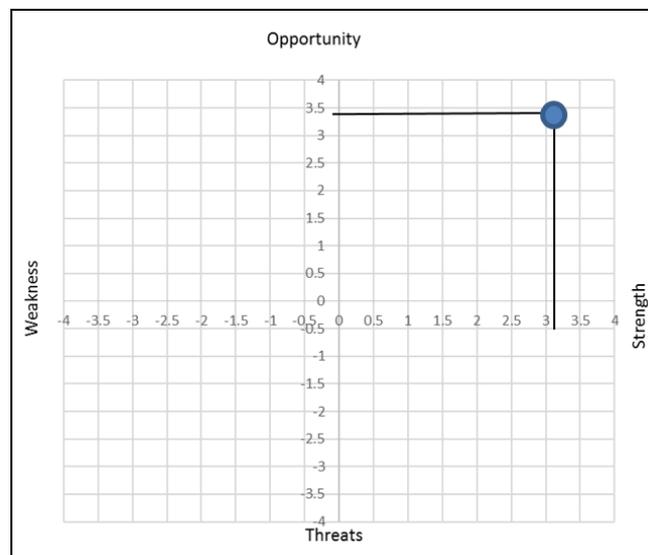

Figure 4. SWOT Diagram of GRDP Indicator

Source: Research Analysis, 2023

The recommended strategies for achieving the GDP growth rate indicators for Poso Regency include:

1. Optimising the agricultural and plantation sectors by increasing productivity, efficiency and added value of agricultural and plantation products.

2. Developing the tourism sector, in Lake Poso and the coastal areas of Poso Regency through construction of thematic eco-resorts with local architectural identity, improvement of access roads and digital tourism signage, training programs for community-based tourism guides, establishment of integrated

promotion platforms in collaboration with North Sulawesi and Gorontalo tourism boards, and revitalization of local festivals such as Danau Poso Festival to attract regional and international visitors.

3. Improving the quality of human resources by increasing access to education and training, as well as improving the quality of the education curriculum.

4. Developing the creative economy sector by providing support, organising capacity-building programs for creative entrepreneurs, facilitating access to digital marketing platforms, supporting local product branding, and establishing creative hubs or co-working spaces in urban and tourism-centred areas of Poso Regency.

5. Increasing access to capital and financial institutions by providing various financing schemes, implementing low-interest rates for MSMEs, and fostering cooperation between financial institutions and business actors.

6. Increasing market access and information by providing marketing training, digital marketing, and developing market information systems.

CONCLUSIONS

The results of the internal factors analysis summary (IFAS) and external factors analysis summary (EFAS) for achieving sustainable development goals on poverty indicators and GDP growth rates in Poso Regency provide the following conclusions:

1. Poso Regency has greater strengths than weaknesses in achieving poverty indicators and growth rates of GRDP.

2. Poso Regency has greater opportunities than threats in achieving the SDGs' poverty indicators and GRDP growth rate.

3. Poso Regency exhibits favourable conditions for achieving poverty indicators and economic growth rates by capitalising on its strengths and opportunities.

4. The reduction in poverty rates and increase in gross regional domestic product (GRDP) in Poso Regency can be achieved through integrated and sustainable programs that involve relevant stakeholders.

5. The local government is advised to improve coordination between

sectors and apply development planning that aligns with the SDGs, so that programs are more focused, inclusive, and tailored to local potential.

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