

Development Strategies for MSMEs Receiving the PENA (Heroes of the Archipelago Economy) Program in Overcoming Poverty in Pamekasan Regency

Nur Khalis¹ | Sri Umiyati² | Arfah³

^{1,2,3}Department of Public Administration, Faculty of Social and Political Sciences, Universitas Hang Tuah, Indonesia

Received 03-10-2024

Revised 04-10-2024

Accepted 07-11-2024

Published 08-11-2024



Copyright: ©2024 The Authors. Published by Publisher. This is an open access article under the CC BY-NC-ND license (<https://creativecommons.org/licenses/by-nc-nd/4.0/>).

Abstract

This research is a qualitative study that aims to describe the process of the Ministry of Social Affairs' PENA (Heroes of the Archipelago Economy) Program Recipient MSME Development Strategy in Overcoming Poverty implementation of the ministry of social affairs program in reducing poverty in Indonesia, but the author focuses on one area, namely in Pamekasan Regency, the program is Heroes of the Archipelago Economy abbreviated as PENA. Poverty reduction can be achieved through four strategic paths, namely opportunity expansion, community empowerment, capacity building, and social protection. The results of this research through SWOT analysis can be concluded. The strength of the MSME Development Strategy for PENA Program Recipients of the Ministry of Social Affairs in Overcoming Poverty in Pamekasan Regency is that the PENA Program is in a good and prime condition which makes it possible to expand, after this program can be more self-sufficient to enlarge progress, and achieve maximum success. There are also weaknesses, namely in terms of the lack of human resource development, and in terms of the government that has not been able to optimize the program to the community. The opportunity is to become the main program that can be supported by the government, the increase in the e-commerce platform which causes people's purchasing power to be high. Threats are when the consequences caused by most of the PENA Program recipients are not optimal in utilizing existing technology and the commitment made by the government does not run optimally or the involvement of other agencies and institutions, especially the village government from small lines in the community.

Keywords: MSME Development Strategy, SWOT, PENA

Introduction:

Micro, Small and Medium Enterprises are one of the parts that have a significant role in the economy of a nation and region, including Indonesia. In Indonesia, one type of business that has grown in society is MSMEs, which is a business activity engaged in various specific business fields, MSMEs are known as businesses that can

overcome unemployment and poverty. Wilantara and Indrawan (2016) stated that MSMEs have not fully developed given the fact that MSMEs actually have several barriers faced both internally and externally. The expansion of MSME units is also followed by an increase in open positions. So, it is only natural that public authorities are proactive in

addressing the internal and external issues faced by MSMEs. The increase in SMEs is a critical thought that SMEs play an important role for economic growth including in Indonesia. Small and Medium Enterprises have a big share in development and become the main driver behind the growth of national economic activity. The development of the MSME sector gives its own meaning to efforts to reduce the poverty rate of a country.

MSME development is one of the activities carried out by the government in working on the regional economy. The empowerment of MSMEs is basically a joint obligation between the government and the community. In line with that, the role of government and regions is very important in expanding the improvement of MSMEs. In the era of globalization with increasingly sharp competition in all fields, local governments are required to change the paradigm of global orientation. As a result, state-run local governments are relied upon to structure their regulatory associations from a bureaucratic mindset to an entrepreneurial mindset. Continuing from this, it is important to encourage or encourage partners or related entities that are directly related to the private sector to focus on helping MSMEs through improving human resources (HR) such as training, promotion and mentoring so that these MSMEs advance and develop. Johan (2016) states that the presence of (MSMEs) is the largest part of the community's economy, which supports the local area in various fields of economic activity. Until now, MSMEs have proven to be a safety net in times of crisis, through a system of job creation and added value.

The progress of MSMEs is a very good cycle to bring a country forward. The advancement of MSMEs can expand employment and utilize the potential of natural resources and human resources. The development of MSMEs is a very good process to bring a nation to prosperity. The development of MSMEs can expand employment opportunities and utilize the potential of natural and human resources to work on a country's economy. Common constraints or problems of MSMEs that commonly

occur are limited working capital and investment, difficulties in marketing, distribution, procurement of raw materials, limited access to information about market opportunities, limited workers with high skills (low human resource quality) and technological capabilities, high transportation and energy costs, limited communication, high costs due to complex administrative and bureaucratic procedures, especially business licensing, and uncertainty due to unclear and uncertain economic regulations and policies.

One example is the Nusantara Economic Heroes Program, a program or policy that supports poor families, vulnerable groups, incapacitated people, and individuals facing social risks can provide support to achieve economic independence. With the growth of the local economy, it is likely that phases of scaling up various elements aimed at giving responsibility to the private sector will occur. Improving various aspects of the program requires improving the local economy. This economic development planning involves improving the local economy as well as economic development. It is expected that the economy will move forward with a focus on improving people's welfare so that there is no social inequality. Therefore, it is important for the government to give more intensive attention to efforts to improve the community's economy.

In line with the Law of the Republic of Indonesia Number 11 of 2009 concerning Social Welfare, which is strengthened by Presidential Regulation Number 15 of 2010 concerning the acceleration of Poverty Reduction, as well as Law of the Republic of Indonesia Number 13 of 2011 concerning the Subscription of the Poor in an overall effort to reduce poverty (K. RI, 2020). As a government agency responsible for governance and development in the field of social welfare, the Ministry of Social Affairs issued Minister of Social Affairs Regulation Number 2 of 2019 concerning Social Assistance for Productive Economic Enterprises to Joint Business Groups is an initiative to address the problems of the poor by providing economic support through social assistance to joint

business groups. This regulation forms the basis for community efforts through Joint Business Groups, which are now transformed into the Nusantara Economic Heroes program (PKAT-KS, 2023). The transformation process of the PENA program from the previous program has several objectives, including because the KUBE program is a derivative of the program at the Directorate General of Poverty Handling which has been abolished by the minister of social affairs because it is less efficient in targeting government program targets.

As expressed by Mrs. Risma as Minister of Social Affairs to the media crew as follows: "I did not assign the Director General because I think it is inefficient. So it's hard one by one, you have to do this, this should be able to merge this" Kemenko PMK Building, Central Jakarta (29/12/2021). The Minister of Social Affairs in the last two years has monitored and evaluated the performance of all directors-general in the Ministry of Social Affairs if something is not optimal. In this case, the KUBE Program has several shortcomings which were later reviewed so that it became the PENA program, some of these shortcomings include because the KUBE program is a group program, the success in the form of entrepreneurship is difficult to measure clearly, then furthermore, KUBE will be difficult to succeed if one of the business groups does not participate properly for the progress of his business.

The government is committed to implementing efforts to deal with the poor with a directed, integrated and sustainable approach. The government here has the right to make decisions and make policies that are contrary to the circumstances of the community. Based on this policy, programs are carried out to encourage community institutions, help the poor learn to do business, get security, and get social protection, so that they feel safe. The program also involves coordination/roles between ministries and government, and collaboration and partnerships between stakeholders. In this case, relevant ministries/agencies can provide support to

accelerate the implementation of the PENA program in accordance with their respective duties and functions, as well as conduct integrated monitoring and evaluation with the Ministry of Social Affairs. The role of partnerships such as Business Entities / Universities, Business Partners / Financial Institutions (Capital) can also support the implementation of the PENA program through a partnership pattern, provide access to financing facilities, support the achievement of literacy and good financial management for PENA PMs, and provide input and suggestions for the substance of activities and support for training / business mentoring for PENA PMs. (Putro et al., 2020).

The Pahlawan Ekonomi Nusantara (PENA) program is a social assistance and social security program that aims to help communities develop entrepreneurship through training, mentoring, and facilitation to increase production. This program assists business development. The targets of this program are the poor, vulnerable, and socially at-risk groups. Beneficiaries of this program include KPM PKH, KPM Sembako, KPM RST/RTLH, Potential PD, and individuals experiencing social risks. The Heroes of the Archipelago Economy Program is an assistance that is highly expected by the community, especially the underprivileged groups because this program is aimed at the poor, vulnerable, and socially at risk groups. However, most communities do not receive this assistance because they must meet the criteria set by the PENA program. Ministry of Social Affairs assistants accompany the community during the PENA program policy process, and the community is given insight into business through PENA Webinars and TV. Assistance to Beneficiary Families (KPM) is in the form of strengthening production with raw materials and equipment and equipment that support businesses. This assistance is provided to the community either through PT Pos Indonesia or the State Bank Association (Himbara). The companion's role is to assist the community in managing the assistance received and providing support to the recipient community in accordance with the indicators of the community receiving assistance.

The Ministry of Social Affairs made a breakthrough through the PENA Program. Through this program, social assistance recipients receive business capital assistance of a maximum of IDR 5 million, along with assistance. "The goal is for social assistance recipients to be independent and earn an income above the minimum wage. Since its launch in November 2022, PENA has targeted thousands of Beneficiary Families who are recipients of the Family Hope Program (PKH), Non-Cash Food Assistance Program (BPNT)/Sembako, Social Rehabilitation Assistance (ATENSI) and other assistance. As of 2023, PENA has graduated 10,073 KPM. Meanwhile, 11,260 KPM have been graduated until March 2024 so that from 2023 to March 2024, a total of 21,333 KPM have been graduated through the PENA Program. Graduation is when KPM is released from social assistance membership (previously obtained) because it is considered financially independent with an income indicator above the minimum wage. However, there are some people who do not want to accept the PENA program because they are afraid of being removed from the DTKS Program and cannot receive assistance again if the PENA program fails to become an entrepreneur. The PENA budget in 2024 is only for 85,000 KPM. However, the Ministry of Social Affairs targets to be able to graduate 100,000 KPM. The target was set to motivate and encourage friends (KPM). Now, the Financial Services Authority (OJK) has helped so that hopefully the target can be achieved.

Literature Review:

SWOT Analysis:

According to Rangkuti (2003) SWOT (Strength, Weakness, Opportunity, Threat) is the identity of various factors systematically to formulate service strategies. This analysis is able to maximize opportunities, while simultaneously minimizing shortcomings and threats. SWOT analysis is a method in strategic planning that is used to identify the four main factors that affect organizational activities over time. SWOT analysis theory is a theory needed by every organization to plan things and analyze the scope of organizational problems

based on different time spans, namely the global plan, strategic plan, and operational plan. SWOT is commonly used to analyze a condition where a plan will be made to do something, for example a work program (Rangkuti, 2003).

The media that can be used to determine strategies after the SWOT analysis components are found is the SWOT Matrix. The SWOT matrix can clearly illustrate the external opportunities and threats faced by the company that can be adjusted to the strengths and weaknesses of the company. The SWOT matrix is used as an adjustment tool that develops four types of strategic alternatives, namely SO (utilizing all strengths to seize and take advantage of the maximum opportunities), WO (utilizing existing opportunities by minimizing existing weaknesses), ST (using the strengths of the company to overcome threats), and WT (minimizing existing weaknesses and avoiding threats) (Rangkuti, 2008).

SWOT analysis according to (Suryatama, 2014) is a strategic planning method used to evaluate strengths, weaknesses, opportunities and threats in a project or a business speculation. This process involves determining the specific objectives of the business speculation or project and identifying internal and external factors that support and those that do not in achieving these objectives. In identifying a problem that arises within the company, very careful research is needed so that it can determine a very fast and precise strategy to overcome the problems that arise in the company.

Definition of Micro, small and medium enterprises (MSMEs)

Based on the Law of the Republic of Indonesia No. 20 of 2008 regarding MSMEs. Article 1, it is stated that micro-enterprises are productive business entities owned by the private sector as well as / or individual business entities that meet the criteria of micro-enterprises with regulatory bodies. In addition to choosing monetary value as a criterion, some government agencies such as the Industry and Statistics Agency (BPS) traditionally use the number of employees as a basis for classifying micro, small, and medium enterprises as large companies. Meanwhile, the criteria for Micro, small and medium enterprises (MSMEs) based on Law number 20 of 2008 are classified according to the amount of assets and turnover owned by the business.

Table 1. MSME Criteria Based on Assets and Turnover

No.	Business	Asset Criteria	Turnover Criteria
1.	Micro Business	Max 50 Million	Max 300 Million
2.	Small Business	>50 Million - 500 Million	>300 Million - 2.5 Billion
3.	Medium Business	>500 Million- 10 Billion	>2.5 Billion - 50 Billion

Source: Ministry of Cooperatives and Small and Medium Enterprises, 2012

Pahlawan Ekonomi Nusantara (PENA) Program:

In line with the Law of the Republic of Indonesia Number 11 of 2009 concerning Social Welfare, which is strengthened by Presidential Regulation Number 15 of 2010 concerning the acceleration of Poverty Reduction, as well as Law of the Republic of Indonesia Number 13 of 2011 concerning the Subscription of the Poor in an overall effort to reduce poverty (K. RI, 2020). As a government agency responsible for governance and development in the field of social welfare, the Ministry of Social Affairs issued Minister of Social Affairs Regulation Number 2 of 2019 concerning Social Assistance for Productive Economic Enterprises to Joint Business Groups is an initiative to address the problems of the poor by providing economic support through social assistance to joint business groups. This regulation forms the basis for community efforts through the Joint Business Group (KUBE), which is now transforming into the Nusantara Economic Heroes (PENA) program (PKAT-KS, 2023).

The PENA (Pahlawan Ekonomi Nusantara) program is a Ministry of Social Affairs program that aims to improve the economy of people who receive income assistance with the aim of encouraging entrepreneurship through business assistance. The PENA program offers IDR 5 million per Beneficiary Family (KPM) to encourage businesses and increase production. The latest program, PENA, is a development of previous

programs. The transformation does not only take place in terms or names, but also in the desired outcomes and achievements of this program. PENA is expected to help increase the income of the poor and vulnerable, releasing them from dependence on social assistance. In addition, PENA is also directed at empowering vulnerable group clusters, especially handling extreme poverty because at this level the Ministry of Social Affairs is the agency that has the authority to carry out empowerment interventions. Providing motivation, spirit, and character change to vulnerable/extremely poor groups is important so that they do not tend to be excluded.

Method:

The type of research used in this study is qualitative research, where researchers describe and explain the situations and conditions that occur. In this study the authors tried to obtain a clear concrete Descriptive Study description of the Umkm Development Strategy of the Ministry of Social Affairs' Pena (Heroes of the Archipelago Economy) Program in Overcoming Poverty in Pamekasan Regency, which followed a series of activities carried out, by trying to explore the facts, by analyzing them objectively based on theoretical principles. Informants in this research are: Key informants, Directorate General of Social Empowerment of the Indonesian Ministry of Social Affairs; Main informants, Center for Social Welfare Education and Training; Madura Region PKH District Coordinator; Program Recipient

Community. Primary data in this study are interviews with the Ministry of Social Affairs, Pamekasan District Office, Program Recipients, while secondary data is data obtained indirectly from the source. In the form of literature used in finding references.

The data analysis technique used in this qualitative research is clear, namely by using qualitative analysis techniques, where by collecting data, observing, interviewing and concluding the data taken. The model in data collection used in this research is the Miles and Huberman model. Data analysis using several steps according to the theory of Miles, Huberman and Saldana (2014), namely analyzing data with three steps: data condensation, data display, and conclusion drawing and verification. Data condensation refers to the process of selecting, focusing, simplifying, abstracting, and transforming data.

Result and Discussion:

Overview of the Research Location

Pamekasan Regency is one of the four regencies on Madura Island with an area of 972.30 km². Astronomically, it is located at 6051' - 7031' South latitude and 113019' - 113058' East longitude with an altitude between 6-312 meters above sea level. Based on its boundaries, Pamekasan Regency is located to the north of the Java Sea, the southern boundary is the Madura Strait, the west is adjacent to Sampang Regency and the east is adjacent to Sumenep Regency. Pamekasan Regency has an area of 79,230 hectares or about 1.71% of the total area of East Java Province. Pamekasan is the smallest district among the other four districts on Madura Island such as Sumenep, Sampang and Bangkalan. The following is picture 1 of the map below:

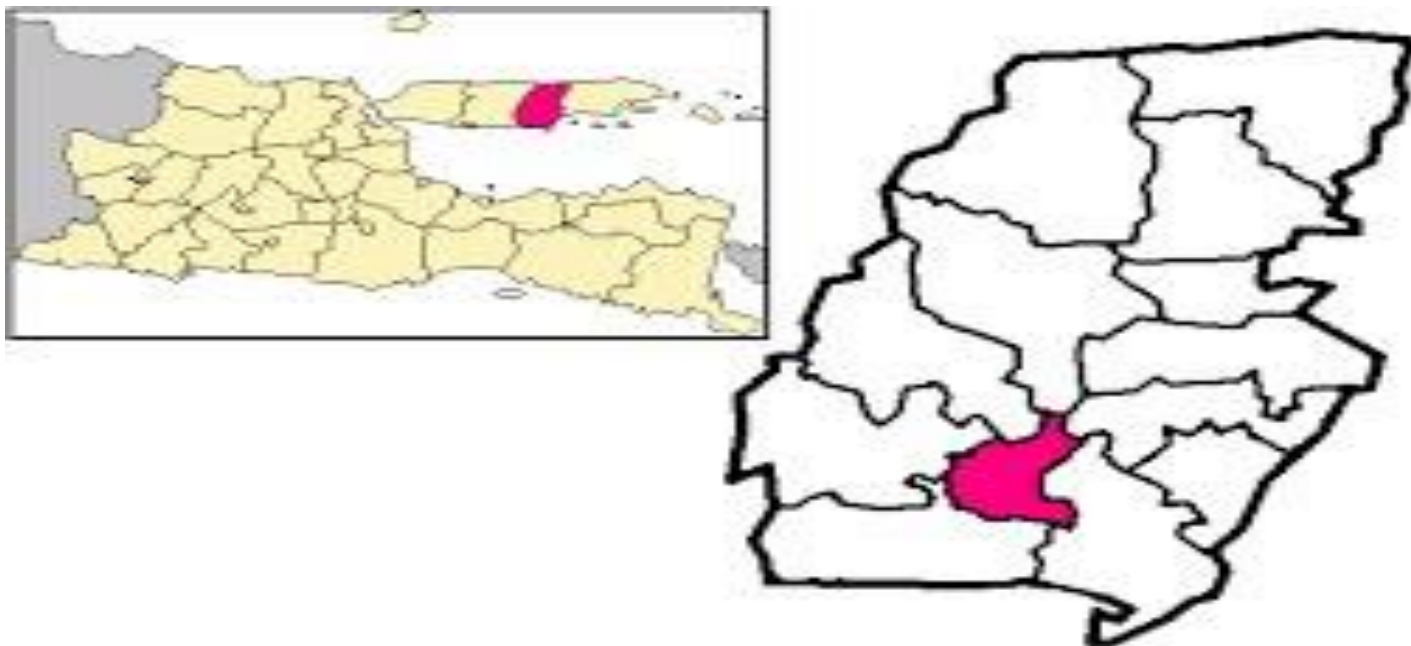


Figure 1 Map of Pamekasan Regency

Human Resources Strategy for MSME Development Recipients of the Ministry of Social Affairs' PENA (Heroes of the Archipelago Economy) Program in Overcoming Poverty in Pamekasan Regency

In line with the Law of the Republic of Indonesia Number 11 of 2009 concerning Social Welfare, which is strengthened by Presidential Regulation

Number 15 of 2010 concerning the acceleration of Poverty Reduction, as well as Law of the Republic of Indonesia Number 13 of 2011 concerning the Subscription of the Poor in an overall effort to reduce poverty (K. RI, 2020). As a government agency responsible for governance and development in the field of social welfare, the Ministry of Social Affairs issued Minister of Social

Affairs Regulation Number 2 of 2019 concerning Social Assistance for Productive Economic Enterprises to Joint Business Groups is an initiative to address the problems of the poor by providing economic support through social assistance to joint business groups. This regulation forms the basis for community enterprises through the Joint Business Group (KUBE), which is now transformed into the Nusantara Economic Heroes (PENA) program (PKAT-KS, 2023). The transformation process of the PENA program from the previous program has several objectives, including because the KUBE program is a derivative of the program at the Directorate General of Poverty Handling which has been abolished by the minister of social affairs because it is less efficient in targeting government program targets. The following are the results of the researcher's interview with Mr. Benny Sujatno as Director General of Dayasos at the Ministry of Social Affairs:

"Look, Pak Nur Khalis, for the PENA Program, it will only be launched in 2022 and in 2023 it will run so for its implementation we hope that it can be maximized and it must also involve several agencies or stakeholders in the field, it cannot only be from the Ministry of Social Affairs so I highlight that this PENA is under MSMEs if these MSMEs already have a business, But for the PENA Program, it is under MSMEs so what needs to be highlighted is the community itself, how can they develop their business so that their business is a business like that, not an institutionalized one, say like MSMEs but under MSMEs so the active role must be other stakeholders who can develop it, the Ministry of Social Affairs only facilitates recipients who need to develop it.

The roles of the government and the community are highly dependent on the success of community development. Synergy needs to be established between the two and involve the active participation of the community. In addition, development planning should be designed with optimal strategies to achieve efficiency in terms of financing and effective results. Poverty alleviation includes policies, programs, and activities that are

implemented to assist individuals, co-workers, groups, or citizens who experience instability in livelihood sources and difficulty in adequately meeting basic daily needs. The Pahlawan Ekonomi Nusantara (PENA) program is a social assistance and social security program that aims to help communities develop entrepreneurship through training, mentoring, and facilitation to increase production. This program assists business development. The targets of this program are the poor, vulnerable, and socially at-risk groups. Beneficiaries of this program include KPM PKH, KPM Sembako, KPM RST/RTLH, Potential PD, and individuals experiencing social risks.

Funding Source Strategy and Budget Support for MSME Development Recipients of the Ministry of Social Affairs' PENA (Heroes of the Archipelago Economy) Program in Overcoming Poverty in Pamekasan Regency

In accordance with Presidential Decree No. 2 of 2022 on the development of national entrepreneurship 2021-2024 (B.P.K.RI, 2022), the Minister of Social Affairs actively participates in the commission of national entrepreneurship development. In this regard, social entrepreneurship falls under the category of national business thematic entrepreneurship, and the responsibility of the Minister of Social Affairs is to oversee it. His main task is to encourage business ideas to build startups that support the growth of the enterprise ecosystem across the country. Therefore, the target is entrepreneurs who want to become budding entrepreneurs. Two different ways can be used to promote this area of business. The first way is through incubation, which includes education, training, and technical assistance, workshops, mentoring, funding, certification, and licensing. The second way is by providing assistance, such as subsidies, incentives, machinery, business facilities, and so on (PKAT-KS, 2023). Innovative programs are managed by the Ministry of Social Affairs.

The social empowerment program for social assistance recipients in the form of Economic Joint Business Groups (KUBE), which was later

transformed into the Social Entrepreneurship Program (PROKUS) and further developed into Pahlawan Ekonomi Nusantara or PENA, reflects the transformation and evolution of the program to increase the impact and sustainability of economic empowerment efforts at the local or national level. The changing goal of this empowerment policy is to increase the income of the poor and vulnerable groups in an effort to release their dependence on social assistance. It is expected that this program will become a priority program in the Ministry of Social Affairs to graduate the poor and vulnerable groups, release their dependence on social assistance, and direct them to become productive and independent. PENA aims to empower vulnerable groups, especially in handling extreme poverty, because the Ministry of Social Affairs is an institution that has the authority to carry out empowerment interventions and provide motivation, encouragement, and transformation to vulnerable and very poor groups to avoid discrimination (PKAT-KS, 2023). The following are the results of an interview with a resource person named Mr. Benny Sujatno as the Director General of Dayasos of the Ministry of Social Affairs of the Republic of Indonesia:

"So this is how Mr. Nur Khalis for the PENA Program, it is true that the legal umbrella is on our side as the implementer of the Program carried out by the minister's mother but also the problems in the field tend to exist and for this reason other agencies and the role of institutions in the regions must also contribute to synergize with the PENA Program to create new MSMEs in the village and therefore for their contribution we also hope to be given at least a budget post and also the support of other institutional involvement, so it is not necessarily only us who facilitate there we also work with commission 8 for the alignment of this program so like that".

From the results of the interview above, the sources of funds and support in the PENA Program have been carried out with the existing provisions, it's just that in terms of support, skill training and other skills are inadequate if carried out online for global

support, there are still KPM Facilitators who have not been given support in terms of skills on how to understand entrepreneurship or entrepreneurship issues that should be carried out on the recipient's side for the involvement of KPM Facilitators, there is still a lack of direct support and also a lack of cooperation between institutions to be sustainable in running this PENA Program.

In this case, the Heroes of the Archipelago Economy Program is an aid that is highly expected by the community, especially the underprivileged groups because this program is aimed at the poor, vulnerable, and socially at-risk groups. However, most communities do not receive this assistance because they must meet the criteria set by the PENA program. Ministry of Social Affairs assistants accompany the community during the PENA program policy process, and the community is given insight into business through PENA Webinars and TV. Assistance to Beneficiary Families (KPM) is in the form of strengthening production with raw materials and equipment and equipment that support businesses. This assistance is provided to the community either through PT Pos Indonesia or the State Bank Association (Himbara). The companion's role is to assist the community in managing the assistance received and providing support to the recipient community in accordance with the indicators of the community receiving assistance.

Strategy for Facilities and Infrastructure Development of MSMEs Receiving the PENA (Heroes of the Archipelago Economy) Program of the Ministry of Social Affairs in Overcoming Poverty in Pamekasan Regency

In this increasingly advanced era of globalization, micro, small and medium enterprises (MSMEs) have an important role in the economy of a region. MSMEs are not only a source of employment but also a driver of sustainable economic growth. However, there are still many entrepreneurs in Indonesia who face obstacles in developing their businesses, especially in terms of management and marketing skills. Therefore, training is important for new MSMEs in developing their businesses.

Broadly speaking, micro, small and medium enterprises (MSMEs) are an important part of the regional economy. Various efforts have been made for business development, one of which is by generating and increasing new entrepreneurs in the field of micro, small and medium enterprises (MSMEs) so that the village community is given some kind of training to develop potential in the business sector. So that they can be creative in doing business so that they can help meet the economic needs of their families. In addition, creative businesses can also open up new opportunities and jobs for the community.

The development of micro, small and medium enterprises is one of the main focuses in improving the economy in the Pamekasan region itself. MSMEs have an important role in creating jobs, reducing social inequality, and promoting economic growth. The pen berdikari method also involves mentoring and monitoring after the training. Participants will receive support and guidance from the Makassar Social Welfare Training Center's team of experts in implementing the knowledge and skills they have gained. This mentoring aims to ensure that MSMEs can develop their businesses properly and achieve the expected level of success. The benefits of the pen berdikari training are not only felt by the trainees, but also by the community as a whole. By increasing the capacity of MSMEs, new jobs will be created and the economy in the region will improve. In addition, developed MSMEs will also contribute to increasing the income of local communities and reducing poverty levels. Pen training initiated by the Ministry of Social Affairs (KEMENSOS) is an empowerment activity through a practical, innovative, and sustainable approach to increase and generate opinions while having a positive impact socio-culturally, environmentally, especially to realize the independence of the poor, vulnerable, and disadvantaged groups.

Pen berdikari training is one of the efforts made to assist the development of MSMEs. This training also aims to provide knowledge and skills to MSME players in terms of effective marketing

context. One of the main benefits of this training is to improve the communication skills of MSME players. With good writing skills, they can convey messages more clearly and persuasively to potential customers. In addition, this training also provides guidance on how to optimize the use of social media as a means of effective promotional media. The following are the results of an interview with Mrs. Pristi as the Head of the Center for Education and Training of the Ministry of Social Affairs:

"Here we emphasize monitoring so for example last month the income was 1 million then this month the income decreased like that sometimes this KPM has a form of lack of enthusiasm and finally wants to sell the goods that want to be used for this business, here the role of the assistant is very much needed for what, yes, given motivation not to sell because maybe the business is not fully profitable, well there we emphasize monitoring".

The self-sustaining pen method also involves mentoring and monitoring after the training. Participants will receive support and guidance from the Yogyakarta Social Welfare Training Center's team of experts in implementing the knowledge and skills they have acquired. This mentoring aims to ensure that MSMEs can develop their business properly and achieve the expected level of success. The benefits of the pen berdikari training are not only felt by the trainees, but also by the community as a whole. By increasing the capacity of MSMEs, new jobs will be created and the economy in the region will improve. In addition, developed MSMEs will also contribute to increasing the income of local communities and reducing poverty levels. The Yogyakarta Social Welfare Training Center has implemented this Pena Berdikari training with various effective learning methods. Trainees will get an in-depth explanation of the concept of MSMEs, the challenges faced, and the opportunities that can be utilized.

In addition, participants will also be taught about effective marketing strategies, ranging from online marketing, social media marketing, to conventional marketing. During the training, participants will also be given knowledge about good and correct

financial management. This is important for MSMEs in order to manage their finances efficiently, manage cash flow, and obtain optimal profits. In this training, participants will be taught about bookkeeping, financial planning, and debt management. In addition, the Pena Berdikari training also emphasizes product development and innovation. The participants will be taught about how to create products that are interesting, unique, and different from competitors. In facing the increasingly fierce business competition, MSMEs need to be able to create products that have a competitive advantage. Through this training, participants are expected to be able to produce quality products and follow the trends and needs of the growing market. The Pena Berdikari training by the Makassar Social Welfare Training Center has provided significant benefits for MSME actors. The trainees have successfully improved their knowledge and skills in managing MSMEs. In some cases, the training has also helped MSMEs increase their sales turnover and expand their marketing network.

Pena Berdikari Training is a program specifically designed to provide training and mentoring to MSMEs. The program aims to develop business knowledge and skills for the participants, so that they can better manage their businesses. In this training, participants will be taught about marketing strategies, financial management, operational management, and human resource management techniques. In addition, participants will also be equipped with knowledge about product innovation and technology that can help them in facing increasingly fierce business competition.

The Pena Berdikari training program has various benefits for MSMEs, including:

- 1) Improve business knowledge and skills: By joining the Pena Berdikari training, MSMEs will be provided with the necessary knowledge and skills to manage their business. This will help them develop more effective and efficient business strategies.
- 2) Improving competitiveness: In a competitive business world, MSMEs need to have strong competitiveness to survive and thrive. Through the Pena Berdikari training, participants will be taught about product and technology innovation, so they can better face business competition.
- 3) Improving access to markets: The Berdikari Pen training will also provide knowledge on effective marketing strategies. By having this knowledge, MSMEs can develop appropriate marketing strategies, thereby improving their access to markets.

Political, Economic, Social and Technological Strategies for Developing MSMEs Recipients of the Ministry of Social Affairs' PENA (Heroes of the Archipelago Economy) Program in Overcoming Poverty in Pamekasan Regency

As the government changes the coaching program, the development stage is one of the stages that determine how the coaching program is implemented in the country. The Ministry of Social Affairs of the Republic of Indonesia carries out development and development in various sectors of the economy, politics, defense and security, and socio-culture. One example is the Nusantara Economic Heroes Program (PENA), a program or policy that supports poor families, vulnerable groups, incapacitated people, and individuals facing social risks can provide support to achieve economic independence. With the growth of the local economy, it is likely that phases of scaling up various elements aimed at giving responsibility to the private sector will occur. Improving various aspects of the program requires improving the local economy. This economic development planning involves improving the local economy as well as economic development. It is expected that the economy will move forward with a focus on improving people's welfare so that there is no social inequality. Therefore, it is important for the

government to pay more intensive attention to efforts to improve the community's economy.

In line with the Law of the Republic of Indonesia Number 11 of 2009 concerning Social Welfare, which is strengthened by Presidential Regulation Number 15 of 2010 concerning the acceleration of Poverty Reduction, as well as Law of the Republic of Indonesia Number 13 of 2011 concerning the Subscription of the Poor in the overall effort of Poverty Reduction. As a government agency responsible for governance and development in the field of social welfare, the Ministry of Social Affairs issued Minister of Social Affairs Regulation Number 2 of 2019 concerning Social Assistance for Productive Economic Enterprises to Joint Business Groups as an initiative to address the problems of the poor by providing economic support through social assistance to joint business groups. This regulation forms the basis for community businesses through the Joint Business Group (KUBE), which is now transformed into the Nusantara Economic Heroes (PENA) program (PKAT-KS, 2023). The transformation process of the PENA program from the previous program has several objectives, including because the KUBE program is a derivative of the program at the Directorate General of Poverty Handling which has been abolished by the minister of social affairs because it is less efficient in targeting government program targets. The Economic Heroes Program is an implementation of the Nusantara Economic Heroes Program from the Ministry of Social Affairs (Kemensos). The Nusantara Economic Heroes Program is regulated in the Minister of Social Affairs Regulation Number 7 of 2023 concerning the Nusantara Economic Heroes Program.

SWOT Analysis of the Development Strategy of MSMEs Receiving the PENA (Heroes of the Archipelago Economy) Program of the Ministry of Social Affairs in Overcoming Poverty in Pamekasan Regency

The implementation of economic recovery in MSMEs can help the process of exchanging ideas or

ideas that are more effective in economic recovery efforts. There is a regulation of Law Number 43 of 2020 concerning the Implementation of the Economic Recovery Program which is the legal umbrella as well as the basis used by the government to continue trying to make improvements in the economic sector. (Government, 2020) Finally, technology and information that are increasingly developing can become a new force for MSME players in marketing their products. Second, related to (W) weakness or weakness. Weaknesses are shortcomings that MSMEs have and are a source of threat. The weaknesses in the recovery strategy include the Job Creation Law passed by the government which is still a polemic among the community and is felt to be more favorable to foreigners than locals. There is no training program for MSME players, such as in the use of technology, a reliable workforce, and others. Finally, the government is less responsive in the MSME recovery process, such as the lack of socialization regarding the strategic planning that the government has tried to do. Third, related to (O) opportunity. Opportunities are the potential possessed in the MSME recovery strategy to achieve maximum results.

The opportunities are quite large and diverse. Among them, MSMEs are the main pillar of driving the country's economy, so it is certain that they will become the government's priority program both in terms of improvement and development. Finally, there is a lack of knowledge about the use of technology and information about marketing products online. Finally, the lack of commitment of government officials in the country's economic recovery program (Saifuddin, 2020). To facilitate the implementation of SWOT, it is necessary to construct a SWOT matrix, by combining strengths, weaknesses, opportunities and threats. The SWOT matrix is presented:

SWOT Matrix:

<p>Internal IFAS Legitimacy & Support</p> <hr/> <p>External EFAS Ability Operational</p>	<p>Strength</p> <ol style="list-style-type: none"> 1. Law Number 43 of 2020 which is the basis for the economic lecture program 2. Regulation of the Minister of Social Affairs of the Republic of Indonesia Number 7 Year 2023 About the Nusantara Economic Heroes Program 	<p>Weakness</p> <ol style="list-style-type: none"> 1. No program yet Training for Developing human resources specifically for mentoring PENA Program Recipients Training is only limited to online and there is no grouping in terms of business type. 2. The government is not responsive to the program recovery, such as lack of socialization to the community
<p>Opportunity</p> <ol style="list-style-type: none"> 1. MSME development becomes a government priority program 2. Changes in people's consumption patterns and Growing enthusiasm for online shopping and maximizing technology available for business license processing 	<p>SO (Strength Opportunity)</p> <ol style="list-style-type: none"> 1. Conduct human resource development so that skilled and tech-savvy 2. Opening up the field a lot of work to absorb labor and optimize the role of MSMEs in society 3. Innovating and partnering with government and related agencies 	<p>WO (Weakness Opportunity)</p> <ol style="list-style-type: none"> 1. There must be a grouping of business types and also conduct direct training stages not only online to increase the skills and skills of PENA Program Recipients. 2. Providing training programs for PENA Program beneficiaries so that they are able to utilize technology and be competitive. 3. Optimizing social media in marketing Products
<p>Threat</p> <ol style="list-style-type: none"> 1. The spread of digitalization in the business sector or product marketing through online and access is not supported by PENA-assisted communities. 2. Assisted human resources that are not supported by technology for marketing digitalization 		

Source: processed by researchers (2024)

Conclusion:

From the results of the discussion that has been carried out through SWOT analysis, conclusions can be drawn. The strength of the MSME Development Strategy for PENA (Heroes of the Archipelago Economy) Program Recipients of the Ministry of Social Affairs in Overcoming Poverty in

Pamekasan Regency is that the PENA Program is in a good and prime condition which makes it possible to expand, which previously the PKH Community only received social assistance after the program from the Ministry of Social Affairs was more self-sufficient or more independent to enlarge progress, and achieve maximum success. In other

words, aggressive means increasing towards a better direction. Indicates that strengths are greater than weaknesses and the opportunities that arise are greater than the threats that will arise. There are also weaknesses, namely in terms of the lack of human resource development, and in terms of the government that has not been able to optimize the program to the community. The opportunity is to become the main program that can be supported by the government, an increase in the e-commerce platform which causes people's purchasing power to be high. Threats are when the consequences caused by most of the PENA Program recipients are not optimal in utilizing existing technology and the commitment made by the government does not run optimally or the involvement of other agencies and institutions, especially the village government from small lines in the community.

Advice:

After the conclusions that have been obtained. So the suggestions that can be given in the Development Strategy of MSMEs Receiving the PENA Program (Heroes of the Archipelago Economy) Ministry of Social Affairs in Overcoming Poverty in Pamekasan Regency economic recovery are, the government is expected to issue policies that are right on target in terms of training and empowering the human resources of the apparatus to develop entrepreneurial talents. Government programs can also support the progress of Human Resources (HR) in the future so that they can produce quality human resources as well. The community is also required to be able to utilize digital media, given the increasingly advanced technological developments in order to compete with other business actors.

Reference:

1. Amir, M Taufiq. 2011. *Strategic Management Concepts and Applications*. Jakarta: RadjaGrafindo Persada
2. David, Fred R. 2013. *Strategic Management: Concepts and Cases*. Edition Fourteenth Edition. London: Pearson
3. Nuraini, F. (2019). *The Guide of SWOT*. Yogyakarta: Quadrant. Pearce, J., B, R., & Robinson. (2013).
4. Tunggul Prasodjo. 2016. Human Quality Development Strategy. *Journal of Public Administration*. Vol 06 No 02.
5. Maman Hilman. 2019. Small and Medium Enterprises Development Strategy to Reduce Poverty Rates in Cipaku District, Ciamis Regency. *Journal of Industrial Vol 01 No 02*.
6. Putriana. 2019. Poverty Reduction Strategy through Empowerment of Micro, Small and Medium Enterprises. *Journal of Development Administration*. Vol 02 No 03
7. Gita Hifanisa. 2022. Analysis of MSME Development Strategies in Efforts to Improve the Trader's Economy According to the Sharia Economic Perspective. *Journal of Sharia Economics*. Vol 02 No 02.
8. Rizky David Lasma Batubara. 2013. Strategy Formulation in Developing Tanjung Bajau Beach Objects in Singkawang City. *Journal of State Administration*. Vol 02 No 02.
9. Strategic Management: Formulation, Implementation, and Control. Jakarta: Salemba Empat. Rangkuti, F. (2008). *SWOT Analysis Dissecting Business Cases (Seven Bela)*. Jakarta: Gramedia Pustaka Utama
10. Hanitijo. (1990). *Legal Research Methodology*. Jakarta: Ghalia Indonesia.
11. Soerjono Soekanto and Sri Mamudji. (1990). *Normative Legal Research "A Brief Overview"*. Rajawali Press: Jakarta.
12. David, Fred R. 2004. *Strategic Management*. Book 1, Tenth Edition. Fourth Edition. Jakarta. David. Fred R. 2003. *Strategic Management Concepts*. PT Prenhallindo. Jakarta

13. Subagyo, P. (2006). *Research Methods*. PT. Rineka Cipta: Jakarta.
14. Sukardi. (2003). *Educational Research Methodology Competence and Practice*. Jakarta: Bumi Aksara.
15. Nugroho D, Riant. (2003). *Public Policy: Formulation, Implementation, and Evaluation*. Jakarta: PT Elex Media Komputindo Publisher.
16. Subarsono, AG. (2006). *Public Policy Analysis: Concept, Theory and Application*. Yogyakarta: Student Library.
17. Sugiyono. (2007). *Understanding Qualitative Research*. Bandung: CV. Alfabeta. Hadistira A.P. & Machdum. (2021). *Empowerment Process in Recipient Families Benefits of the Family Hope Program in Capacity Building Meetings*
18. *Family Financial Management Sessions (Descriptive Study in Srengseng Urban Village Sawah, Jagakarsa District*,
19. South Jakarta City, Jakarta Province). *Journal of Human Development*, 2(2). <https://doi.org/10.7454/jpm.v2i2.1018>.
20. Handayani, L & Aliyudin. (2020). *Community Empowerment in the Family Hope Program (PKH)*. 5(1).
21. Ministry of Social Affairs. (2020). *Guidelines for the Implementation of P2K2 PKH Education and Training*. 15-17.
22. Kuntjorowati, E. (2018). *The Effect of Beneficiary Family Empowerment Family Hope Program through Family Development Session*. *MCC Journal*, 17(2), 89-100.
23. Nadilla, et al. (2022). *The role of Family Hope Program (PKH) Facilitators in Tackling Child Stunting in Beneficiary Families*. *Journal of Social Work* 5 (1) 17-26.
24. Paskarina, C. (2007). *Social Investment-based Human Development*. Bandung: Padjadjaran University Research Institute.
25. Government of the Republic of Indonesia. (2009). Law Number 11 of 2009 concerning Social Welfare
26. Permana, et al. (2018). *Implementation of Community Empowerment in the Family Hope to Break the Chain of Poverty in Malang City*. *Journal of Politics and Social Society*. 10 (2).
27. Rahmawati, E., & Kisworo, B. (2017). *The Role of Facilitators in Empowerment The Poor through the Family Hope Program*.
28. *Journal of Nonformal Education and Community Empowerment*, 1(2), 161-169. <https://doi.org/10.15294/pls.v1i2.16271>.
29. Soekanto, S. (2012). *Sociology An Introduction*. Jakarta: PT Raja Grafindo Persada.
30. Suharto, E. (2015). *The Role of Social Protection in Overcoming Poverty in Indonesia: A Case Study of the Family Hope Program*. *Journal of Sociohumaniora*. 17 (1) 22-28.
31. Sukei. (2020). *Analysis of the Effect of Family Welfare Improvement Meetings (P2K2) to Graduation Sejahtera Mandiri (GSM) in East Java*. Cakrawala. 1.
32. Sulistiyani. (2017). *Partnership and Empowerment Models*. Yogyakarta: Gava Media
33. Wijaya, S. (2019). *Literacy Movement in Capacity Building Meetings*