



Strengthening Women Farmers Roles in "Kaopi" Enterprise: Socioeconomic Analysis and Development Model in Busoa, South Buton

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ABSTRACT

Women farmers play a strategic role in developing the cocoa business as a semi-finished ingredient for traditional food in South Buton Regency. However, the cocoa business managed by women farmers still faces various socioeconomic, institutional, and marketing obstacles, so it has not developed optimally. This study aims to: (1) analyze the socioeconomic conditions of female cocoa farmers in Busoa Village, South Buton Regency; (2) identify the challenges and opportunities for developing the cocoa business; and (3) formulate strategies for strengthening the role of female farmers and a model for developing a sustainable cocoa business. This study uses a mixed-methods approach with concurrent triangulation, in which quantitative and qualitative data are collected and analyzed simultaneously to reinforce the research findings mutually. Quantitative data were collected via a census of 51 female farmers and analyzed using descriptive statistics, while qualitative data were analyzed using SWOT and value chain analyses. Perumusan model pengembangan usaha dilakukan menggunakan Business Model Canvas yang diintegrasikan dengan Quantitative Strategic Planning Matrix. The research results show that the "Kaopi" business contributes significantly to the household income of women farmers, but still faces limitations in institutional aspects, downstreaming, and market access. This study maps the socioeconomic conditions and empowerment levels of women Kaopi processors, identifies critical points in the business value chain, and formulates an integrative development model that links SWOT analysis, the Business Model Canvas, and the Quantitative Strategic Planning Matrix. This model provides an applicable strategic framework for strengthening the local food agro-industry based on women's empowerment.

Keywords: *Women's Empowerment, Local Food, Socio-Economics, Development Strategy, "Kaopi" Business*

INTRODUCTION

Local food is one of the pillars of the government's national food diversification efforts to reduce dependence on rice and increase sustainable food security. South Buton Regency has significant potential for developing local tuber-based foods, particularly Kaopi. Kaopi is a semi-processed cassava product that serves as the base ingredient for various traditional foods such as kasoami and tulituli. The process involves grating the cassava, then pressing it to remove the water content, resulting in a dry product called Kaopi (Edy et al., 2023). This "kapopi" is usually sold in the market after being manually compressed and then wrapped in banana leaves (Dewi, 2021). This product has significant economic and cultural value, particularly in supporting local food security and providing income for the community. However, its management is still carried out traditionally and faces various challenges in its development.

Women farmers play a central role in the cocoa production chain, from raw material processing to production and marketing. Their contributions not only impact the sustainability of the cocoa business but also the well-being of their families. Their dual role not only supports the family economy but also strengthens the

sustainability of local food. (Wulandari et al., 2022). In Busoa Village, South Buton Regency, most women farmers face limitations: limited access to capital, traditional processing technology, and low product competitiveness in the modern market. (Aisyah et al., 2024; Uphoff, 1992). Low levels of formal education exacerbate limitations in adopting innovations and new marketing strategies. (Suryandari & Rahayuningsih, 2020).

Furthermore, the lack of a systematic empowerment model makes it difficult for the Kaopi business to develop sustainably. According to preliminary observations, the majority of female farmers in this area still rely on seasonal income from the Kaopi business, with fluctuating income levels and a lack of a systematic business-strengthening scheme.

Apart from these various challenges, the Kaopi business has excellent potential for development, considering: (a) the increasing trend in local and organic food consumption which opens up opportunities for Kaopi to enter a broader market, (b) government support in the MSME empowerment program, which can be used to increase production and marketing capacity, and (c) innovation in processing technology and product diversification, which has the potential to increase the added value of Kaopi (Putra et al., 2025). However, without a clear strategy to empower women farmers, this potential is difficult to realize fully. Therefore, research is needed to develop strategic solutions to strengthen Kaopi businesses by empowering women farmers.

Various previous studies have discussed the role of women in local food processing and rural household economic empowerment, but most are partial, limited to socioeconomic or descriptive aspects. Research on Kaopi generally focuses on the technical aspects of processing or the economic potential of the product, without integrating socioeconomic analysis of women farmers with the formulation of comprehensive business development strategies and models. Therefore, this study is novel in integrating socioeconomic analysis of women farmers, SWOT and value chain analysis, and the formulation of strategy and business development models for Kaopi through the Business Model Canvas and QSPM approaches, thus providing empirical and methodological contributions to the development of a local food agro-industry based on women's empowerment in rural areas.

Based on the description, this research is designed to answer the following questions: (1) What are the socioeconomic conditions of female Kaopi farmers in Busoa Village? (2) What are the challenges and opportunities in developing the Kaopi business, and what are the strategies for strengthening the role of female farmers and the model for developing a sustainable Kaopi business?

RESEARCH METHODS

Time and Location of Research

This research was conducted in Busoa Village, Batauga District, South Buton Regency. The location was selected purposively because this area is a center for household-based Kaopi processing. The study used a mixed-methods approach with concurrent triangulation.

Population and Sample

The study population comprised all 51 female farmers involved in the "Kaopi" processing business in Busoa Village, South Buton Regency. Given the relatively small population, all members were selected as respondents through a census, ensuring that the data obtained represented the overall population (Tabia, n.d.).

Data Types and Sources

The data types used in this study are primary and secondary. Primary data were collected through structured interviews, questionnaires, field observations, and in-depth discussions with key informants. Secondary data were obtained from relevant agency documents and scientific literature.

Data Analysis

Data analysis was conducted in an integrated manner using a mixed-methods approach with concurrent triangulation. The level of female farmer empowerment was measured using an empowerment index compiled based on several key indicators: access to capital, access to technology, access to markets, decision-making, and institutional participation. Each indicator was measured using a series of closed-ended Likert-scale questions ranging from 1 (very low access or involvement) to 5 (very high access or involvement). The empowerment index value was obtained by calculating the average score of all indicators, resulting in a total index representing the overall level of female farmer empowerment.

Qualitative analysis identified internal and external factors of the Kaopi business through a SWOT analysis based on in-depth interviews, field observations, and discussions with key informants. These SWOT factors were

then linked to the results of the value chain analysis and Business Model Canvas mapping to identify bottlenecks and development opportunities in each element of the business model. This integration served as the basis for formulating alternative business development strategies.

Strategic prioritization was conducted using the Quantitative Strategic Planning Matrix (QSPM). The weight of each internal and external factor was assigned based on its level of importance to the development of the Kaopi business. In contrast, an Attractiveness Score (AS) was assigned to assess each alternative strategy's attractiveness relative to these factors. The Total Attractiveness Score (TAS) was calculated as the product of the weight and the AS and was used to determine the priority order of development strategies.

The validity of the qualitative data was maintained through triangulation of sources and methods, namely by comparing the results of interviews, observations, and secondary data. Meanwhile, the reliability of the quantitative instruments was maintained through questionnaire pilot testing and internal consistency testing using reliability coefficients, ensuring the instruments were suitable for use in data collection.

RESULTS AND DISCUSSION

Socioeconomic Conditions of Women Kaopi Farmers

The majority of respondents were of productive age (60.78%), in accordance with the theory of labor productivity decreasing with age (Sholikhah, 2016).

Table 1. Respondent Distribution Based on the Age

Age (Year)	Total (Person)	Percentage (%)	Category
0-15	0	0,00	Not Productive
15-50	31	60,78	Productive
> 50	20	39,22	Not Productive
Total	51	100	

Source: primary data, 2025

According to Table 1, the majority of respondents are married (94.12%). This supports Mosher's view in (Wulandari et al., 2022) that rural women have dual roles: domestic and economic. The majority of dependents are 3-4 people (45.10%), which influences the family's livelihood strategy. (Ellis, 2000a, 2000b) stated that the greater the number of dependents, the greater the economic pressure, so diversifying income is necessary. The respondents' formal education level was relatively low (elementary-junior high school) (80.39%). Low literacy hinders the adoption of innovation (Aisyah et al., 2024).

Tabel 2. Respondent's Education Level

Level of education	Total (Person)	Percentage (%)
SD	25	49,02
SMP	16	31,37
SMA	10	19,61
Total	51	100

Source: primary data, 2025

The business capital comes entirely from personal funds, and the workforce is 100% family members. This is in line with Soekartawi's view (Suryandari & Rahayuningsih, 2020). Household farming businesses typically rely on their own capital and family labor. Kaopi income averages Rp 500,000–Rp 1,000,000 per month, contributing 25–75% of family income. (Kabeer, 1999) emphasized that women's economic empowerment plays a role in strengthening household economic resilience.

Table 3. Income from Kaopi per Month

Income Category	Total (Person)	Percentage (%)
< Rp 500.000	19	37,25
Rp 500 rb - 1 jt	25	49,02
Rp 1 - 2 jt	7	13,73
> Rp 2 jt	0	0,00
Total	51	100

Source: primary data, 2025

Empowerment is measured by access to resources, agency (ability to act), and outcomes. The empowerment index for female Kaopi farmers in Busoa Village is presented in the following table.

Table 4. Average Empowerment Index Score (Scale 1–5)

Indicator	Average Score	Category
Access to Capital	4,61	Very High
Technology Access	4,63	Very High
Market Access	4,65	Very High
Family Decisions	4,35	Very High
Participation	1	Very Low
Total Index	3,85	High

Source: primary data, 2025

Based on the table above, women farmers' empowerment is generally very high, particularly in access to internal capital, simple technologies, and household decision-making. However, participation in institutional and extension activities remains very low due to the lack of formal Kaopi processing groups.

Challenges and Opportunities of Kaopi Business

The SWOT matrix can provide an overview of how a business's external opportunities and threats align with its strengths and weaknesses (Haerunianti, 2024).

Table 5. SWOT Matrix of Kaopi Business in Busoa Village

Factors	Strengths (S)	Weakness (W)
	<ol style="list-style-type: none"> Products are well-received by the public Processing equipment is semi-modern Production costs are low 	<ol style="list-style-type: none"> Access to capital is minimal Business management is still simple Businesses are still household-based Quality and standards are inconsistent.
Opportunities (O)	SO Strategy:	WO Strategy:
<ol style="list-style-type: none"> Seed assistance available Local/organic and processed food trends Local market channels/district collectors already exist. 	<ol style="list-style-type: none"> Diversify Kaopi products into mocaf flour and ready-to-eat local foods. Utilize superior seed varieties to ensure a steady supply of raw material. 	<ol style="list-style-type: none"> Legalize women's farming groups to enable them to access UMKM programs and capital assistance. Conduct government-supported downstream training.
Threats (T)	ST Strategy:	WT Strategy:
<ol style="list-style-type: none"> No downstream training Limited market access Uneven distribution of superior seeds Competition with substitute products 	<ol style="list-style-type: none"> Strengthen community networks to maintain stable production amid fluctuating cassava prices. Develop local marketing based on cultural wisdom (Busoa Kaopi branding). 	<ol style="list-style-type: none"> Increase access to alternative capital (village cooperatives, BUMDes) to reduce reliance on private capital. Expand marketing networks to anticipate competition from substitute flours.

Source: primary data, 2025

A SWOT analysis shows that the primary strengths of the Kaopi business lie in social acceptance and local market availability. In contrast, the primary weaknesses are limited capital, business management, and product quality standards. Opportunities for the Kaopi business development are supported by local food trends, government support, and the potential for product diversification. Meanwhile, business threats come from limited access to modern markets and competition from substitute products.

Table 6: The Kaopi Business Value Chain in Busoa Village

Stage	Field Notes	Bottleneck / Opportunity
Production	Raw materials are available in local varieties; small plots of land; new varieties are available, namely the Malang 4 variety, which produces quickly; farmers have not received all of them; family members are the workforce.	There is a need for more even distribution of superior seeds.
Processing	Semi-modern tools, limited skills, the Kaopi quality is still relatively low or easily damaged.	Downstream training and improvement of quality standards are needed.
Distribution	Local markets and collectors, fluctuating costs, and relatively affordable market access	Market expansion (packaging improvements and online marketing)
Consumer	Kasuami maker, fried food seller, Mocaf flour, affordable prices	Stable demand, product diversification opportunities

Source: primary data, 2025

A value chain analysis shows that the most significant added value occurs in the processing and distribution stages, but these two stages still face challenges in skills, packaging, and marketing. The integration of SWOT and value chain analysis indicates that the Kaopi business development needs to focus on strengthening production, improving processing quality, and expanding distribution.

Kaopi Business Model Canvas

Based on the results of observations and interviews in the field, the mapping of the BMC for Kaopi businesses in Busoa Village can be seen in the following table.

Table 7. Business Model Canvas for Kaopi Business in Busoa Village

BMC Elements	Present Condition	Development Recommendations
Customer Segments	Local households, fried food sellers, and kasuami sellers	Expansion to district or city markets, food UMKM, culinary tourism, and online consumers
Value Propositions	Traditional, natural, local food Kaopi	Branding "Kaopi Busoa" as a healthy food ingredient free of pesticides and a substitute for rice
Channels	Local market, collectors	Modern distribution channels (cooperatives, BUMDes, online marketplaces)
Customer Relationship	Personal, informal relationships	Formal partnership with culinary UMKM, local product promotion packages
Revenue Streams	Bulk canopy sales	Diversification of income: packaged Kaopi, mocaf, ready-to-eat processed products
Key Resources	Local varieties of cassava, family labor, semi-modern tools, and machines	Add: access to capital for UMKM, modern equipment, and downstream training
Key Activities	Simple production (cassava peeling, washing, grating, rolling, and squeezing)	Downstream innovation, product diversification, promotion, and branding
Key Partnership	collector	Legalization of groups, partnerships with cooperatives, the Department of Agriculture, and UMKM
Cost Structure	Cost of equipment, energy, and family labor	Modernization investment, legalization costs, promotion, and distribution costs

Source: primary data, 2025

The results of the business model canvas mapping indicate that the current Kaopi business remains oriented towards the local market, with informal customer relationships. The development model is geared towards product

diversification (packaged Kaopi, mocaf, ready-to-eat food), strengthening branding based on local wisdom, legalizing women's farming groups, and partnering with cooperatives and culinary UMKM.

Analysis of Internal and External Factors of Kaopi Business

Internal and external factor analysis was conducted to identify the strengths, weaknesses, opportunities, and threats affecting the development of the Kaopi business in Busoa Village. The results of this identification were then compiled into IFAS and EFAS matrices as the basis for formulating development strategies.

Table 8. IFAS (Internal Factor Analysis Summary)

Internal Factors				
No	Strength	Weight	Ratings	Score (Weight* Ratings)
1	The public accepts the product	0.20	3.39	0.68
2	The processing equipment is semi-modern	0.21	3.55	0.75
3	Low production costs	0.21	3.51	0.73
Sub Total Strength Factor		0.62	10.45	2.17
Weakness				
1	Access to capital is minimal	0.10	1.75	0.18
2	Business management is still simple	0.09	1.51	0.14
3	The business is still on a household scale	0.08	1.37	0.11
4	Quality and quality standards are not yet consistent	0.10	1.73	0.18
Sub Total Weakness Factors		0.38	6.35	0.61
Total Strengths and Weaknesses Factors		1.00	16.80	2.77

Source: primary data, 2025

Based on the IFAS table, the total internal factor score for the Kaopi business is 2.77, indicating it is relatively strong internally. The strength factor has a cumulative weighting of 0.62 and a weighted score of 2.17, exceeding the weakness factor, which has a weighting of 0.38 and a weighted score of 0.61. The main strengths of the Kaopi business are indicated by product acceptance in the community (score 0.68), semi-modern processing equipment (score 0.75), and relatively low production costs (score 0.73). Conversely, the main weaknesses lie in limited access to capital, simple business management, the scale of the household business, and inconsistent product quality and standards. This total IFAS score serves as the basis for determining the internal position of the Kaopi business in subsequent strategic analysis.

Table 9. EFAS (Eksternal Factor Analysis Summary)

External Factors				
No	Opportunity	Weight	Ratings	Score (Weight* Ratings)
1	There is help with seeds	0.20	2.94	0.58
2	Local/organic and processed food trends	0.24	3.57	0.85
3	Local market/sub-district collector routes already exist	0.24	3.53	0.83
Sub Total Opportunity Factor		0.67	10.04	2.26
1	There is no downstream training	0.08	1.25	0.11
2	Market access is still limited	0.07	1.10	0.08
3	The distribution of superior seeds is not yet even	0.07	1.10	0.08
4	Competition of substitute products	0.10	1.49	0.15
Sub Total Threats Factors		0.33	4.94	0.41
Total Opportunity and Threat Factors		1.00	14.98	2.67

Source: primary data, 2025

The external factor analysis results in the EFAS Table show a total external factor score of 2.67, indicating that opportunities for developing the Kaopi business still outweigh the threats. The opportunity factor has a cumulative weighting of 0.67 with a weighted score of 2.26, significantly higher than the threat factor, which has a weighting of 0.33 and a score of 0.41. The main opportunities for developing the Kaopi business stem from the trend of local and organic food (score 0.85), the availability of local market channels and sub-district collectors (score 0.83), and the availability of seed support (score 0.58). Meanwhile, the main threats include limited market access, insufficient downstream training, uneven distribution of high-quality seeds, and competition from substitute

products. This total EFAS score is used as a basis for determining alternative and priority business development strategies.

The weighted values and scores for internal and external factors, summarized in the IFAS and EFAS matrices, are then used as the primary input in compiling the Quantitative Strategic Planning Matrix (QSPM) to determine the priority strategies for developing the Kaopi business.

Table 10. Quantitative Strategic Planning Matrix (QSPM)

Strategic Factors	Weight	Diversification of Kaopi Products (SO)		Group Legalization & Access to SMEs Program (WO)		Strengthen Community Networks (ST)		Market Network Expansion (WT)	
		AS	TAS	AS	TAS	AS	TAS	AS	TAS
Streight									
The public accepts the product	0.20	4	0.80	4	0.80	3	0.60	4	0.80
The processing equipment is semi-modern	0.21	3	0.63	2	0.42	3	0.63	3	0.63
Low production costs	0.21	4	0.84	3	0.63	3	0.63	2	0.42
Weaknesses									
Access to capital is minimal	0.10	2	0.21	4	0.42	3	0.31	2	0.21
Business management is still simple	0.09	2	0.18	3	0.27	2	0.18	2	0.18
The business is still on a household scale	0.08	3	0.25	2	0.16	4	0.33	2	0.16
Quality and quality standards are not yet consistent	0.10	4	0.41	4	0.41	2	0.21	3	0.31
Opportunities									
There is help with seeds	0.20	4	0.79	4	0.79	2	0.39	3	0.59
Local/organic and processed food trends	0.24	4	0.95	4	0.95	3	0.71	4	0.95
Local market/sub-district collector routes already exist	0.24	4	0.94	2	0.47	3	0.71	4	0.94
Threats									
There is no downstream training	0.08	2	0.17	3	0.25	2	0.17	3	0.25
Market access is still limited	0.07	2	0.15	3	0.22	4	0.29	4	0.29
The distribution of superior seeds is not yet even	0.07	2	0.15	4	0.29	2	0.15	2	0.15
Competition of substitute products	0.10	4	0.40	3	0.30	4	0.40	4	0.40
Total TAS			6.85		6.38		5.70		6.28

Source: primary data, 2025

Mapping Priority Strategies for Kaopi Business

Based on the SWOT analysis, the following alternative strategies were produced.

1. SO Strategy: Diversify the Kaopi product line (mocaf, instant flour) using superior raw materials.
2. WO Strategy: Legalize women's Kaopi processing groups and access MSME programs.
3. ST Strategy: Strengthen community networks for production stability in the face of price competition.
4. WT Strategy: Expand market networks to reduce dependence on collectors.

Through QSPM, each strategy is given a Total Attractiveness Score (TAS) based on the weight and attractiveness (AS) of the SWOT factors, as in the following table.

Table 11. QSPM Results for Kaopi Business in Busoa Subdistrict

Alternative Strategy	Total Attractiveness Score (TAS)	Rank
Diversification of Kaopi products (SO)	6,85	1
Legalization of groups & access to UMKM programs (WO)	6,38	2
Market network expansion (WT)	6,28	3
Strengthen community networks (ST)	5,70	4

Source: primary data, 2025

Based on the QSPM results, the following priority strategies can be implemented in the Kaopi business in Busoa Village.

1. Diversification of Kaopi products based on downstream processing, as the most significant added value lies in the processing stage.
2. Legalization of groups and access to UMKM programs, as this provides a gateway to capital support and training from the government, as well as legalization of distribution.

Kaopi Business Development Model

Based on the results of the BMC and QSPM, the cocoa business development model was designed in an integrated, tiered manner using an upstream-to-downstream approach. In the upstream phase, the strategy focuses on strengthening inputs and human resources by legalizing women's farmer groups, increasing access to capital, and optimizing the use of high-yielding cassava seeds. This phase serves as the primary foundation for supporting business sustainability.

The process phase focuses on increasing added value through modernizing production equipment, standardizing hygiene quality, and diversifying products through downstream cocoa processing. This phase is the core of development because it generates the most significant economic added value and is a top-priority strategy based on the QSPM results.

The downstream phase focuses on strengthening institutions and marketing through product branding, expanding market networks, and developing broader and more sustainable distribution channels. These three phases are interconnected and supportive, with upstream strengthening enabling improved production processes, while downstream strengthening plays a role in maintaining business sustainability and stabilizing women farmers' incomes.

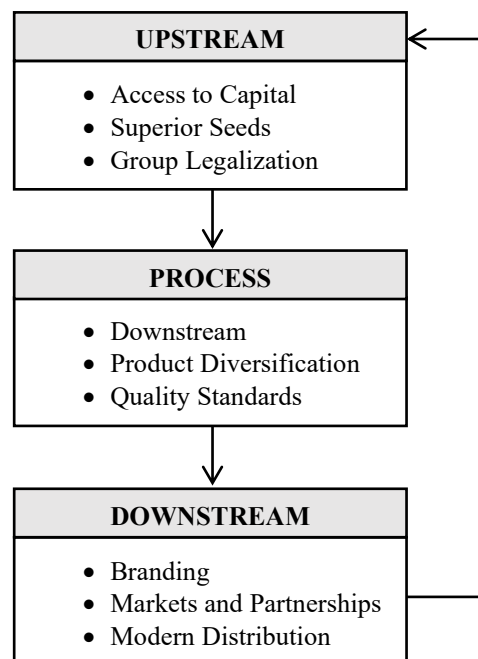


Figure 1. Kaopi Business Development Model Based on the Empowerment of Women Farmers

The Kaopi business development model emphasizes that product diversification is key to increasing added value, as processing currently stops at semi-finished Kaopi. Furthermore, institutional legality is a requirement for women's farming groups to access capital assistance and empowerment programs. This aligns with Porter's (1985) perspective (Wijaya, 2019) that competitive advantage is obtained from optimizing the value chain.

CONCLUSION

This research provides a substantial contribution to the development of a local cassava-based food agro-industry by strengthening the role of female Kaopi farmers in Busoa Village, South Buton Regency. First, this study comprehensively maps the socioeconomic conditions and empowerment levels of female Kaopi farmers, indicating that limited access to capital, technology, and institutions remains a significant obstacle to business development.

Second, this study identifies critical points in the Kaopi business value chain, particularly in processing and downstream operations, that contribute to low added value and product competitiveness. These findings emphasize that business strengthening cannot be achieved solely on the production side but requires integrated interventions from upstream to downstream.

Third, this study offers an integrative development model that links functional strategies based on SWOT analysis, a business framework using the Business Model Canvas (BMC), and strategic prioritization using the Quantitative Strategic Planning Matrix (QSPM). This model not only produces measurable strategic priorities but also provides an applicable and replicable conceptual framework for the development of similar local food agro-industries.

As a practical implication, the proposed development model needs to be tested through a pilot project to assess the effectiveness of the strategy's implementation at the women's farmer group level. Further research is also recommended to more deeply examine the impact of group legalization and institutional strengthening on improving access to financing, expanding markets, and the long-term sustainability of Kaopi businesses.,

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