

## Strategy For Achieving SDGs Targets In Bone Bolango Regency Through The SWOT Approach

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**Abstract.** Bone Bolango Regency is part of the Tomini Bay area which is included in the sustainable development targets based on the SDGs achievement targets. This research aims to determine the strategy for achieving SDGs which will be used as the basis for economic development in Bone Bolango Regency. The research is qualitative research that uses respondents from related agencies who are determined based on purposive sampling. There were 5 respondents who were willing and were representatives of related agencies in Bone Bolango Regency. Data analysis uses SWOT analysis based on data obtained through questionnaires. The research results show that regulatory support (0.432) and priority of the Regional Medium Term Development Plan (0.359) are strength factors, while the weakness factor is institutional support (0.120). The opportunity factor is budget support (.045), while the threat factor is partnership support (0.043), which is still very limited. The SWOT factors found in Bone Bolango district are the basis used to develop strategies for achieving SDGs. The strategy for achieving SDGs indicator targets is based on factors found in Bone Bolango Regency, sorted based on a priority scale, namely regulatory support, RPJMD priorities, institutional support, budget support and partnerships.

**Keywords:** Budget, Bone Bolango, Partnership, SDGs, SWOT.

### INTRODUCTION

Bone Bolango Regency is one of the districts included in the Tomini Bay area located in Gorontalo Province which was formed based on Law Number 6 of 2003 concerning the Establishment of Bone Bolango Regency and Pohuwato Regency. The capital of Bone Bolango Regency is Suwawa. The area of Bone Bolango Regency is 1,984.54 km<sup>2</sup> or 16.24% of the area of Gorontalo Province with a population of 165,334 people (Juliana, et al, 2024).

Bone Bolango Regency has a conservation area. The first conservation area is the Bogani Nani Wartabone National Park area, which covers an area of 55.3% or 104,000. ha of the area of Bone Bolango Regency. Second, the regional marine conservation area, namely the Olele waters, with an area of 2,640.00 hectares (Kusuma & Yafiz, 2023).

This geographical position means that Bone Bolango Regency has a rich variety of flora and fauna both on land and at sea. This area is part of the world's coral reef triangle (Coral Triangle) which also has a Marine National Park in the Togean Islands as "the Heart of the Coral Triangle" which is a tourist area that is always busy with foreign tourists. This has caused

UNESCO to designate Tomini Bay as one of the world's riches that must be protected and Indonesia to designate the Tomini Bay ecosystem as one of 26 national marine flagship areas that have very abundant coastal and marine resource potential. In 2003, the Indonesian government designated the Tomini Bay area as the gateway to Mina Maritime Indonesia (Yunginger et al., 2023).

The very abundant and strategic potential of natural wealth has not been able to overcome the problem of poverty in various sectors in the Tomini Bay area. The abundant and diverse wealth of natural resources in the Tomini Bay area should have great potential to improve the community's economy in overcoming poverty without abandoning local culture and wisdom. In 2008, the Indonesian government, through the State Minister for Regional Acceleration, launched the Tomini Bay Regional Development Acceleration Program.

This is proven by BPS data on poverty rates in 2022, where of the 10 poorest provinces, it turns out that there are 2 provinces in the Tomini Bay area, namely Gorontalo Province ranked 5th (15.51%) and Central Sulawesi Province ranked 9th (12.30%) as the poorest province in Indonesia. However, the largest number of poor people is in Central Sulawesi Province, namely around 387.71 thousand people, compared to Gorontalo Province, which is around 187.35 thousand people in September 2022. Meanwhile, North Sulawesi Province has a poverty rate below 10%, namely around 7.34 % in September 2022, but the number of poor people is not much different from Gorontalo Province, namely around 187.33 thousand people (Lamadi & Kadim, 2023).

According to the International Hydrographic Organization, Tomini Bay is a body of water that is part of the East Indian archipelago on the island of Sulawesi. The area of Tomini Bay is around 6 million ha with semi-enclosed waters and is in direct contact with three provinces, namely North Sulawesi, Central Sulawesi and Gorontalo. Efforts to accelerate development to improve the welfare of the people in the Tomini Bay area have not been able to reduce the poverty rate in this area to below 10%.

The foregoing makes it necessary to carry out a strategy to achieve SDGs targets in Bone Bolango Regency, as an effort to encourage the development of the economic area in the Tomini Bay area. The aim of this research is to develop a strategy for achieving SDGs targets in Bone Bolango Regency. This goal is in line with Indonesia's national development agenda which focuses on development achievements through the 17 SDGs goals to create a prosperous and sustainable society.

## LITERATURE REVIEW

### Bone Bolango Regency

Bone Bolango Regency consists of 18 sub-districts, 5 sub-districts and 160 villages. The largest sub-district which reaches 489.20 km<sup>2</sup> or 24.65% of the area of the Regency is Pinogu sub-district. Meanwhile, the smallest sub-district, which is only 9.87 km<sup>2</sup> or 0.50% of the district area, is South Bulango Sub-district. Apart from that, Bone Bolango Regency has a conservation area. The first conservation area is the Bogani Nani Wartabone National Park area, which covers an area of 55.3% or 104,000. ha of the area of Bone Bolango Regency. Second, the regional marine conservation area, namely the Olele waters, with an area of 2,640.00 hectares (Siske Anani et al., 2023).

Bone Bolango Regency is mostly a highland area where the area is located at an altitude of between 7-95 meters above sea level. The conditions of this area can be divided into 3 types of land conditions, namely the first is the condition of highland land with a slope above 40%. This land condition can be found in Suwawa, Bone Pantai, Kabila and North Bulango Districts. The second is hilly land conditions, which can be found in Bone Bolango Regency. The three land conditions with low surfaces can be found in Tapa, Suwawa and Kabila Districts.

Bone Bolango Regency has several river basins (DAS). The Bone and Bulango watersheds are the largest watersheds with an area of  $\pm$  265,000 ha where the main river is 100 km long and empties into Tomini Bay. The areas traversed are Suwawa District, Kabila District and Tapa District. Meanwhile, people dig the ground 5-10 meters deep to get water to meet their daily water needs.

The population of Bone Bolango Regency is based on 2018 population census data, namely 80,601 men and 78,593 women with a total of 159,194 people, where the population growth rate is 1.39%. Where the number of families is 51,097. From the results of the 2018 Population Census, the population density of Bone Bolango Regency in 2018 was 83 people per km<sup>2</sup>. The most densely populated district is South Bulango District, namely 1,098 people per km<sup>2</sup>, while the lowest is Pinogu District, namely 6 people per km<sup>2</sup> (Raharjo, 2015).

The sex ratio of the population of Bone Bolango Regency is 100.4. This means that for every 1,000 female residents there are 1,004 male residents, or it could be said that the male population in Bone Bolango Regency is greater than the female population. Based on 2017 data regarding employment, the number of people who have jobs is 73,272, where jobs are dominated by the mining sector at 27.26%, followed by the agricultural sector at 27.09% (Otoluwa et al., 2016).

## **Sustainable Development Goals**

Sustainable development goals (SDGs) are a world agenda set in 2015, at the UN General Assembly to become the Global 2030 agenda and must be implemented by all countries in the world, including Indonesia. SDGs are a refinement of the Millennium Development Goals (MDGs) which are more comprehensive by involving more countries, both developed and developing countries, with universal principles, integrated between dimensions, inclusive and no one left behind, and include means of implementation (Hidayat, 2022).

SDGs is an international commitment that aims to improve the quality of life of society globally and sustainably (Whittingham et al., 2023). This causes the SDGs to become a reference in national and regional development, starting from the planning, implementation, monitoring, evaluation and reporting stages. (Dzhunushalieva & Teuber, 2024). There are 17 SDGs goals stated in Presidential Decree No.59 of 2017, namely; 1) without poverty; 2) without hunger; 3) healthy and prosperous life; 4) quality education; 5) gender equality; 6) clean water and proper sanitation; 7) clean and affordable energy; 8) decent work and economic growth; 9) industry, innovation and infrastructure; 10) reduced inequality; 11) sustainable cities and settlements; 12) responsible consumption and production; 13) handling climate change; 14) ocean ecosystem; 15) land ecosystem; 16) peace, justice and strong institutions; and 17) partnerships to achieve goals.

Based on SDGs metadata published by the PPN ministry/Bappenas edition 2 of 2020 that the 17 SDGs goals have 124 targets and 289 indicators which are grouped into 4 (four) pillars, namely social, economic, environmental, legal and governance pillars (Handoyo et al., 2023). These four pillars are inseparable in the provincial RAD SDGs formulation, so it is necessary to study regional readiness and direction of action to implement SDGs-based programs. Analysis of each development pillar is the basis for capturing data that indicates the achievement of sustainable development goals for each region in line with the 2020-2024 RPJMN.

## **RESEARCH METHOD**

This research is a qualitative descriptive study using the SWOT analysis method on the SWOT matrix, namely mapping internal factors within the scope of the problem of achieving SDGs which can be taken in the form of strengths and weaknesses, while external factors that influence the achievement of SDGs targets can be in the form of opportunities (opportunities) or challenges (threats). The SWOT analysis stages that will be analyzed in this research are limited to identifying internal and external factors in achieving SDGs indicators which are still

categories C, D, E. Meanwhile, the stages of developing strategies and scoring priority strategies to maximize strengths and opportunities, as well as overcome weaknesses and threats have not been analyzed. at this stage of the research.

The SWOT analysis stages that will be carried out in this research are:h (Fadhila & Firdaus, 2024):

1. Identify internal factors that are strengths and weaknesses
2. Identify external factors that become opportunities and challenges
3. Create a SWOT Analysis matrix, by including internal and external factors

## **RESULTS AND DISCUSSION**

This research aims to analyze the achievements of the SDGs indicators for Bone Bolango Regency using SWOT. Through this analysis, the strengths, weaknesses, opportunities and challenges of the Bone Bolango Regency Government will be mapped in achieving the SDGs targets in order to encourage the formation of an economic zone. The analysis was carried out after the indicators were mapped based on the achievement categories of each pillar, from a total of 17 goals and 169 indicators divided into four pillars. Bone Bolango Regency has 10 goals and 23 indicators that can be identified by data availability so that achievements can be projected.

The results of the research found nine indicators whose projected achievements were in category A, four indicators were in category B, two indicators were in category C, four indicators were in category D, and two indicators were in category E. The other two indicators were the proportion of the domestic budget funded by taxes regions and the proportion of main government expenditure to the approved budget have positive achievements and projections, but due to the absence of quantitative targets, these indicators are not in any category.

The data presentation also indicates that there are six indicators that require in-depth policy intervention because their achievements have not yet met the SDGs targets and are even projected to be far from what has been targeted. These six indicators require special attention, especially because they are in the social pillar and economic pillar. The six indicators that receive projections in categories D and E are extreme poverty, percentage of population below the poverty line, proportion of seats occupied by women in (a) parliament at the central level and regional government, GDP growth rate of manufacturing industry, percentage of population below the poverty line national according to JK and Age, Ratio of tax revenue to GDP.

The 2021-2026 Bone Bolango Regency RPJMD was prepared during the Corona Virus Disease (Covid-19) pandemic. ). The impact of this pandemic has resulted in an economic slowdown and a high risk of uncertainty and problems in other sectors, including health, education, infrastructure, tourism, social, cultural and religious problems. This requires the Regional Government to take extraordinary policy steps to overcome the impact of the Covid-19 pandemic while at the same time taking advantage of this momentum for change for the better. The Bone Bolango Regency RPJMD document for the next 5 (five) year period has been adjusted to Government Regulation Number 72 of 2019 concerning Amendments to Government Regulation Number 18 of 2016 concerning Regional Apparatus. Adjustments to the description of targets and performance indicators to be achieved by each Regional Apparatus also need to be adjusted to the development focus as stated in the 2020-2024 RPJMN.

Efforts to achieve the Vision and Mission of the Regent and Deputy Regent of Bone Bolango Regency for the 2021–2026 period require strategies, policy directions and regional development programs. Strategy and policy direction is a comprehensive planning formulation on how the Regional Government achieves the goals and objectives of the RPJMD effectively and efficiently. With a comprehensive approach, strategy can also be used as a means to carry out transformation, reform and improve bureaucratic performance. Strategic planning not only schedules development activities, but also all programs that support and create community services can be carried out well, including efforts to improve the performance and capacity of the bureaucracy, management systems and the use of information technology. (Kusuma & Yafiz, 2023).

Several steps have been taken to determine the medium-term development strategy for Bone Bolango Regency, including:

1. Review the five-year development targets;
2. Review the general picture of regional conditions and development achievements up to the initial planning period as well as the most important development problems and strategic regional development issues;
3. Conduct internal and external environmental analysis to measure strengths and weaknesses as well as opportunities and threats that will be faced by the region (especially regional government);
4. Formulate key success factors and develop various policy frameworks (policy direction and general policy) from strategies designed based on previous analysis;

5. Evaluate various strategic alternatives by considering the resources owned and the external conditions faced; And
6. Choose the most appropriate strategy to achieve medium-term development targets by paying attention to effective policy directions to achieve RPJMD targets.

The strategy formulation related to the Regional Medium Term Development Plan (RPJMD) for Bone Bolango Regency for 2021-2026 is as follows:

1. Strengthen infrastructure development to support economic development and basic services
2. Improved health services and treatment after Covid-19
3. Economic recovery in the tourism sector, agriculture, food security, empowerment of MSMEs
4. Expand social protection, health and employment insurance as well as poverty alleviation
5. Improving the quality of performance and digitalization of public services as well as the professionalism of Regional Apparatus
6. Increasing human resources and developing the mental health of the community
7. Equitable development between regions and development of coastal areas
8. Sustainable use of environmental resources and disaster mitigation

Strategy and Policy Direction is a comprehensive planning formulation on how the Regional Government achieves the goals and objectives of the RPJMD effectively and efficiently. Strategy and Direction Policy for the development of Bone Bolango Regency was prepared to become a reference for administering government, implementing development and community development for all regional apparatus within the Bone Bolango Regency government, as well as a reference for relevant stakeholders in active development participation.

Ensuring that there is synchronization between the regional development strategies and targets of Bone Bolango Regency with the national development goals (SDGs), it is necessary to align the SDGs indicators with the RPJMD targets. Alignment of Sustainable Development Goals (SDGs) indicators with Regional Medium Term Development Plans (RPJMD) as well as Key Performance Indicators (IKU) or Regional Performance Indicators (IKD) is an effort to ensure that the sustainable development goals set by the UN in the SDGs can be integrated and implemented effectively. effective on a regional or regional scale. This process is important to achieve harmony between national, regional and local priorities in an effort to realize sustainable development.

With regard to the research objectives, out of a total of 23 (twenty three) indicators that can be identified by data availability, there are 6 (six) indicators that fall into categories D and E. It is important to carry out an in-depth evaluation of the factors that have led to the significant achievements from the target. This involves analyzing the obstacles, challenges and shortcomings that may arise during the implementation of SDGs-related programs or policies. The first step is to identify similarities between regional development priorities in the RPJMD and the SDGs goals. At this stage, the most relevant SDGs goals are determined and can be integrated with the vision, mission and programs in the RPJMD (Hena et al., 2023).

The Sustainable Development Goals (SDGs) issue priority score is based on supporting factors, with these factors including Budget Support, Regulatory Support, RPJMD (Regional Medium Term Development Plan) Support, Institutional Support, and Partnership Support. Each factor has an issue priority weight that shows the level of urgency in supporting the achievement of the SDGs goals. The results of the analysis show that the priority issues in each factor have the same issue, namely the issue of reducing poverty levels.

#### 1. Budget Support Factors

In the budget support factor, the issue of eliminating poverty is the main priority which has the highest weight of 0.368, second is the issue of reducing the percentage of poverty based on gender and age with a weight of 0.242, the third priority is reducing the percentage of poverty with a weight of 0.229, the fourth priority is increasing the proportion of seats women in parliament with a weight of 0.061, the fifth priority is the issue of increasing GRDP per capita with a weight of 0.058 and the last or sixth priority is related to the issue of increasing the tax to GDP ratio with a weight of 0.041.

#### 2. Regulatory Support Factors

In the regulatory support factor, the issue of eliminating extreme poverty is the main priority which has the highest weight of 0.350, the second priority is reducing the percentage of poverty with a weight of 0.244, the third priority is the issue of reducing the percentage of poverty based on gender and age with a weight of 0.237, the fourth priority is increasing the proportion women's seats in parliament with a weight of 0.073, the fifth priority is the issue of increasing GRDP per capita with a weight of 0.059 and the last or sixth priority is related to the issue of increasing the tax to GDP ratio with a weight of 0.036.

#### 3. RPJMD Support Factors

In the RPJMD support factors, the issue of eliminating poverty is the main priority which has the highest weight of 0.393, the second priority is the issue of reducing the percentage of poverty with a weight of 0.225, the third priority is reducing the percentage of



poverty based on gender and age with a weight of 0.217, the fourth priority is increasing the proportion of seats women in parliament with a weight of 0.074, the fifth priority is increasing the tax to GDP ratio with a weight of 0.046 and the last or sixth priority is related to the issue of increasing GDP per capita with a weight of 0.045.

#### 4. Institutional Support Factors

In the institutional support factor, the issue of eliminating extreme poverty is the main priority which has the highest weight of 0.404, the second priority is reducing the percentage of poverty with a weight of 0.249, the third priority is the issue of reducing the percentage of poverty based on gender and age with a weight of 0.160, the fourth priority is increasing the proportion women's seats in parliament with a weight of 0.096, the fifth priority is the issue of increasing GRDP per capita with a weight of 0.053 and the last or sixth priority is related to the issue of increasing the tax to GDP ratio with a weight of 0.039.

#### 5. Partnership Support Factor.

In the partnership support factor, the issue of reducing the percentage of poverty is the main priority which has the highest weight of 0.297, the second priority is eliminating extreme poverty with a weight of 0.291, the third priority is the issue of reducing the percentage of poverty based on gender and age with a weight of 0.253, the fourth priority is the issue of increasing the proportion of women's seats in parliament with a weight of 0.065, the fifth priority is the issue of increasing GRDP per capita with a weight of 0.053, and the last or sixth priority is related to the issue of increasing the tax to GDP ratio with a weight of 0.041.

These results show that there are important points related to priority alignment where there is harmony between the factors analyzed, especially in maintaining the issue of poverty as a top priority. Apart from that, paying attention to the achievement of the weight of each issue, awareness of social problems at the regional level, especially the issue of poverty, requires serious attention. So based on this, the Bone Bolango Regency Government needs to focus on holistic sustainable development through the preparation of a policy framework that is able to accommodate all issues, especially poverty.

## CONCLUSION AND RECOMMENDATION

Based on the results and discussion, the SWOT factors produced in the research are as follows:

### 1. Strengths:

- a. Budget Support with a weight of (0.045) and Partnership (0.043), are two supporting factors that have priorities in fourth and fifth place. This shows that in

these two factors, SDGs issues in the budget and partnership factors can be used as strengths for program effectiveness.

- b. The budget support and partnership factors have the same issue related to increasing the tax to GDP ratio with the same weight value, namely the lowest weight score (0.041). This indicates that the issue of the tax to GDP ratio by the people of Bone Bolango Regency is at a good level so that it is not a top priority and the Government can focus on other issues.

## **2. Weaknesses:**

- a. Institutional support with a weight of 0.120 is a factor that needs to be taken into account in the criteria for achieving the SDGs, because this factor can become an obstacle in implementing policies for achieving the SDGs.
- b. Priority issues related to institutional support factors are related to eliminating extreme poverty with the highest weight (0.404) and reducing the percentage of poverty (0.249), this shows that these two issues are still weaknesses and reform is needed with programs that can accommodate issues related to poverty levels in Bone Bolango Regency

## **3. Opportunities:**

- a. The RPJMD (Regional Medium Term Development Plan) support factor with the second highest weight (0.359), this shows that the RPJMD is also a priority that needs to be considered in achieving SDGs performance.
- b. The priority issue contained in the RPJMD support is related to increasing the tax to GDP ratio with a weight of 0.046. This weight achievement shows that RPJMD support provides an opportunity for the tax to GDP ratio so that this issue is used as an opportunity to increase the economic progress of Bone Bolango Regency.

## **4. Threats:**

- a. The support factor with the highest ranking is related to Regulatory Support with a weight of (0.432), indicating that this factor is an obstacle and threat due to the lack of support and collaboration from external parties.
- b. The issue with the highest weight is the issue of eliminating extreme poverty (0.350) and reducing the percentage of poverty (0.244). Based on the high level of regulatory support, this indicates that the Bone Bolango Regency government needs to prioritize this factor as a top priority by creating strategies and assistance to avoid threats.

## RECOMMENDATION

Based on the SWOT results above, it can be seen that the issues that are the main priority, namely those related to eliminating extreme poverty and reducing the percentage of poverty, are threats that are prioritized in terms of regulatory support and institutional support. Meanwhile, increasing local taxes has great potential or opportunities from budget support and partnership factors and by focusing on RPJMD support. This analysis can be a basis for formulating more effective strategies and policies in achieving the priority goals that have been set in the Bone Bolango district.

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