

SWOT Strategy in Strengthening the Role of Village Community Empowerment Institutions: An Islamic Law Perspective

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ABSTRACT

This research addresses important issues identified during capacity-building study meetings, including community confusion regarding the function of community empowerment institutions, low levels of participation, and fragmented stakeholder perceptions, all of which impact the effectiveness of village development. This research uses qualitative methods; data collection involves interviews and literature reviews. SWOT analysis assesses the strengths, weaknesses, opportunities, and challenges of community empowerment institutions. Analysis shows that community empowerment institutions have difficulty facilitating community input and holding development planning meetings effectively, thereby hampering participatory governance. Despite these challenges, the Institute has demonstrated strength in mediating community-government dialogue and motivating communal efforts, although improvements in program evaluation and structural cohesion are needed. The study found that the institute is in line with Islamic principles such as ukhuwwah (brotherhood) and ta'awun (cooperation) by empowering communities through inclusive development planning and mutual cooperation. This research concludes that the implementation of Law Number 6 of 2014 by the Community Empowerment Institute has had a positive impact despite the challenges. This research recommends increasing community awareness, strengthening institutional capacity, and fostering greater synergy between institutions and village governments to achieve sustainable and inclusive development.

Keywords: SWOT, Strengthening, Community Empowerment Organization

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INTRODUCTION

The Village Community Empowerment Institution, previously known as the Village Community Resilience Institution, has been established based on Permendagri No. 5/2007. The main purpose of this institution is to increase community initiative and self-help in carrying out development programs in a participatory manner. Over time, this regulation was updated to comply with Law No. 6/2014 on villages. This regulation emphasizes the role of the Community Empowerment Organization in assisting the implementation of

the functions of village governance, village development, community development, and village community empowerment.

However, based on observations and complaints raised in a review meeting by the Kuningan Regency Government in July 2021, the role and function of the Community Empowerment Institution in many villages is still not optimal. The Community Empowerment Organization is supposed to function as a partner of the village government in development and empowerment, but in reality, many are not running according to their capacity. The success of village development is highly dependent on participatory planning, but the Community Empowerment Organization has not played a maximum role in this regard. Islam in community empowerment is based on several principles that the Prophet Muhammad SAW has applied since the first revelation was revealed to spread Islam, namely justice, equality, participation, respect, and ta'awun. In the empowerment itself, a partial continuous approach and a structural approach are used in order to achieve the three dimensions of the strength of Muslim society, namely the dimension of faith, the dimension of knowledge, and the social dimension (Fatkhullah, 2023).

Previous research has shown that weak coordination, communication, and cooperation between village institutions such as the Community Empowerment Organization, village head, village consultative body, and other village officials are the main obstacles in implementing participatory village development. A study conducted in several villages in Kuningan Regency showed that the Community Empowerment Institution has not played much of a role in the village development planning deliberation forum (musrenbang) and has not been maximized in channeling the aspirations of the village community. Recent research indicates an urgent need to evaluate and improve the role of community empowerment organizations in village development. This research will be a new contribution by examining more deeply the role of community empowerment institutions in the perspective of Islamic law, which has not been widely discussed in previous studies (Abullah, 2022).

Although many studies have been conducted on the role of community empowerment institutions in village development, there is still a gap in the understanding of how this institution functions in the context of Islamic law. This research will examine the role of community empowerment institutions in the perspective of Islamic law, which is a new and unexplored aspect in the existing literature. This gap is important to fill as an Islamic law perspective can provide strong moral and ethical guidance for community empowerment institution capacity development (Winarni, 2020).

In the context of this research, the hypothesis proposed is that the Village Community Empowerment Agency, which is empowered and functions in accordance with the perspective of Islamic Law, will be more effective in increasing community participation and implementing sustainable village development. The problem statement that will be explored includes

the role of community empowerment institutions as the implementation of Law No. 6/2014 in Nanggerangjaya Village from the perspective of Islamic law. In addition, this research will also examine how Islamic law reviews the role of community empowerment institutions in empowering the community in Nanggerangjaya Village (Rajagukguk, 2023). This research is to understand the extent to which the principles of Islamic law can improve the effectiveness and efficiency of the Community Empowerment Institution in carrying out its duties and functions, as well as how this approach can be integrated into more inclusive and participatory village empowerment and development practices. Thus, this research is expected to provide new insights and practical solutions to optimize the role of community empowerment institutions in the context of sustainable village development (Aziz, 2021).

This research approach will include a literature study on the role of the Community Empowerment Institution in village development as well as a review of Islamic law related to community empowerment (Nawir, 2023). Field research will be conducted in Nanggerangjaya Village to collect empirical data through interviews, observations, and questionnaires. Data analysis will be conducted using qualitative methods to understand the role, challenges, and opportunities of Community Empowerment Institution in the context of Islamic law (Irfadat, 2021).

The purpose of this research is to evaluate the role of the village community empowerment organization in accordance with the provisions of Law No. 6/2014 in Nanggerangjaya Village. This research also aims to examine the role of the community empowerment institution from an Islamic law perspective so as to provide deeper insight into the implementation of Islamic principles in village community empowerment. In addition, this research will analyze the strengths, weaknesses, opportunities, and challenges faced by the community empowerment institution in carrying out its duties, with a particular focus on participatory aspects and community empowerment. Based on the research findings and Islamic law review, this study will develop practical and applicable recommendations to improve the effectiveness of the Community Empowerment Institution's role in village development so that it can contribute more significantly in realizing sustainable and inclusive development in Nanggerangjaya Village.

METHODS

The research method used in this study is a logical, consistent, and operational scientific approach, involving various systematic stages to collect and analyze data. This research uses a case study method with a qualitative approach, which allows researchers to explore the lives of communities, organizations, or individuals who become units of analysis (Saleh, 2023). The research location is Nanggerangjaya Village, Mandirancan Sub-district, Kuningan Regency, with the main participants including the Village Secretary, Head of Community Empowerment Institution, community leaders, youth leaders, women leaders, and practitioners of positive law and Islamic law. Research instruments included observation, semi-structured interviews,

literature study, and documentation. Primary data was obtained through direct interaction with participants, while secondary data was collected from relevant academic references. Data collection techniques involved in-depth observation of the geographical conditions and structure of institutions in the village, interviews with various parties to obtain their perspectives, as well as literature study to strengthen the findings. Data validity was ensured through source triangulation, peer checking, and auditing by supervisors. Data analysis was conducted using the SWOT method, evaluating the strengths, weaknesses, opportunities and threats faced by the Community Empowerment Institution. The results of this analysis were then summarized to provide answers to the problem formulation and develop recommendations relevant to the research findings.

RESULTS AND DISCUSSION

The Role of Community Empowerment Institutions as the Implementation of Law Number 6 Year 2014

This study aims to analyze the role of the Village Community Empowerment Agency in the implementation of Law No. 6/2014 on villages in Nanggerangjaya Village. Based on the results of the study, the Community Empowerment Institution plays a significant role in planning development, motivating community participation, and serving as a facilitator and mediator between the village government and the community. This is in line with the research objective, which is to evaluate the effectiveness of the community empowerment institution in village development in accordance with Law No. 6/2014 (Fajar, 2020).

The results of this study are consistent with other studies that show that community empowerment institutions in villages play a key role in community development and empowerment. Other studies also state the importance of community participation in the process of planning and implementing village development to ensure that programs are run according to local needs. However, there are differences in the level of participation and effectiveness of community empowerment institutions in different villages, which may be due to differences in resources, management, and community involvement (Ismail, 2023).

The Village Community Empowerment Agency plays a crucial role in supporting village development. Based on the research results, the Community Empowerment Institution D acts as a facilitator, mediator, motivator, and dynamizer in various aspects of village development, which is crucial to creating participatory, sustainable, and competitive development (Haryanti, 2024). As a facilitator, the Community Empowerment Institution organizes and coordinates various parties in development planning through the Village Development Plan Deliberation (Musrenbang), develops plans that are in accordance with local needs and potential, and ensures a transparent and accountable planning process. As a mediator, the Community Empowerment Institution bridges communication between the village government and the community by conveying community aspirations to the government, communicating government policies to the community, and resolving conflicts through dialog

and joint solutions. As a motivator, the Community Empowerment Institution inspires and motivates the community to actively participate in development and empowerment programs, builds awareness of the importance of community participation, and conducts education and training to increase community capacity. As a dynamizer, the Community Empowerment Institution optimizes the implementation of empowerment programs by monitoring program implementation, encouraging innovation and creativity, and providing technical support and necessary resources. By optimizing these roles, Community Empowerment Institution can help create more inclusive, responsive, and competitive village development, so strengthening the capacity and support for Community Empowerment Institution should be a priority in village development policy.

The implications of this research show that Community Empowerment Institution has great potential in improving the quality of village development through community participation. Strengthening the capacity and involvement of the Community Empowerment Institution can increase the effectiveness of community development and empowerment programs. This is important to be implemented in village development policies to achieve the goals of community welfare and poverty reduction mandated by Law No. 6/2014 (Tawulo, 2015).

Further research is needed to address existing limitations and deepen understanding of the role of the Village Community Empowerment Agency in village development. Some areas that need further study include comparative studies that compare the role of Community Empowerment Institution in different villages with different social, economic and geographical conditions to identify success factors. In addition, long-term evaluations are needed to understand the sustainable impact of programs run by Community Empowerment Institution. Finally, research on capacity development should be conducted to examine the effectiveness of training and capacity development programs for Community Empowerment Institution members in improving their performance and participation. With this follow-up research, it is expected that more comprehensive insights and more effective strategies can be obtained to support village development through the optimal role of Community Empowerment Institution (Abullah, 2022).

Analysis of the role of the Village Community Empowerment Agency in the implementation of Law No. 6/2014 shows that the Community Empowerment Institution has an important task in planning and implementing village development, as well as motivating and empowering the community. In accordance with Article 94 of Law No. 6/2014, the Community Empowerment Institution has the responsibility to empower the village community to support the implementation of the functions of village governance and village development (Abullah, 2022). This research confirms that the role has been carried out by Community Empowerment Institution Nanggerangjaya with some degree of success. As a facilitator, the Community Empowerment Institution plays a role in participatory development planning through the Village Development Plan Deliberation (Musrenbang), thus ensuring that various parties are involved in the village planning and development process. As

a motivator, the Community Empowerment Institution encourages active community participation in development and empowerment programs, raising community awareness of the importance of their contribution to village development. However, the study also identified some shortcomings that need to be addressed to achieve optimal effectiveness, such as improving communication capacity between the Community Empowerment Institution and the community and increasing technical support and resources. By improving these shortcomings, the Community Empowerment Institution can be more effective in carrying out its roles and duties, thus supporting sustainable and inclusive village development.

Islamic Law Review of the Role of Community Empowerment Institution Nanggerangjaya in the Community Empowerment Program

In principle, the function of the Community Empowerment Institution in driving the Village Head's policy is to carry out development at the village level. Village development includes all development activities that occur in rural areas, including various aspects of community life, which are carried out through active participation and self-help cooperation. In the context of Law No. 6/2014, the role and function of the Community Empowerment Institution in village development is aimed at efficiently utilizing the potential of human resources with the aim of improving the quality of life and skills of the community (Faini, 2016). This is done with guidance and support from government officials in accordance with their respective duties and in accordance with Islamic principles (Hendry, 2023).

The emphasis on people's welfare in the Law indicates that the Community Empowerment Institution is responsible for the interests and welfare of the community. Therefore, the responsibility for implementing and maintaining the results of development, as well as continuing the next steps of development, is largely borne by the community itself. This emphasizes the importance of active participation and shared responsibility between the Community Empowerment Institution and the community in achieving sustainable development at the village level (Harun, 2022).

First, in the context of empowerment, *ukhuwwah* is the main motivation in community empowerment efforts. The Prophet has a vision of a Muslim society that helps each other and is mutually responsible in facing difficulties. Islam encourages its people to help others in overcoming difficulties, according to the words of the Prophet Muhammad who stated that Allah will reduce the difficulties in the hereafter for anyone who helps reduce someone's suffering in the world. Sensitivity to others is a teaching instilled by Islam. Before implementing development programs, the village government works with the Community Empowerment Institution to conduct development deliberations, starting from the RT/RW level to the hamlet head level. In the process, all elements of the village's community institutions and the community participate in planning the village's development programs, especially in infrastructure such as the construction of roads, bridges, and irrigation, which are important for the

welfare of the community. It can be concluded that the role of Community Empowerment Institution Nanggerangjaya in implementing community empowerment is in accordance with the principle of ukhuwah. In the context of empowerment, it is important to pay attention to several approaches that can change community behavior to be more independent, and a sense of brotherhood can ensure empathy and maintain togetherness in the community.

Second, the principle of ta'awun or helping each other is the main principle in the implementation of community empowerment. Empowerment programs are actually an effort to help individuals and communities who need help and guidance. This starts from a sense of concern and intention to help individuals and communities in need, which comes from the bond of brotherhood. This ta'awun or helping principle also reflects the synergy between various interested parties in order to achieve optimal empowerment. Third, from the principles of equal rights and justice, the Nanggerangjaya Community Empowerment Institution shows the principle of responsiveness in providing services, responsiveness to the aspirations and needs of the community is a characteristic of Islamic values. A leader and bureaucracy must be responsive to various aspirations and demands of the community. Based on several previous studies, the role of the Nanggerangjaya Community Empowerment Institution has applied the principles of Islamic Law, especially the principle of ta'awun as stipulated in Law Number 6 of 2014 concerning Village Community Empowerment Institutions. Community Empowerment Institution has assisted the village government in implementing development programs and empowering the community. In addition, in improving service quality, Community Empowerment Institution has applied the principles of community participation, transparency, fast service time, and fairness for employees (Abullah, 2022).

From the results of the research, it is concluded that the role of Community Empowerment Institution Nanggerangjaya in the community empowerment program has been good according to the perspective of Islamic Law, which is illustrated through a verse in the Qur'an, specifically surah An-Nisa verse 59. The verse directs the believers to obey the authorities who are authorized to determine the law. They are instructed to obey Allah, His Messenger, and ulil amri, who are the authorities in charge of community affairs, as long as their decisions do not contradict Islamic teachings.

The role of the Nanggerangjaya Community Empowerment Institution in Nanggerangjaya Village has been in accordance with the principles of Islamic Law, such as the principle of Ukhuwah (brotherhood), the principle of Ta'awanu (cooperation), and the principle of justice. The research did not find any actions that violated these principles during the implementation of its duties and functions. Thus, Community Empowerment Institution Nanggerangjaya can be considered to have complied with the principles of Islamic Law in running the community empowerment program. This shows that Community Empowerment Institution Nanggerangjaya has implemented its role well in accordance with Islamic teachings, without any deviation or violation of Islamic values. Thus, the results of this study confirm that the role of Community Empowerment

Institution Nanggerangjaya is in accordance with the principles of Islamic Law and makes a positive contribution to the implementation of Law No. 6/2014.

SWOT Strategy in Strengthening the Role of Village Community Empowerment Institutions

SWOT analysis is a model for analyzing an object, such as an organization, with a focus on the objectives of the object. The main purpose of SWOT analysis is to gain a more thorough understanding of the organization's condition. The strategy formulation process involves combining the internal analysis of the organization and the external analysis of the organization. Internal analysis of the organization aims to identify the strengths and weaknesses of the organization itself, while external analysis is used to recognize opportunities and threats coming from outside the organization. The integration of these two analyses results in SWOT analysis (Aulia, 2022).

SWOT analysis can also be interpreted as an assessment involving four aspects, namely: strengths, weaknesses, opportunities, and threats. Strengths analyze the advantages or strengths of the basic resources owned, while weaknesses look for resource limitations that can hinder the achievement of the objectives being analyzed. Opportunities and threats, on the other hand, involve comparing external factors such as opportunities and threats with internal factors such as strengths and weaknesses. The elements in SWOT analysis include strengths, weaknesses, opportunities, and threats, each of which can come from factors internal or external to the organization (Kurniawan, 2020).

Furthermore, the author analyzes the SWOT method of this policy, first, the author classifies and analyzes internal factors (strengths and weaknesses) and external factors (opportunities and constraints), these factors are obtained from interviews with several sources. The following is the development of strategies from the interpretation of the SWOT analysis of the Role of the Village Community Empowerment Agency as the Implementation of Law Number 6 of 2014 in the Perspective of Islamic Law, namely as follows:

Table 1. Internal and External Factor Analysis

Factor	Strength	Weaknes
Internal	1. Community Empowerment Institution Nanggerangjaya that is already known to the community	1. Lack of Human Resources in Structural Community Empowerment Institution Nanggerangjaya
	2. Provide good service to the community	2. Still not optimal in Community empowerment program
	3. Assisting village officials in planning development programs	3. Inventory equipment and system that is still lacking
	4. Empowering the community in a participatory and mutual cooperation manner	4. The system is not yet integrated and Community Empowerment Institution members have not fully understand Law No.6 Year 2014.

Factor	Opportunity	Threat
External	1. Can produce a sustainability program after the development program in 2021	1. The emergence of a pandemic
	2. Having human resources with bachelor's degree and mastering science and technology	2. Some Community Empowerment Institution members who have busy schedules and personal responsibilities
	3. Much support from the West Java Government program	3. Many people do not know about this policy
	4. This policy is supported by the Government of Kuningan Regency	4. There are still many people who are jealous as a result of not receiving empowerment program assistance

Source: Primary data processed

The next step is to assign weights and ratings to these factors, as follows:

Table 2. Internal Strategy Factor Analysis (IFAS)

Internal Strategy Factors	Bobot	Rating	Score
Strength			
Community Empowerment Institution Nanggerangjaya which has been known to the community	0.18	4.00	0.72
Providing good service to the community	0.13	4.00	0.52
Assist village officials in planning the program development	0.10	3.00	0.3
Empowering the community in a participatory and mutual cooperation	0.13	3.00	0.39
Total	0.54		1.93
Weakness			
Lack of Human Resources in Structural Community Empowerment Institution Nanggerangjaya	0.15	3	0.45
Still not optimal in community empowerment program	0.10	3	0.3
Inventory equipment and systems that are still lacking	0.15	3	0.45
The system is not yet integrated and Community Empowerment Institution members do not fully understand Law No.6 of 2014	0.08	2	0.16
Total	0.48		1.36
Total IFAS	1.02		3.29

Source: Primary data processed

Table 3. External Strategic Factor Analysis (EFAS)

External Strategy Factors	Bobot	Rating	Score
Opportunity			
Can produce a sustainability program after the development program in 2021	0.15	3	0.45
Having human resources who are educated and mastering science and technology	0.10	2	0.2
A lot of support from the West Java Government	0.15	3	0.45
This policy is supported by Kuningan Regency Government	0.18	3	0.54
Total	0.58		1.64
Threat			
The emergence of a pandemic	0.10	2	0.2
Some Community Empowerment Institution members who have busy lives and personal responsibilities	0.15	3	0.45
Many people are not yet know about this policy	0.10	2	0.2
There are still many people who are jealous because they did not get assistance from the empowerment program	0.10	2	0.2
Total	0.45		1.05
Total EFAS	1,03		2,69

Source: Primary data processed

Then after recapitulating the weighting and rating results of internal strategic factors and external strategic factors, the next step is to determine the quadrant coordinate points, so it can be known as follows:

- Total strength score = 1.93
- Total weakness score = 1.36
- Total opportunity score = 1.64
- Total threat score = 1.05

From the data above, the coordinate points for internal and external analysis are determined. The following is the calculation of determining the coordinate point:

$$\begin{aligned}
 &\text{- Internal Analysis Coordinates} \\
 &= (\text{Total Strength Score} - \text{Total Weakness Score}) \\
 &= 1.93 - 1.36 \\
 &= 0, 57
 \end{aligned}$$

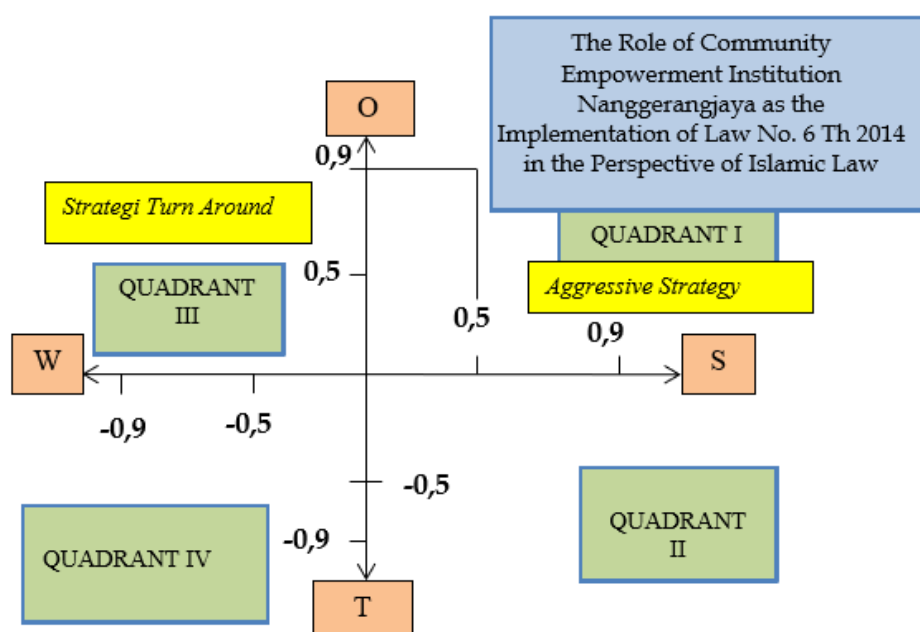
$$\begin{aligned}
 &\text{- External Analysis Coordinates} \\
 &= (\text{Total Opportunity Score} - \text{Total Threat Score}) \\
 &= 1.64 - 1.05 \\
 &= 0.59
 \end{aligned}$$

After the calculation process to obtain the indicator weights of internal strategic factors and external strategic factors is carried out, the next step is to formulate alternative strategies in the form of determining the position of the

quadrant in the SWOT analysis diagram. Determination of coordinates in the SWOT analysis diagram serves to determine the company's strategic position, whether it is located in quadrant I, II, III, or IV. This serves to identify whether the role of Community Empowerment Institution Nanggerangjaya is Aggressive and Turn-Around, Diversified, or Diversified. Here the author presents a diagram of the position of the Nanggerangjaya Community Empowerment Institution Role as the implementation of Law No. 6 of 2014 in the perspective of Islamic Law:

Based on the results of the evaluation of strengths, weaknesses, opportunities, and challenges in the implementation of the Role of the Village Community Empowerment Agency in accordance with Law No. 6 of 2014 in the Perspective of Islamic Law, it was found that Community Empowerment Institution Nanggerangjaya is in quadrant I, indicating that the strategy to be taken is an Aggressive strategy. This is due to the external analysis coordinates being greater than the internal analysis coordinates, which indicates that Community Empowerment Institution Nanggerangjaya has great opportunities by minimizing threats and maximizing strengths while reducing weaknesses (Abullah, 2022).

In practice, the role of Community Empowerment Institution Nanggerangjaya as the implementer of Law No. 6 of 2014 in the perspective of Islamic Law has had a positive impact on the community. Although not yet optimal, several initiatives have been carried out, such as providing rutilahu assistance to some communities with good service from Community Empowerment Institution Nanggerangjaya. In addition, environmental maintenance activities by the Youth Organization have also been successfully carried out, as well as infrastructure development that benefits the community as access to improve livelihoods (Abullah, 2022).



Picture 1. SWOT

Source: Primary Data (processed)

Thus, although there are still weaknesses that need to be improved, the Nanggerangjaya Community Empowerment Institution has demonstrated a commitment to empowering the village community in accordance with the principles of Islamic law and applicable laws. The steps that have been taken show real efforts in improving the overall welfare of the village community (Abullah, 2022).

The SWOT analysis conducted on the implementation of the role of the Village Community Empowerment Agency in Nanggerangjaya Village, Kuningan Regency, shows that the Community Empowerment Institution is in quadrant I, which indicates an aggressive strategy. This means that Community Empowerment Institution Nanggerangjaya has great opportunities by minimizing threats and maximizing strengths while reducing weaknesses. The implementation of the Community Empowerment Institution's role in accordance with Law No. 6 of 2014 in the perspective of Islamic Law has had a positive impact on the community, although it has not been optimal. Some initiatives such as providing rutilahu assistance, environmental maintenance by Karang Taruna, and infrastructure development have been successfully implemented. Although there are still weaknesses that need to be improved, the Nanggerangjaya Community Empowerment Institution shows a real commitment to empowering the village community in accordance with the principles of Islamic law and applicable regulations, and the steps taken show real efforts in improving the welfare of the village community as a whole.

CONCLUSION

Based on the results of the research that has been conducted, the conclusions that can be drawn are as follows: First, this study found that the LPMD in Nanggerangjaya Village plays a significant role in village development planning, motivates community participation, and serves as a facilitator and mediator between the village government and the community. However, its roles and functions have not been optimized due to the lack of adequate human resources, limited inventory, and a system that has not been fully integrated. Secondly, this study shows that the application of Islamic legal principles, such as *ukhuwah* (brotherhood), *ta'awun* (cooperation), and justice, can strengthen the role of community empowerment institutions in community empowerment. With an approach based on Islamic values, Community Empowerment Institutions can increase community participation and run more inclusive and sustainable development programs.

Third, based on the SWOT analysis, Community Empowerment Institution Nanggerangjaya is in quadrant I, indicating that the strategy to be taken is an aggressive strategy. This means that the Community Empowerment Institution should capitalize on existing strengths and available opportunities while addressing weaknesses and reducing threats. This strategy is expected to increase the effectiveness of the Community Empowerment Institution in carrying out community empowerment and village development programs in a sustainable manner. To improve the effectiveness of the Community Empowerment

Institution in carrying out its roles and functions in accordance with Law No. 6/2014 and the principles of Islamic law, training and capacity building for Community Empowerment Institution members are required to improve their understanding of roles and responsibilities. In addition, strengthening of systems and infrastructure, such as improved inventory and better system integration, is essential to support the implementation of community empowerment programs. Encouraging community participation in village development planning and implementation processes through more inclusive and transparent village deliberations (Musrenbang) is also crucial. Finally, ensuring the sustainability of community empowerment programs with support from the local government and other stakeholders is essential. With these steps, Community Empowerment Institutions can be more effective in supporting inclusive, sustainable, and community participation-based village development.

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