

Designing Village Food Security: SWOT–QSPM Strategy for Sumber Harjo Farmers' Group

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Abstract

Strengthening food security at the village level has become a national priority, with farmer groups (Gapoktan) serving as key grassroots institutions. However, the organizational and strategic capacity of many Gapoktan remains underdeveloped, especially in rural areas such as Mulyoagung Village, Bojonegoro. This study addresses the need to design targeted strategies for empowering Gapoktan Sumber Harjo to support food security programs funded through the Village Fund. This study aims to formulate strategic priorities for developing Gapoktan Sumber Harjo using a quantitative strategic model. The research applied a descriptive approach using Internal Factor Evaluation (IFE), External Factor Evaluation (EFE), Strengths-Weaknesses-Opportunities-Threats (SWOT) matrix, and Quantitative Strategic Planning Matrix (QSPM). Data were collected through interviews, documentation, and expert judgment scoring. The IFE results indicated a score of 2.6608, suggesting moderately strong internal conditions. The EFE score reached 3.0090, showing that external conditions are highly supportive, especially through the Village Fund policy and local government programs. QSPM analysis identified the most attractive strategies to generate leadership and capacity-building in digital skills. This study concludes that Gapoktan's internal reinforcement must precede any external partnership or digitalization effort. Strategic development based on empirical scoring ensures policy alignment and community participation. These findings will inform local governments and grassroots institutions in prioritizing sustainable, data-driven agricultural strategies.

Keywords— Agricultural Institutions, Food Security, Strategic Planning, QSPM, Village Fund,

Introduction

Food security is a priority issue in national development that directly touches the lives of rural communities. The government, through Permendesda PDPTT Number 13 of 2023 concerning Priorities for the Use of Village Funds in 2024, explicitly places food security as one of the strategic programs that must be funded through the Village Fund. In this regulation, strengthening food security is directed at efforts to produce, distribute and consume local food based on village resources and community institutions, such as farmer groups and farmer group associations (gapoktan). This approach is not only aimed at increasing food availability, but also as an instrument for strengthening a sustainable village economy (Ministry of Villages, 2023).

Gapoktan Sumber Harjo, located in Mulyoagung Village, Balen Sub-district, Bojonegoro District, is a potential farmer organization for village food security. Its location in a strategic agricultural area makes this Gapoktan have productive agricultural activities. However, institutional conflicts are still evident, for example in strategic planning, lack of adaptation to market dynamics, and suboptimal use of the

Village Fund.

These findings are in line with the study by Tyas et al. (2022) who studied Gapoktan Sumber Makmur in South Sumatra: they found that Gapoktan institutions often face constraints such as weak institutional capacity and lack of marketing innovation (Tyas, Baga, & Kilat Adhi, 2022). In addition, research from IOP Conference Series (2020) on rice productivity development in West Java showed that regeneration of young members and institutional strengthening through technology training proved to be key factors in increasing productivity (Ariyana et al., 2020). The study on institutional transformation from Gapoktan to Agrarian Microfinance Institution (LKMA) also concluded that legal legitimacy, asset ownership, and administrative training are the main prerequisites for a strong and credible institution (Darwis et al., 2023).

These studies confirm that institutional problems ranging from incompetent human resources, the dominance of older members, to the lack of digital facilitation and institutional coordination experienced by Gapoktan Sumber Harjo are also common issues in many Gapoktan in Indonesia. Therefore, this research seeks to develop an institutional strategy structured in SMART-SWOT and QSPM, based on local needs, so that the use of Village Funds and food security programs can be effectively and consistently operationalized.

To optimize the role of Gapoktan Sumber Harjo in the context of village food security, a strategic planning approach is needed that is able to thoroughly identify internal and external factors. The SWOT (Strengths, Weaknesses, Opportunities, Threats) method has been widely applied in the context of local-scale community agriculture, such as in sago farmland development planning in Kalimantan (Karim, Syahadat, & Basri, 2019), and Afghanistan's agricultural sector strategy analysis (Nikzad, Hosseini, Salami, Chizari, & Ahady, 2023). While SWOT is effective in mapping institutional conditions, it is descriptive and does not provide quantitative strategy prioritization. Therefore, the Quantitative Strategic Planning Matrix (QSPM) approach was used as a complement. QSPM allows assessment of strategy prioritization based on relative attractiveness (Attractiveness Score), as is done in the development of agritourism and agricultural MSMEs (Nikzad et al., 2023). This combined SWOT and QSPM approach distinguishes this research from previous studies, and provides a more comprehensive and systematic analytical framework in formulating strategies for institutional development of Gapoktan based on village food security.

Previous research on food security and farmer institutions has generally focused on empowerment, training or production strengthening programs, but there are limited studies that strategically link the institutional management of Gapoktan within the framework of Village Fund-based food security. In addition, the SWOT and QSPM approaches as strategic analysis methods are generally more widely used in business or MSME studies, so their use in the context of village agricultural institutions such as Gapoktan is still rarely found, especially in rural Bojonegoro. Therefore, this research is present to fill this gap, with a quantitative approach that integrates SWOT and QSPM to formulate a targeted and applicable Gapoktan development strategy.

Specifically, this research aims to formulate a development strategy for Gapoktan Sumber Harjo in supporting food security programs in Mulyoagung Village through a systematic analysis of internal and external factors. The practical contribution of this research is to produce data-based strategy priorities that can be a reference for the village government and Gapoktan management in making institutional policies. Meanwhile, the theoretical contribution is to expand the use of SWOT and QSPM methods in rural community-based agricultural development studies.

Literature Review

Several previous studies have applied the integrated SWOT and QSPM approach in the context of

agricultural institutions or agrarian communities. For example, a study on horticultural development in Central Kalimantan's tidal lands showed that while SWOT was effective in mapping internal and external conditions, QSPM was needed to prioritize strategies based on Total Attractiveness Score and optimal use of resources (Siswanto, 2020). Another study related to the development of pindang fish processing in Pekalongan Regency found that the SWOT-QSPM combination was able to produce measurable and relevant strategy options for local policy (Swastawati, Rosihun, & Riyadi, 2024). This approach proved superior because it is not only descriptive, but also provides objective strategy prioritization, according to the relative attractiveness of each alternative. Meanwhile, David as a pioneer of the QSPM method, stated that this method can assist organizations in choosing the best strategy through a quantitative comparison between internal and external factors that have been previously identified through SWOT (Fred R. David, 1986).

In addition, the study (Madureira, Nunes, Mata, & Vaz-Velho, 2024) illustrates that the application of SWOT analysis in the agriculture and agribusiness sectors can identify opportunities for the development of farmer institutions, both in production and marketing aspects. These studies reinforce the relevance of using SWOT and QSPM in the context of Gapoktan (Farmer Group Association) development, especially in supporting national strategic programs such as village-based food security.

Several other approaches that contribute to the strategic planning of agribusiness institutions have also used the SWOT-QSPM combination model, such as that conducted by (Nadhira Nurul Muhafi, 2024) in the study of the development of the business strategy of the coffee shop "Kopi Dul". The study combines various strategic tools such as IFE (Internal Factor Evaluation), EFE (External Factor Evaluation), SWOT Matrix, IE Matrix, and QSPM in formulating superior strategies based on the weight and attractiveness scores obtained from quantitative analysis. This shows that the SWOT-QSPM combination model has the flexibility to be applied in various community-based business sectors, including the agricultural sector.

This research is a pioneer in the context of applying SWOT and QSPM for Gapoktan institutional development at the village level, taking into account social, cultural, village fund policy factors, as well as the specific agribusiness environment in Mulyoagung Village, Balen District, Bojonegoro Regency. Gapoktan Sumber Harjo as the subject of the study is in the context of implementing the Village Fund-based food security program in accordance with Permendesa PDTT No. 13 of 2023. Thus, this research also has a strong regulatory foundation.

In addition to offering a measurable strategic planning approach, this research also highlights the participatory approach based on village farmer institutions, which has been underrepresented in the strategic planning literature. Therefore, the combination of SWOT and QSPM analysis used in this research is expected to make a real contribution to increasing the independence and competitiveness of farmers' institutions, as well as strengthening the local food security system in a sustainable manner.

Research Method

This research was conducted in Mulyoagung Village, Balen District, Bojonegoro Regency, which is an agricultural area with considerable agricultural potential. The main subject in this research is Gapoktan Sumber Harjo, a farmer economic institution that plays an important role in supporting the village food security program. The research was conducted during the period January to April 2025, coinciding with the implementation of the Village Fund food security program in the current fiscal year.

This research uses a quantitative descriptive approach with SWOT (Strengths, Weaknesses, Opportunities, Threats) and QSPM (Quantitative Strategic Planning Matrix) methods to develop a development strategy for Gapoktan Sumber Harjo in supporting the food security program. This method was chosen because it has proven to be effective in the analysis of internal and external data-based

organizational strategic planning (F. R David, 2017). Data were obtained through in-depth interview techniques, Gapoktan institutional documentation, and scoring by three expert informants from the village government, farmer leaders, and local agricultural assistants. Internal factors (strengths and weaknesses) and external factors (opportunities and threats) were determined based on the exploration results. Each factor was then given a weight (0-1) and score (1-4) by the expert informants to calculate the weighted score in the IFE and EFE matrix.

Next, the SWOT matrix was used to identify possible combinations of strategies for Gapoktan. The eight alternative strategies resulting from the combination of SWOT factors were then evaluated using QSPM to determine strategy priorities based on the Total Attractiveness Score (TAS). The results of the strategy measurement were quantified using the formula $TAS = \text{weight} \times \text{relative attractiveness score}$. Strategies with the highest TAS scores were prioritized because they were considered the most suitable and realistic to implement. This procedure enables objective, measurable and evaluable analysis for strategic institutional decision-making.

All these stages were conducted in a participatory and contextualized manner by involving village stakeholders so that the resulting strategies are truly adaptive and sustainable in supporting local food security.

Results and Discussion

Results

The first internal factor analysis of Gapoktan Sumber Harjo aims to determine the strengths and weaknesses of the institution in managing the village food security program.

Table 1. Results of Internal Factor Evaluation

Internal Strategy Factors	Weight (a)	Ranking (b)	Weighted Score (axb)
Strength			
1. Legal decree from the village government	0.1013	3	0.3241
2. Member activeness	0.0823	3	0.2139
3. The existence of work cohesiveness	0.0759	2	0.1823
4. Having assets	0.0696	2	0.1532
5. Has an active savings and loan business unit	0.0949	3	0.2848
Total Strength	0.4241		1.1582
Weaknesses			
1. Lacks institutional facilities	0.0823	3	0.2139
2. Low human resources of Gapoktan management	0.0823	3	0.2139
3. Lack of agricultural counseling and mentoring activities for Gapoktan	0.0823	3	0.2139
4. Gapoktan Sumber Harjo average members and administrators are >50 years old	0.0886	3	0.2481
5. Lack of Expertise in the Use of Technology and Digital Administration	0.0886	3	0.2481
6. No assets in the form of technology-based agricultural equipment	0.0759	2	0.1823
7. Lack of information exchange media	0.0759	2	0.1823
Total Weaknesses	0.5759		1.5025
Total Internal	1.0000		2.6608

Based on Table 1 of the Internal Factor Evaluation results, the total IFE score is 2.6608, which indicates that the internal conditions of Gapoktan Sumber Harjo are in a fairly strong category. This means that the strengths are relatively comparable but slightly weaker than the weaknesses, so there is still a need to increase overall institutional capacity. In terms of strengths, five main factors were identified with a total cumulative weight of 0.4241 and a weighted score of 1.1582. The highest strength is the existence of a legal decree from the Village Government (weight 0.1013; weighted score 0.3241), which is the basis for legitimizing and recognizing the existence of Gapoktan formally. In addition, active members (weight 0.0823; weighted score 0.2139) and an active savings and loan business unit (weight 0.0949; weighted score 0.2848) are also important supports in driving institutional activities. The cohesiveness of work among members and ownership of basic assets also contribute positively, albeit with a lower weighted score.

Meanwhile, in terms of weaknesses, seven dominant factors were identified with a total weight of 0.5759 and a weighted score of 1.5025, meaning that internal weaknesses are still greater than strengths. The biggest weaknesses include the average age of members and administrators being more than 50 years old (weight 0.0886; weighted score 0.2481) and the lack of expertise in the use of technology and digital administration (weight 0.0886; weighted score 0.2481). These two things are obstacles in terms of innovation and adaptation to changing times, especially in technology-based agricultural management. In addition, Gapoktan also lacks adequate institutional facilities, limited human resources of the management, and the lack of agricultural extension and assistance activities, all of which have relatively high weights and scores. Other factors such as the absence of technology-based agricultural tools and the lack of information exchange media between members also increase the internal challenges faced by Gapoktan.

Overall, the results of the IFE analysis show that although Gapoktan Sumber Harjo has basic institutional strengths, the internal challenges faced are more complex and require strategic intervention, both in the form of training, institutional strengthening, and management regeneration to be more adaptive to technological and market developments. These results are an important basis for developing a more targeted development strategy in order to support village-based food security programs.

Second, an external factor analysis was conducted to evaluate the opportunities and threats faced by Gapoktan Sumber Harjo from the environment outside the organization.

Table 2. External Factor Evaluation Results

External Strategy Factors	Weight (a)	Ranking (b)	Weighted Score (axb)
Opportunity			
1. Village Fund Support for Food Security Program	0.2022	4	0.7281
2. Support from the farming community of Mulyoagung Village	0.1573	3	0.4404
3. Support from the District Agriculture Office and Independent Extension Workers	0.1798	3	0.5753
4. Availability of Local Food Market	0.1461	3	0.3798
5. Support from Mulyoagung Village Government	0.1685	3	0.5056
Total Opportunities	0.8539		2.6292
Threats			
1. Limited Access to Technology and Information	0.1236	2	0.2719
2. Weak Bargaining Position in the Market	0.1348	2	0.3236

3. Lack of technology-based agricultural equipment grant programs for Gapoktan development from local and central governments	0.1461	3	0.3798
Total Threats	0.1461		0.3798
Total external	1.0000		3.0090

The results of the EFE matrix in Table 2 show a total score of 3.0090, indicating that the external environment is very supportive of developing and strengthening the role of Gapoktan, especially in the context of village-based food security programs. In terms of opportunities, there are five strategic factors that make a major contribution to the sustainability of the organization, with a total cumulative weight of 0.8539 and a weighted score of 2.6292. The biggest opportunity factor is the support of the Village Fund for food security programs (weight 0.2022; weighted score 0.7281), which is a real opportunity for Gapoktan to access funding and develop production, distribution and processing activities. In addition, support from the Agriculture Office and independent extension workers (weight 0.1798; weighted score 0.5753) as well as support from the Mulyoagung Village Government (weight 0.1685; weighted score 0.5056) are reinforcing factors in terms of technical assistance, program coordination, and integration with local policies. The availability of local food markets and support from the local farming community also strengthen the opportunity to develop Gapoktan as an economic institution that is trusted and needed by the community.

Meanwhile, on the threat side, there are three factors to watch out for with a total weight of 0.1461 and a weighted score of 0.3798. The biggest threat is the lack of technology-based agricultural equipment grant programs from the central and regional governments (weight 0.1461; weighted score 0.3798), which can hinder the modernization of Gapoktan's agricultural infrastructure. In addition, limited access to technology and information (weight 0.1236; weighted score 0.2719) and the weak bargaining position of Gapoktan in the market (weight 0.1348; weighted score 0.3236) are also obstacles that must be anticipated through institutional strategies and collaboration with various parties.

Overall, the EFE score of 3.0090 reflects that Gapoktan Sumber Harjo is in a very potential position to grow and develop, especially if it is able to optimally utilize various forms of external support. These results become an important foundation in formulating QSPM-based strategies so that Gapoktan can maximize opportunities and minimize threats in supporting Mulyoagung Village's food security.

QSPM analysis is conducted to determine the best strategic priorities that can be implemented by Gapoktan Sumber Harjo in supporting village-based food security programs. Through the process of weighting and assessing the relative attractiveness of each alternative strategy, a Total Attractiveness Score (TAS) is obtained for the eight strategies that have been prepared based on the SWOT combination. The TAS value is used to determine the priority level of strategy implementation.

Table 3. QSPM Results

No.	Alternative Strategy	TAS value	Priority
1.	Manage the food security program through Village Fund support and member activeness by utilizing the legality of the official Gapoktan decree from the Mulyoagung Village Government.	8.0772	3
2.	Developing a savings and loan business unit as a source of farming capital with the support of Gapoktan assets and collaboration with the Agriculture Office and local markets.	7.8192	5
3.	Improve the capacity of the management's human resources and technological skills through training from the Agriculture Office and independent extension workers.	8.1088	2

No.	Alternative Strategy	TAS value	Priority
4.	Propose the development of institutional facilities and procurement of technology-based agricultural equipment through the Village Fund focused on food security.	7.8936	4
5.	Form an active member-based collective marketing team to strengthen Gapoktan's bargaining position against outside market competition.	7.5613	8
6.	Utilize institutional assets and legality to establish simple technology partnerships (e.g. product catalogs, digital information groups) to reduce limitations in access to technology and information.	7.8024	6
7.	Regenerate the management by involving farmer youth to be adaptive to technology and address the challenges of the old members' advanced age.	8.2767	1
8.	Establish a coordination forum between Gapoktan or cooperation with BUMDes to share facilities, technology, and market access to overcome limited tools and dependence on government assistance.	7.5939	7

From the QSPM results in Table 3, the strategy with the highest TAS value is to regenerate the management by involving farmer youth (TAS: 8.2767). This strategy is seen as the most important step because it directly addresses the main problems faced by Gapoktan, namely the dominance of old age in the management structure and limited adaptation to technology. Regeneration is considered an important foundation to ensure institutional sustainability in the future.

Another strategy that has a high score is increasing the capacity of the management's human resources and technological skills through training from the Agriculture Office and independent extension workers, with a TAS value of 8.1088. This strategy strengthens regeneration efforts, with a focus on improving the quality of individuals to support a more adaptive organization.

On the other hand, the strategy of managing the food security program through the support of the Village Fund and the activeness of members, as well as utilizing the legality of the official decree from the Village Government, recorded a TAS value of 8.0772. This strategy confirms that formal legality and active participation of members are important foundations in running village budget-based programs effectively and sustainably.

Other strategies such as proposing the development of institutional facilities and procurement of technological farming tools (TAS: 7.8936) and developing a savings and loan unit as a source of farming business financing (TAS: 7.8192) also score high and remain relevant to implement, although they are ranked fourth and fifth.

Meanwhile, strategies such as forming a collective marketing team (TAS: 7.5613) and establishing a coordination forum between Gapoktan or with BUMDes (TAS: 7.5939) are in a lower priority position. This does not mean that these strategies are not important, but their implementation may be more effective if done after the Gapoktan's internal structure is strengthened first.

In general, all strategies have a high TAS value of above 7.5, which indicates that they are feasible and relevant to implement. However, based on the quantitative analysis, strategies targeting human resource reform, institutional capacity strengthening and optimizing Village Fund support are the top priorities that must be implemented immediately to support the effectiveness of the food security program in Mulyoagung Village.

Discussion

Internal factor evaluation (IFE) analysis revealed that Gapoktan Sumber Harjo has strengths in the form of institutional legality (Village Decree), active members, asset ownership, and savings and loan units.

However, this institution still faces various challenges, such as the dominance of the elderly in the management, the low capacity of the management, and limited technology-based facilities. The IFE score of 2.6608 indicates that Gapoktan's internal condition is quite strong, but it requires an increase in institutional capacity and technology in order to effectively manage the food security program.

The External Factor Evaluation (EFE) results show a high score of 3.0090, which illustrates that the external environment is very supportive, especially in terms of Village Fund support, partnerships with village and district governments, local market availability, and farming community participation. However, potential threats remain, such as limited access to technological information and Gapoktan's weak bargaining position in the market. Therefore, Gapoktan needs to develop strategies to maximize the momentum of policy support and strengthen its institutional position in the face of external dynamics.

From the QSPM results, the highest priority strategy is management regeneration by involving farmer youth and increasing human resource capacity through technology-based training. This is in line with research (Omulo & Kumeh, 2020), which found that peer learning-based digital training, such as through SMS or chat groups, is very effective in increasing the adoption of agricultural technology by smallholder farmers. This is supported by research by Dibbern, Romani, & Massruhá, (2024) which emphasizes the importance of digital infrastructure readiness and technological literacy as prerequisites for digital agricultural transformation at the village level.

This study found that the strategy of managing the food security program through the Village Fund and the activeness of members by utilizing the legality of the Gapoktan institution (official village decree) was very effective. These results are consistent with research by Manurung et al., which examined nationally the effect of Village Fund allocations on reducing hunger and poverty in Indonesia. The findings suggest that automation of the Village Fund program contributes significantly to achieving the Sustainable Development Goals (SDG-2) related to hunger alleviation. Policy implementation that encourages appropriate allocation of the Village Fund not only improves food access but also strengthens the economic stability of village communities (Manurung et al., 2022). The formal legality of Gapoktan through the Village Decree is an important asset so that the institution can officially access funding and make empowerment activities more structured and accountable.

While strategies such as strengthening the savings and loan unit and forming a collective marketing team have relevance in the medium term, their implementation is highly dependent on Gapoktan's internal readiness. As noted by (Smidt & Jokonya, 2022), an adaptive organizational structure and a clear division of roles are necessary before digitization and cross-institutional collaboration can be optimally implemented. (Ndauka & Matotola, 2023) also added that the success of farmer cooperatives in adopting technology is strongly influenced by the readiness of human resources and the sustainability of training programs.

Thus, this discussion emphasized a sequence of realistic and measurable strategies: first, strengthening internal institutions through regeneration and training; second, optimizing funding opportunities through the Village Fund program; and third, expanding strategic partnerships and technology adoption. These steps are designed to enable Gapoktan Sumber Harjo to increase its contribution to sustainable food security in Mulyoagung Village.

The QSPM results placed the regeneration of the management by involving farmer youth as the most prioritized strategy, reflecting the need to ensure Gapoktan's institutions are more adaptive to technology. This supports Adams & Jumpah's (2021) findings that membership in farmer organizations and members' demographic characteristics such as age and education affect technology adoption and farmers' welfare.

Furthermore, strategies to increase human resource capacity through technological and managerial training are also highly prioritized. This is in line with the findings in Smidt's (2021) study, which concluded that the adoption of digital technology in small-scale farmers is influenced by economic, social, and institutional factors, and the need for institutional support and training to strengthen adoption capabilities.

Regarding Gapoktan's internal challenges such as limited digital administration and lack of technology facilities, the literature on digital farming suggests the need for infrastructure, technical expertise, and supporting policies to facilitate the transition from traditional to smart farming. Thais Dibbern et al. (2024) assert that the availability of infrastructure, technical knowledge, and organizational capacity are important elements in the adoption of agricultural technology.

The management strategy of the Village Fund-based food security program with institutional legality (official decree) also received high scores. The existence of this legality strengthens Gapoktan's legitimacy in accessing funds and establishing institutional cooperation, in accordance with the literature that highlights the importance of formal legitimacy for resource access and policy support.

Institutional structures such as savings and loan units and collective marketing systems were also identified as relevant strategies, although not top priorities. This is in line with research by Ndauka & Matotola (2023), which states that technology adoption in farmer cooperatives in terms of availability, access, and use has a positive influence on farmers' income and investment.

The overall discussion confirms that adaptive human resource development and management regeneration are the main foundations for Gapoktan Sumber Harjo to optimize external opportunities such as the Village Fund, local markets, and agricultural agency partnerships as well as to address institutional and technological threats. Without fundamental internal improvements, advanced strategies such as digital marketing and the development of technological facilities will not work effectively.

While this study provides important strategic insights for the institutional development of village farmers, there are some limitations. Firstly, the scoring of strategic factors is based on expert judgment, which is limited in number and therefore potentially subjective. Secondly, this study only focuses on one Gapoktan in Mulyoagung Village, so the results cannot be generalized to other areas that have different institutional and socioeconomic characteristics. Thirdly, although the SWOT and QSPM methods are effective in formulating strategic priorities, these approaches do not consider dynamic external changes or long-term impact evaluation. Future research is recommended to use participatory approaches or dynamic modeling to validate and simulate the strategy results more thoroughly.

Conclusion

This research aims to formulate a strategy for the development of Gapoktan Sumber Harjo in order to support the food security program in Mulyoagung Village, Balen District, Bojonegoro Regency. Based on the results of SWOT analysis and measurement of strategy priorities through QSPM, it was found that Gapoktan has strong internal potential, indicated by an IFE score of 2.6608. However, internal weaknesses such as the dominance of old age in the management, limited human resource capacity, and lack of mastery of technology are still significant obstacles that need to be overcome immediately.

From the external side, an EFE score of 3.0090 was obtained, indicating that the external environment is very supportive, especially through opportunities such as Village Fund support, farmer community involvement, and support from the government and local markets. This indicates that Gapoktan has great strategic opportunities to grow, as long as it is able to capitalize on strengths and manage weaknesses appropriately.

Strategies prioritized in the QSPM include management regeneration by involving farmer youth,

increasing human resource capacity through technological and managerial training, and managing food security programs with Village Fund support and institutional legality. These strategies are considered most important to strengthen the internal foundation of Gapoktan before moving towards the development of business units, technology and market partnerships.

Thus, it can be concluded that strengthening institutional capacity, renewing management, and optimizing synergies with various parties are key in designing an independent and sustainable future of village food. The strategies resulting from this research can be a practical reference for village governments, related agencies, and agricultural institutions in developing development programs based on local food security.

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