Achieving Zero Poverty Goal in Bojonegoro Through the Welfare Sheep Program: Public Value Perspective

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Abstract: The main objectives of this study are to evaluate the public value of the Welfare Sheep Program in achieving zero poverty in Bojonegoro Regency. This program is one of the efforts made by the Government to improve the welfare of the poor as a form of responsibility and concern from the Government to reduce poverty rates. This study adopts a qualitative method with a case study approach. This type of research is qualitative descriptive. Data collection was carried out through observation, interview, and documentation techniques. The researcher applies Mark Moore's theory of public value, namely Legitimacy and Support, Operational Capability, and Substantial Value. The findings of the study show that the Welfare Sheep program has succeeded in increasing the income of beneficiary families in the form of increasing the number of sheep. However, the availability of quality feed is still the main obstacle to the program's sustainability because of sheep deaths. This happens because no technology can increase livestock productivity through feed. By using modern technology, the feed management process becomes faster, more effective, efficient, and can help meet the nutritional needs of sheep in real-time and allows farmers to produce more nutritious feed that is in accordance with the nutritional needs of sheep.

Keyword: Zero Poverty; Welfare Sheep Program; Public Value.

INTRODUCTION

Poverty is a prominent global issue experienced by various countries, especially densely populated countries, including Indonesia (Ruhana et al., 2024). Poverty is a complex and complex problem in society. Uncontrolled population growth causes population density to be higher, triggering the emergence of different issues, one of which is poverty (Djafar & Sune, 2019). Poverty is a multidimensional problem that Indonesian people always face. Conditions in which individuals or groups of people experience difficulties in meeting basic needs and achieving decent living welfare are reflected in the low quality of life socioeconomically. The decentralized approach to focused poverty alleviation has been widely implemented in

developing countries. One of the crucial metrics in measuring the success of a country's economic growth can be measured by the existing poverty level (Syofya, 2018). The first SDGs is to end poverty in all its forms and everywhere. SDGs are a central issue in future development planning (Jetlikhsan & Boedirochminarni, 2024). Poverty is a complex phenomenon intertwined with various factors, including social inequality, economic instability, and lack of access to basic services (Leal Filho et al., 2021). This goal explicitly recognizes the existence of poverty as a cross-country and cross-social issue (Sabri et al., 2024). This makes poverty alleviation a top priority in the SDGs (Febrianti & Sutrisno, 2023). Thus, the SDGs encourage a holistic and transformative approach and emphasize the importance of international cooperation in addressing the root causes of poverty. Some scientists view poverty as a process of social adjustment to the standard of economic pressure (Sunday Oni, 2021).

Extreme poverty exacerbates social inequality, erodes individual dignity, and can hinder inclusive economic growth (Purwanto, 2024). The central government generally delegates authority in determining beneficiaries to local governments or nongovernmental institutions (Cheng et al., 2021). Poverty in Indonesia is a serious challenge for the government because it hinders economic growth and hurts people's quality of life (Rogahang et al., 2023). Poverty also exists in prosperous urban areas, although it emphasizes rural areas more (Lavell et al., 2023). Slums in big city centers and displaced people experience more relative deprivation, which indicates an unstable situation (Yu & Huang, 2021). Poverty, with its various manifestations such as absolute, structural, and cultural poverty, continues to be a challenge for the Government in its efforts to realize community welfare (Cutillo et al., 2020). The complexity of the poverty problem requires the Government to have a comprehensive and innovative approach to designing poverty alleviation policies and programs (Anas et al., 2024).

Poverty in Indonesia, which is increasingly widespread, is a critical challenge that requires immediate and comprehensive treatment (Wibowo, 2023). Poverty in Indonesia is still a significant social issue. Although the poverty rate has decreased recently, many people still live below the poverty line (Jetlikhsan & Boedirochminarni, 2024). All parties, from the community to the government, must be involved in poverty alleviation efforts, especially in meeting the community's basic needs (Mulyadi, 2018). Based on data from the Central Statistics Agency, the prevalence of poverty in Indonesia in March 2024 reached 25.22 million people. (BPS, 2024). Although poverty remains a global problem, it has distinctive characteristics in developing countries such as Indonesia. In Bojonegoro Regency, poverty cases are not only ongoing but have deep roots in poverty for decades, requiring specific and focused local efforts to create significant change. The Bojonegoro Regency Budget in 2024 is 8.2 trillion, but the poverty rate in Bojonegoro is still ranked 27th out of 38 Regencies/Cities in East Java, which reflects the constraints in the effectiveness of the impact of budget management and utilization on poverty alleviation. (Edo Ramadhana, 2024).

The Bojonegoro Regency Government has implemented three strategies for poverty alleviation. First, the production burden will be reduced; second, income will be increased. It was third, reducing regional disparities (Pemkab Bojonegoro, 2023). Poverty alleviation and community empowerment are some of the main responsibilities of local governments (Maria et al., 2023). Synergy and commitment from all components of society and the government are needed to effectively overcome the problem of poverty (Sari et al., 2024). One of the efforts of the Bojonegoro Regency Government in poverty alleviation through the Livestock and Fisheries Service is to create a Welfare Sheep program. In the context of the SDGs, this program has significant potential to contribute to poverty alleviation through various mechanisms such as increasing assets, livestock ownership is a form of asset that can improve people's welfare in the long term. These assets can be used as collateral or can be sold when needed. Through the Welfare Sheep program, it is hoped that it can create new jobs that contribute to growth and the income of the people of Bojonegoro Regency which is sustainable

so that it can reduce the poverty rate. This program is one of the efforts to alleviate poverty by empowering the community to encourage and facilitate people to do business in the field of livestock. The percentage of poverty rates in Bojonegoro Regency has decreased by 0.9% from 12.18% in 2023 to 11.69% in March 2024 (BPS Kabupaten Bojonegoro, 2024). However, the reduction in the poverty rate is not significant with the Bojonegoro Regency Budget, which is so large. The poverty reduction rate in Bojonegoro Regency is still classified as low. Without an intensive and sustainable program to achieve the zero poverty target, the potential for an increase in the poverty rate in the future can occur (Rizky Kurniyanto et al., 2023).

The Welfare Sheep Program is an initiative of the Bojonegoro Regency Government that aims to alleviate poverty and encourage community economic growth. In this program, the Bojonegoro Regency Livestock and Fisheries Service is responsible for increasing community livestock production through coaching activities and training and providing infrastructure facilities supporting sheep farming business development. This program combines the sheep breeding system with the empowerment of the poor through a regional approach and aims to realize more equitable well-being through sheep farming. The government distributes assistance through a pair of sheep to the poor in this program. The Welfare Sheep Program began in 2023 with 160 recipients in several sub-districts in Bojonegoro Regency, namely Malo District, Kanor District, Dander District, and Kepohbaru District. The number of sheep is 320 heads, 160 males and 160 females. In 2024, the beneficiaries of this program increase in 4 sub-districts, including Ngasem District, Balen District, Kedungadem District, and Sumberrejo District. This program is carried out in several stages. First, technical guidance. Second, the provision of facilities and infrastructure for the poor. Third, continuous monitoring, evaluation, and assistance to the poor.

The Welfare Sheep Program shows unsatisfactory results with key indicators such as increasing livestock productivity and the welfare of farmers who have not reached the expected targets. There was no significant increase in the income of the sheep aid recipients. There are still several problems, including the high mortality rate of sheep caused by various factors, such as the lack of understanding of farmers related to animal health management. The lack of an effective sheep health monitoring system that causes unexpected diseases, irregular feeding that is not to the physiological needs of sheep, and sudden changes in the environment or uncomfortable environmental conditions can trigger sheep to experience stress resulting in death in sheep. Of the 4 sub-districts that received sheep assistance, there is one sub-district where the number of sheep deaths is quite large. Almost on average, all farmers from 4 sub-districts experience the same problem that causes sheep deaths. The Welfare Sheep Program to alleviate poverty has been regulated in Law Number 13 of 2021 concerning handling the poor and the Regional Regulation of Bojonegoro Regency Number 6 of 2015 concerning Bojonegoro Poverty Alleviation.

This research is supported by previous research by Nur Afifah et al. (2024) previous research used a combination of theories from Meynhardt (Public Value Scorecard) and Mark Moore (Strategy Triangle). Meanwhile, in this study, the researcher specifically adopted one method developed by Mark Moore, namely the Strategy Triangle. Furthermore, the research by Taqiyah et al. (2024) previous research focused on collaboration from various parties in alleviating poverty, while this research focused on Public Value in a Government Program to achieve a target of zero poverty. Previous research from Yopiannor & Milka, (2022) shows that the Anak Itah program has succeeded in increasing efficiency and ease of access for the community. Further studies enrich the literature by elaborating the concept of public value in the context of service. Meanwhile, this research focuses on the public value of government programs. This research was conducted because no research has comprehensively examined the program from various aspects of the public value dimension. Most existing research focuses more on the economic and technical aspects of implementation, while other dimensions, such

as social, cultural, political, educational, and environmental values, receive less special attention. In addition, no research has evaluated the extent to which these programs can create sustainable benefits and contribute significantly to sustainable poverty alleviation. This research is needed to create a deeper understanding of how programs can develop various dimensions of community welfare. This study serves to evaluate the effectiveness of interventions carried out by the Bojonegoro Regency Government in poverty alleviation. By analyzing the strengths and weaknesses of the program, this research can be the basis for better decision-making and future policy improvements so that the program can have a more significant and sustainable impact.

The researcher uses Mark Moore's theory of Public Value. According to Moore, (1995), there are three strategic approaches: legitimacy and support, operational capability, and substantial value. Researchers use the theory of public value because in assessing the effectiveness of government programs, the public value framework offers a powerful tool to evaluate how well these initiatives are aligned with the needs, expectations, and priorities of the community. This theory expands the evaluation framework from economic impact to other dimensions, such as social, political cultural, educational, and ecological values. This research aims to evaluate the public value generated by the Welfare Sheep program in Bojonegoro Regency in poverty alleviation, with a focus on assessing the extent to which the Welfare Sheep program creates value for the community. The question of this research is explained as follows. (1) How is the legitimacy of the Welfare Sheep program obtained by regulations and community support to achieve zero poverty in Bojonegoro Regency? (2) To what extent does the operational capability meet the success of the implementation of the Welfare Sheep program? (3) How do the substantial values generated by the Sheep of Welfare program contribute to the creation of public value and poverty alleviation? Thus, this research is expected to make a new contribution to understanding and can provide recommendations to the Bojonegoro Regency Government about public value in the context of the Welfare Sheep program in achieving zero poverty.

METHOD

This study adopts a qualitative method with a case study approach. This type of research is qualitative descriptive. According to Creswell, (2015), the case study approach is an approach that focuses on intensive exploration of a specific phenomenon in a given time. This approach involves gathering information in detail and depth using various data collection techniques over a specific period. Qualitative methods with a case study approach are very relevant to explore the program's impact. The qualitative method allows for an understanding of complex and in-depth social phenomena, and case studies provide a focused perspective on the local context situation in Bojonegoro Regency regarding the direct experiences of the communities involved in the program.

The data collection process was carried out through observation, interview, and documentation techniques. Interviews were semi-structured with stakeholders and observations of the village communities targeted by the program recipients. This study applies the purposive sampling technique in sampling. The researcher chooses specific criteria for participants relevant to the research objectives. The relevant informants in the study consisted of the Implementer of Feed Quality Supervision Officer and Production of Large Livestock Seeds as the program implementer, the Coordinator of Feed and Livestock Production Sub-Activities as well as the community who received assistance from this program from 4 sub-districts as the beneficiary community. This research was conducted at the Bojonegoro Regency Livestock and Fisheries Office, Dander District, Kanor District, Malo District, and Sumberrejo District. Data analysis techniques are carried out through a series of processes including data collection, data reduction, and concluding by describing and analyzing data

which is then compiled in the form of sentences. After the data obtained is collected, the next step is to process and implement the data obtained in simplifying information for compilation.

RESULTS AND DISCUSSION
Legitimacy and Support
a) Regulation

The legitimacy of the Welfare Sheep Program in Bojonegoro Regency has been regulated in:

1. Bojonegoro Regency Regional Regulation number 6 of 2015 conserning Bojonegoro Poverty Alleviation
2. Regional Regulation number 6 of 2023 concerning the Regional Revenue and Expenditure Budget
3. Regent Regulation number 48 of 2023 concerning the elaboration of the Regional Revenue and Expenditure Budget

This regulation emphasizes the contribution of the Bojonegoro Regency government in forming and running poverty alleviation policies based on community empowerment through the livestock sector. The existence of a legal basis shows the Government's commitment to comprehensively addressing poverty and ensuring that the Welfare Sheep program runs by the principles of good governance. This regulation ensures that every element in the program's implementation, from funding and resource distribution to monitoring and evaluation, runs by the regional policy standards that have been set. It is very important to realize the effectiveness of the Sheep Welfare program in sustainably overcoming poverty. This regulation's legitimacy supports the creation of synergy between the government, the community, and other stakeholders in achieving a common goal, namely improving economic welfare for the poor in Bojonegoro Regency.

Legitimacy has a significant role in influencing the community's welfare through the Welfare Sheep program in Bojonegoro Regency. This program is based on legal rules designed to prevent indications of political abuse by the government. This legitimacy serves as an absolute legal guideline and is used by all parties involved in the implementation of the Welfare Sheep program, thus ensuring the sustainability of the program in an accountable manner. With strong legitimacy and regulated legal validity, the Welfare Sheep Program contributes to the achievement of sub-goal 1.a SDGs, which is to optimize resources through policies that ensure the sustainability and viability of the Welfare Sheep Program. This sub-goal emphasizes the importance of adequate resource mobilization, including through policies that support poverty alleviation programs. With clear policy support, this program not only has a strong legal basis but also optimizes resource allocation and community participation in improving welfare.

b) Socialization

Socialization is carried out as a first step before the community receives the benefits of the Sheep Welfare Program, which is designed to contribute to poverty alleviation efforts. The socialization method is carried out through direct meetings with the program beneficiary communities. At the socialization stage, the community is given an in-depth understanding of various aspects of livestock management, especially sheep, which includes feed management, maintenance, and overall sheep health care techniques. This socialization not only aims to equip the community with basic knowledge about proper livestock techniques but also to increase the community's capacity to care for sheep as a productive asset that can support family economic stability. This socialization activity is related to the first SDGs sub-goal 1.4, which emphasizes the importance of providing equal rights for the community. Although socialization has been carried out, there are still indications that not all farmers are satisfied with the training received. Knowledge transfer is hampered due to differences in education and experience levels among farmers. Some farmers have a low educational background or lack of

experience in animal husbandry, making it difficult to understand more technical training materials. This affects the production results and sustainability of the program.

c)Community Support

Based on in-depth interviews and participatory observations, researchers found that most people involved in the program felt that the Welfare Sheep Program positively impacted their economic well-being. The high participation can be seen from the enthusiasm of residents who joined the sheep farmer group that is part of this program. The community stated that this program provides an opportunity to increase income through the livestock sector. In addition, the Welfare Sheep program can fill people's free time, especially for those who previously did not have productive activities in the livestock sector. Sheep-rearing activities in this program do not require excessive labor, so it is an ideal choice for the community. Through this program, the community can carry out livestock activities with a measurable level of busyness and does not interfere with people's daily activities, but still has the potential to provide significant additional income. Increased participation in this program contributes to social cohesion through strengthening social relationships, solidarity, and a sense of togetherness in the community. Through livestock group meetings and training, fellow communities can get to know each other, share experiences, and build closer relationships. This process creates a space of interaction that strengthens relationships between community members, increases mutual trust, and strengthens social networks. Thus, this program not only helps improve economic welfare but also strengthens social cohesion in Bojonegoro Regency.

Table 1. Number of Beneficiaries of the Welfare Sheep Program

No	Year	Number of Beneficiaries
1.	2023	160 people
2.	2024	984 people

Source: Bojonegoro Regency Livestock and Fisheries Office, 2024

The table above shows that there is an increase in beneficiaries every year. Indirectly, this program encourages the improvement of livestock management skills, which then impacts the productivity of the local economy. Community support for this program is in line with the first SDGs sub-goal 1.4 which aims to ensure equal access to resources for all levels of society. Thus, the Welfare Sheep Program serves as a means to improve the welfare and economic independence of the poor by sub-goal 1.4 because the Welfare Sheep Program not only has the potential to increase people's income but also optimizes the potential of the community sustainably without causing excessive workload.

Operational Capability

a)Technology

Until now, no technology has been applied to the management of the Sheep Welfare program, especially technology in animal feed, so feed management is still carried out conventionally. In feed management, simple technologies such as portable feed choppers can be used to cut feed ingredients into sizes that are easier for sheep to digest. This tool helps farmers use local feed ingredients more efficiently and can help ensure the quality of animal feed. For cost analysis, farmers can use simple methods such as recording expenses for tools such as choppers and comparing them with savings, such as saving manual labor time and increasing livestock productivity. Simple technologies such as portable feed choppers are a practical solution to increase productivity and income for farmers. Providing access to information through simple communication technology, which is one of the goals of the SDGs sub-goal 1.4, shows that the Sheep of Welfare program not only focuses on the technical aspects of farming but also pays attention to broad social and economic aspects. Technology is

not just a tool, it can also be the key to increasing the productivity, welfare, and income of livestock.

b)Finance

Funding for the Welfare Sheep Program in Bojonegoro Regency is sourced from the APBD, which reflects the local government's commitment to poverty alleviation efforts through community empowerment. The allocation of funds from the APBD is used to support various aspects of the program, including the provision of sheep seeds and animal feed, as well as training and assistance for the community in managing their livestock businesses effectively. Through the use of ABPD funds, this program not only serves as a tool to improve the economic welfare of the community but also as a strategic step to strengthen the sustainable funding system to achieve broader regional development targets. However, transparency regarding the budget and the implementation of the program is not completely clear to the public. The lack of openness in managing APBD funds must be overcome so that the community can participate more in supervision and get maximum benefits from programs that aim to improve welfare. This is in line with sub-goal 1.4 of the SDGs, which is that funding from ABPD reflects the government's commitment to providing the necessary financial support to empower the poor in poverty. Until now, there is no financial model specifically designed to support the success of the program sustainably beyond the initial funding that has been provided. This connection can potentially pose a risk to the continuity of the program, especially if the community faces financial challenges in managing assets or meeting operational needs.

c)Human Resources

Adequate Human Resources have contributed significantly to the improvement of the operational capabilities of the Welfare Sheep Program. Beneficiaries of the program have been equipped with a comprehensive understanding through a series of socialization and training activities designed to provide in-depth technical knowledge. With this knowledge, the community can implement efficient and sustainable livestock practices, including optimal livestock management. The application of skills gained through socialization and training contributes to the operational effectiveness of the program, where beneficiaries demonstrate the ability to manage livestock businesses independently. This has positive implications for increasing productivity and overall program sustainability. After participating in socialization and training, the community obtained a certificate as proof of participation in technical guidance. Thus, the capacity building and economic independence resulting from the Welfare Sheep Program contribute to poverty alleviation efforts among beneficiaries. This is in line with sub-goal 1.2 of the SDGs, which focuses on reducing the proportion of individuals living in poverty in all its forms. This program not only promotes the welfare of individuals but also participates in realizing global targets to alleviate poverty. The government monitors the growth of sheep through collaboration with third parties who submit monthly reports to the Bojonegoro Regency Livestock Office. In addition, the agency also conducts regular direct visits to verify and evaluate the growth of sheep.
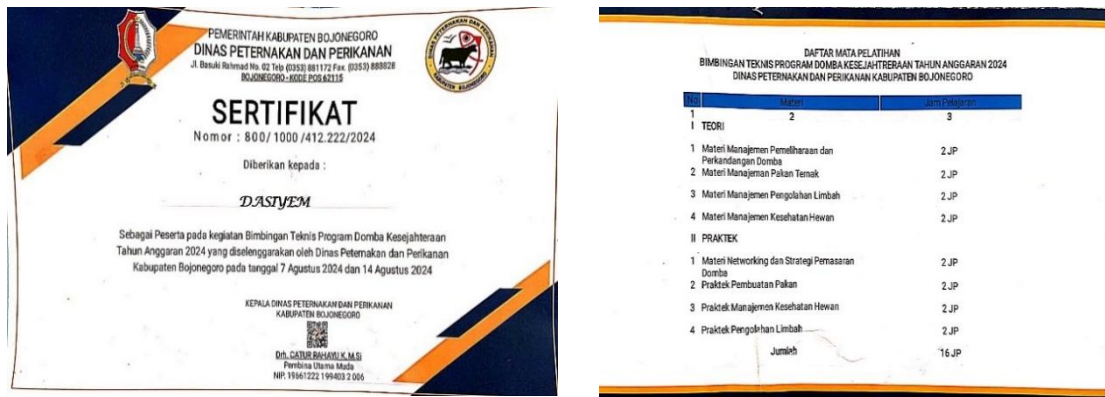
**Figure 1. Certificate of Technical Guidance from the Bojonegoro Regency
Livestock and Fisheries Service**
Source: Researcher Document, (2024)

Substantial Value

Benington, (2009) explains that public value goes beyond the following meanings:
a)Economic Value

The Sheep Welfare Program has had a significant economic impact on the beneficiary communities. This program has succeeded in empowering the community by increasing the ownership of the value of productive assets in the form of sheep livestock that can contribute to reducing the poverty rate in Bojonegoro Regency. This program is in line with the SDGs sub-goal 1.4, which aims to ensure that the poor have equal rights in access to economic resources and sustainable asset ownership. In addition to increasing the value of community assets, the Welfare Sheep Program also encourages economic independence through the development of small-scale livestock businesses. This effort can contribute to the community by strengthening local economic capital and sustainably improving community welfare. The Sheep Welfare Program reflects a commitment to increase equal access for the poor to own and manage economic assets independently. In this program, the average sheep ownership per family increases from 2 to 4-6 sheep within one year, thus having a significant economic impact on the long-term welfare of beneficiaries. The increase in the number of sheep opens up economic opportunities for farmers through sheep sales and can increase household income. The economic value of this program not only adds to community assets but also becomes productive capital that can be recycled for family business investment, thereby encouraging local economic growth and sustainably improving community welfare. However, the capacity of the community to maintain sheep assets is considered not good, as seen from the ability to take care of the sheep that have been given. There are indications that beneficiaries have sold some of the broodstock. This shows that there is a dynamic in asset management. The sale of sheep broodstock reflects the lack of public understanding of the importance of maintaining the sustainability of program assets.

b)Social and Cultural Values

The Welfare Sheep Program has initiated a significant social transformation in the community's social life. Through the formation of livestock groups, this program has facilitated the formation of a strong social network characterized by an increase in the intensity of interaction and exchange of resources between members. Community involvement in this program has strengthened social ties and fostered a sense of togetherness and solidarity between breeders. Through livestock groups, breeders share knowledge and experience and create a close social network with each other. This can strengthen the sense of togetherness and solidarity among breeders. This program encourages a change in people's attitudes and behaviours from individualism to collectivism, and people are now more open to working together and helping each other. The value of collectivism can strengthen social cohesion in

society. When people face natural disasters or economic crises, strong solidarity can encourage people to petrify and work together. This spirit of cooperation is not only seen in livestock activities but also in aspects of daily life. However, the surrounding community, which is not involved in the program, feels jealous because they do not get sheep. However, these feelings did not impact the change in the situation, and as time went by, the surrounding community began to accept these conditions. The Sheep Welfare Program is in line with SDGs sub-goals 1.4 and 1.5 which focus on increasing equal access to economic resources and community resilience to vulnerabilities and external events. This awareness encourages concern for the preservation of natural resources, such as water and animal feed which have a direct impact on the success of livestock businesses. Through a collective approach and an increased sense of responsibility, it can strengthen the social and cultural resilience of the community in facing environmental and economic challenges.

c)Political Values

The Sheep Welfare Program reflects the commitment of the Bojonegoro Regency Government to implementing poverty alleviation policies based on community empowerment. Through the provision of productive assets in the form of sheep and skills through training, this program not only provides short-term solutions but also builds community capacity to overcome poverty sustainably. This program shows significant potential in supporting the achievement of policies to reduce poverty rates, especially in the context of ending poverty in all its forms as stated in the first SDGs sub-goal 1.1. The program uses a holistic approach that combines sheep feeding, capacity building, and local empowerment, which are essential components of an effective poverty alleviation strategy. The impact of the Welfare Sheep Program is not only limited to poverty alleviation but also strengthens the government's legitimacy by demonstrating a concrete commitment to addressing social problems. This program also encourages citizens' political participation in regional development through active community involvement in program management, thereby strengthening the relationship between the government and the community.

d)Educational Values

Before distributing sheep to the community, the Bojonegoro Regency Livestock and Fisheries Office held socialization activities that included technical guidance and training. This activity contains comprehensive sheep management, from proper feeding to good care practices. Through this socialization, people who previously had limited knowledge about how to take care of sheep now better understand how to ensure that the livestock provided can be optimally cared for. Training and technical guidance can increase the community's resilience to threats. People who participate in socialization and training receive individual manuals, which can be used as a reference to reread when needed.
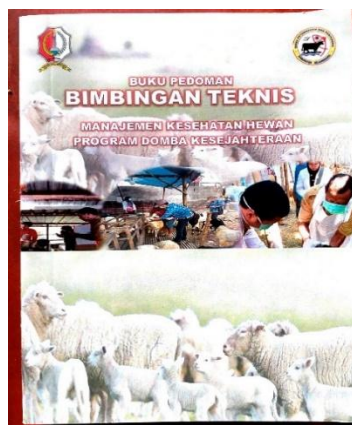

Figure 2. Technical Guidance Manual
Source: Research Document, (2024)

With a systematic approach, this socialization program can improve the practical skills of the community in sheep management and encourage the community to apply efficient and sustainable maintenance techniques. This capacity building is a strategic step in creating local food security and improving community welfare through the development of sustainable livestock businesses. The outreach program contributes to sub-goal 1.5 of the first SDGs, emphasizing the importance of improving the resilience of the most vulnerable to disasters and climate change. By equipping the community with good sheep management skills, the community will be better able to face challenges that may arise due to natural disasters or economic fluctuations, thereby strengthening economic and social resilience. This effort aligns with the global goal of reducing community vulnerability and increasing resilience in the face of external threats.

e)Ecological Value

From the perspective of ecological value, the Sheep Welfare program has the potential to help conserve local resources and reduce environmental challenges. The ecological value of the Welfare Sheep Program is reflected through a sustainable regional approach to resource management. By implementing sustainable farming practices, such as crop rotation, using organic fertilizers derived from livestock manure, and good pasture management, this program can improve soil quality and protect biodiversity. In addition, this program can play an active role in efforts to reduce polluted air from the livestock sector. Thus, this program can contribute to increasing agricultural productivity and animal grazing. In this context, prospective recipients of this program must have adequate facilities, such as a place or land for the cage before receiving the sheep. This provision aims to ensure that recipients can manage livestock responsibly and sustainably, avoiding negative impacts on the environment that may arise due to the placement of livestock without good management. The community has been given an understanding of livestock manure management to prevent environmental pollution. Sheep manure, which is often considered waste, can be processed into high-quality organic fertilizer for local agriculture. This reduces environmental pollution, increases soil fertility, and supports agriculture in each region. However, most sheep manure still pollutes the environment, especially with the smell of dirt produced. By implementing this provision, the Sheep Welfare program focuses on the economic aspect and environmental conservation in line with the sub-goals of SDGs 1.4. Thus, this program prioritizes the importance of infrastructure that supports environmentally friendly livestock practices.

CONCLUSION

The public value of the Welfare Sheep program in Bojonegoro Regency is outlined with three indicators: legitimacy and support, operational capabilities, and substantial value. The results of research in the field show that the Welfare Sheep program has succeeded in increasing the income of beneficiary families, but the availability of quality feed is still the main obstacle to the sustainability of the program. This program has a strong and clear legal basis from the Bojonegoro Regency Government in the form of policies and budgets and has full support from the community. The funds used in the program come from the Bojonegoro Regency Budget. However, the budget allocated for this program is still not transparent. In terms of substantial value, this program has shown an increase in the economic assets of the recipient community, marked by an increase in the number of sheep owned. But, until now there are still obstacles in this program namely, there are still many sheep deaths and problems with livestock health. Deaths occur because no technology can increase livestock productivity through feed. Eventually, many sheep die due to a lack of quality feed. Technology for sheep feed processing is indispensable. By using modern technology, the feed management process becomes faster and more effective, allowing farmers to produce more nutritious feed according to the nutritional needs of sheep. In feed management, simple technologies such as portable

feed choppers can be used to cut feed ingredients into sizes that are easier for sheep to digest. This tool helps farmers use local feed ingredients more efficiently and can help ensure the quality of animal feed. Through this recommendation, the Welfare Sheep program in Bojonegoro Regency will be better able to achieve poverty alleviation goals and create a sustainable and innovative community empowerment model.

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