IMPLEMENTATION OF THE HOPE FAMILY PROGRAM (*PKH*) IN CIBEUREUM DISTRICT SUKABUMI CITY

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ABSTRACT

The title of this research is "Implementation of the Family Hope Program in Cibeureum District, Sukabumi City". This research focuses on how to implement the *PKH* program in the Cibeureum sub-district, Sukabumi City. This research begins with the discovery of problems which in outline there are still many differences in data on existing systems in *DTKS* which impede the settlement process. The theory used to measure and find out how successful the *PKH* program is is the policy implementation theory written by Van Meter and Van Horn (1975). The method used in this research is qualitative by collecting data with documentation, interviews, and observation. In determining the informants in this study using the snowball sampling technique. The results of implementing these policies concluded that the results of this study indicated that the implementation of the *PKH* program in Cibeureum District, Sukabumi City had not fully gone well, when viewed from an inter-organizational communication perspective, there was still communication between implementers and recipients regarding updating data that had not been implemented. But in terms of human resources it can be said that it is very good and the response is positive, and from the government side it fully supports this program, in terms of the economic, social and political environment it is almost going well but in the political environment there are still those who use it for personal interests and needs.

Keywords: *Implementation, Policy, Program, PKH*

A. PRELIMINARY

Poverty is a problem faced by many countries. Indonesia is no exception. Poverty is the inability to meet basic needs such as clothing, food, shelter and health. Poverty can also be caused by a lack of means to meet needs or it can also occur because there is no access to education and employment. The problem of poverty is one of the serious problems in national development in Indonesia,

poverty is something that no one wants, because poverty can cause a variety of new problems, one of which is unemployment which automatically has no income to meet their needs. survive. Thus, poverty is a common problem that needs to be handled and resolved properly by the government through existing policies or programs so that poverty can be overcome. Therefore, in carrying out its functions, the government makes various efforts to tackle the problem of poverty, one of the government's efforts is to implement several policies to reduce poverty by introducing various types of policies in the form of direct assistance to poor households based on the *PKH* program. *PKH* is a program issued by the Indonesian government through the Ministry of Social Affairs to minimize the problems of poverty and social welfare.

PKH (Family Hope Program) was originally created by the government in this Republic in 2007 with several regions, namely the provinces of East Java, West Java, NTT and DKI Jakarta. The trial in the area aims to let the government know how effective and efficient it is in helping small communities. *PKH* (Family Hope Program) is the first conditional cash assistance program in Indonesia. This program aims to improve human quality by providing conditional cash assistance to poor families in accessing certain health and education services. Based on article 3 of the Minister of Social Affairs Regulation number 1 of 2018, the main objectives of the *PKH* (Family Hope Program) are: "The target of the *PKH* (Family Hope Program) is a family and someone who is poor and vulnerable and is registered in the integrated data of the program for handling the poor, has a health component , education, and social welfare."

In Indonesia itself there are several areas that receive support from *PKH*, one of which is located in Sukabumi City, West Java Province. The following is data on *PKH* beneficiaries (Family Hope Program) in Sukabumi City in 2022.

Table: Data on *PKH* Beneficiaries in 2022

Sub-District	Stage 1	Stage 2	Stage 3	Stage 4
	Amount	Amount	Amount	Amount
Baros	1.244	1.127	1.166	1.152
Cibeureum	1.637	1.471	1.449	1.439
Cikole	1.974	1.853	1.890	1.886
Citamiang	1.650	1.530	1.498	1.462
GunungPuyuh	1.369	1.281	1.269	1.239
Lembur Situ	1.613	1.523	1.531	1.517
Warudoyong	2.425	2.358	2.325	2.296
Amount	11.912	11.043	11.128	10.991

Source : Sukabumi City Social Service, 2022

From the data table above it can be seen that the receipt of *PKH* assistance is divided into 4 stages in one year and at each stage the beneficiaries are always changing, one of the most significant changes occurred in Cibeureum District. At the Sukabumi City Social Service this program started running in 2008 and has an Organizational Structure with a total of 38 people, this number is divided into several *PKH* assistants in 7 sub-districts and also 33 sub-districts in Sukabumi City. Even though the establishment of the *PKH* program and organizational structure in Cibeureum District, Sukabumi City, this does not mean that there are no obstacles that must be faced by the parties. After the researchers made initial observations, several phenomena were observed by researchers.

First, there are differences in citizenship data and *DTKS* data (Integrated Social Welfare Data) which hinders the *PKH* distribution process. The meaning of this difference in data is the difference in *KPM* data (Families Recipient of Assistance) with the data in the *DTKS* system, usually this different data is mostly different *NIK* and also names in different Bank systems.

Figure 1.1 Differences in Beneficiary Family Data (*KPM*) in the Integrated Social Welfare Data (*DTKS*)

Source: Sukabumi City Social Service, 2022

Second, the lack of socialization from the Family Hope Program implementing unit. This outreach activity has been carried out by *PKH* by creating social media accounts, but there are still many people who do not know about it and also understand it. Third, the process of disbursing *PKH* funds to people who receive assistance is slow. The process of distributing the funds is divided into 4 stages, namely once every three months, but in the distribution process it is not always in the first month.

Based on the problem phenomena described above, the researcher felt interested in conducting in-depth research on the Family Hope Program (*PKH*) in Cibeureum District, Sukabumi City, therefore the researcher submitted a thesis research proposal with the title "Implementation of the Family Hope Program (*PKH*) in Cibeureum District Sukabumi City". The reason the researchers conducted this research was to find out how the implementation of the Family Hope Program (*PKH*) in Cibeureum District, Sukabumi City, and the researchers also wanted to explain clearly because of the gap between expectations and reality in the field.

B. LITERATURE REVIEW
Policy

According to Suharto (2014: 7) "policy is a principle or method of action that is chosen to direct decision-making and policy is a stipulation that contains principles to direct ways of action that are made in a planned and consistent manner in achieving certain goals." Meanwhile, according to Anggara (2014: 14) policies are generally used to select and indicate the most important choices to strengthen life, both in the life of governmental and private organizations. Policies must be free from the connotations or nuances contained in the word political (political), which is often believed to contain the meaning of partisanship due to interests. So policies are principles and ways of acting to return decisions and decisions that are planned, policies are generally used to indicate a choice to accelerate organizational life or private life, besides that policies must also be free from connotations contained in political words or things that are believed. contain an alignment of interests.

Public Policy

According to Nasucha (2004: 37) "Public policy is the government's authority in making a policy that is used in legal regulations. The policy aims to absorb social dynamics in society, which will be used as a reference for policy formulation in order to create harmonious social relations." Meanwhile, according to Purwanto (2012: 64) Public Policy is made to embody a value such as fairness, openness, and equality which is made to solve a problem faced by society, for example the problem of poverty, crime, unemployment, and poor public services. So public policy is an action or effort carried out by a person, group, or government in solving a public problem in accordance with the goals or objectives that have been made before.

Public Policy Implementation

Etymologically implementation can be interpreted as an activity that is related to the completion of a job by using the means to obtain results. Then if the meaning of implementation above is combined with public policy, then the word implementation of public policy can be interpreted as the activity of completing or implementing a public policy that has been determined or approved by the use of means to achieve policy goals. Policy implementation is a process of administrative activity that takes place after a policy is made or approved (Tachjan, 2006:25). Furthermore, according to Van Meter and Van Horn (1975:447) in their journal entitled The Policy Implementation Process: A Conceptual Framework say that "Policy implementation encompasses those action by public and private individuals (or groups) that are directed at the achievement of objectives set forth in prior policy decision. This includes both onetime efforts to transform decisions into operational terms, as well as continuing efforts to achieve the arge and small changes mandates by policy decisions".

Implementation Model of Van Meter and Van Horn

If policy implementation is to be said to be effective, it is necessary to pay attention to the 6 principal implementation policies in the Van Meter and Van Horn model (1975: 462), A Model of the Policy Implementation Process, this

model is influenced by 6 interrelated independent dimensions, the dimensions these are:

1. Policy standards and targets: Policy standards and targets must be clear and measurable so that they can be realized. Then it will be easily measured with several problems.
2. Resources: these resources can include funds or other incentives within the program that can encourage and facilitate effective implementation.
3. Inter-organizational communication and strengthening activities: Effective implementation needs to be understood by those who are responsible for achieving it, so that consistency (uniformity) is communicated by various sources of information.
4. Characteristics of implementing agents: The characteristics of implementing agents include bureaucracy, norms, and patterns of relationships that occur within the bureaucracy, all of which will affect the implementation of a program.
5. Social, economic and political environment: This variable includes environmental economic resources that can support the successful implementation of policies, the extent to which interest groups are the characteristics of the participants.
6. Attitude of implementers/Disposition: The attitude of acceptance and rejection of policy implementing agents will affect the success or failure of public policy implementation.

Hope Family Program

The Family Hope Program is a social protection program that provides cash assistance to Beneficiary Families (*KPM*) who meet the requirements as beneficiaries. *PKH* or the Family Hope Program is a program to tackle poverty, its position is also part of other poverty programs. This program is under the auspices of the Coordinating Team for Poverty Reduction (*TKPK*), both central and regional. The Family Hope Program was officially launched by the Minister of Social Affairs and the Regional Government on 25 July 2007 in Gorontalo. The Family Hope Program (*PKH*) is a program policy formulated by the Government to address the problem of poverty in Indonesia. In general, the concept of policy is almost always associated with fixed decisions that are consistent and constitute a repetition of the behavior of those who make and those who comply with these decisions (Mukhtar Sarman, 2000).

C. METHODS

The research method used by researchers in this study is the Qualitative-Description method because this method is used to answer the objectives of this study regarding the Implementation of the Family Hope Program in Cibeurerum District, Sukabumi City. It can be seen that qualitative research is a method that emphasizes an important matter and understands the phenomena of the problems experienced by researchers. In this case it relates to the research that the researcher will do. Determining informants or determining informants in this study researchers used the Snowball sampling technique. The technique of determining a sample that is initially small in number, then enlarges. In this case,

if the previously selected informants to answer this research are still not enough, the researcher will add informants if needed. Data collection techniques used in this study are observation, interviews or interviews and documentation. The three data collection techniques are used to obtain data and information to complement the extent of the Implementation of the Family Hope Program (*PKH*) in Cibeureum District, Sukabumi City. The validation technique used in this study is triangulation.

In this study, researchers used triangulation of sources and techniques to obtain data validity from informants who had been interviewed by researchers. In triangulation of sources, it is done by asking questions related to the implementation of the Family Hope Program. whereas in technical triangulation, researchers collect data obtained from interviews and observations, then check based on documents obtained in the field. Data analysis carried out in this study was to collect data by entering the research environment and collecting research data, reducing data by selecting, focusing on simplification, abstracting and changing data that emerged from written notes in the field. presentation of data to provide the possibility of drawing conclusions and taking action as well as drawing conclusions/verification of the data that has been analyzed. Findings can be in the form of a description or description of an object that is supported by valid and credible informants.

The theory in this study uses the Van Meter and Van Horn theories. This is because the theory is able to answer questions related to the Implementation of the Family Hope Program in Cibeureum District, Sukabumi City. Dimensions in this policy implementation approach include size and policy objectives, resources, inter-organizational communication, characteristics of implementing agents, economic, social, and political environment, and executors' dispositions/attitudes of implementers.

D. EXPLANATION

Implementation is a form of operationalizing or organizing activities that have been determined by law and become a mutual agreement among various stakeholders, actors, organizations (public or private), procedures and techniques that are synergistically encouraged to work together to implement policies in a direction that is certain desired. (Solichin 2012: 133). Implementation is also one of the things that influence the success of a policy. Donald S.Van Meter and Carl E.Van Horn's policy implementation variable is a policy implementation dimension that researchers will use as an analytical tool in this study. The researcher uses the dimensions in the theory of Donald S.Van Meter and Carl E.Van Horn, because the dimensions contained in the policy implementation model of Donald S.Van Meter and Carl E.Van Horn are components of the implementation of the Family Hope Program. There are 6 dimensions of policy implementation in the theory of Donald S.Van Meter and Carl E.Van Horn, namely policy size and objectives, resources, inter-organizational communication, characteristics of implementing agents, social, economic and political environment and implementing attitudes/dispositions.

Policy Standards and Targets

Public policy according to Anderson (1979:3) is an action that has a goal that is carried out by an actor or a number of actors to solve a problem. Basically a policy is designed to achieve a predetermined goal. Successful policy implementation can fail if the executors are not fully aware of the standards and objectives of the policy. Public policy according to Tahir (2011: 47) is synonymous with regulations or rules which can be interpreted as legal products issued by the government which must be fully understood and correct. So basically that a policy will be successful if the implementers of the policy themselves follow the rules and understand what the expectations of the policy itself are. However, if the reality is not going well, then there is something wrong in implementing the policy, namely regarding the expectations of the policy that cannot be understood and digested properly or does not comply with the policy. The performance of policy implementation can be measured by the level of success of realistic policy measures and goals with the socio-culture that exists at the level of policy implementers. In measuring the performance of policy implementation, of course by confirming the standards and targets that must be achieved by policy implementers. Regarding the standards and targets in the Family Hope Program policy, it is stated that the purpose of this program has been implemented, but in essence the main goal is to change the mindset of the community in responding to poverty and this has not been implemented by implementers. According to Van Meter and Van Horn (1975:464) in essence, performance measures how well the requirements and objectives of the policy are met. With clear measures and policy objectives, and known by the parties involved, it will help and facilitate the implementation of this *PKH* program properly based on existing rules, even though the implementation is not in accordance with what is instructed by an existing decision. From the results of data analysis that researchers did, if it is associated with the implementation of public policy models by Van Meter and Van Horn (1975: 464) to assess whether implementation is successful, one must look at the work produced, the identity of the individuals involved. Then besides that, according to Van Meter and Van Horn (1975: 464) a standard and objective can use statements by policy makers.

Resources

Communication is one dimension that can determine the success of policy implementation. The successful implementation of a policy depends heavily on policy implementers who already know what they have to do. The importance of communication according to Van Meter and Van Horn (1975:466) is that effective implementation requires that the standards and program objectives are understood by those individuals who are responsible for their achievements. Therefore, it is very important to pay attention to the clarity of standards and objectives, the accuracy of communication to implementers, and the consistency (or uniformity) that is communicated by various sources of information. In terms of inter-organizational communication in the Implementation of the Family Hope Program in Cibeureum District, Sukabumi City, communication can be said to be not optimal. This is because the submission of updated data to beneficiary families has not been completed. However, the inter-organizational communication carried

out by the companion party with the coordinator and also the social ministry has been going well. Communication is a very important dimension for the implementation of a policy, because communication can provide a real picture of what is expected of the policy and provide space for all problems to be open to find the right solution and facilitate the process of implementing a policy. This policy product should not only be acceptable but clear what the goals and directions of the policy are.

Characteristics of Executing Agents

The characteristics of implementing agents is an important aspect for executors carrying out a policy which can be seen from the implementer's compliance with applicable rules and laws. It is very, very important to note that the policy implementing agent will more or less influence the performance of implementing a policy. In this study, in terms of the characteristics of the implementing agency, it can be seen from how an organizational structure includes the division of authority and the existence of clear procedures or SOP (Standard Operating Procedures) mechanisms related to the implementation of *PKH* in the Cibereuem sub-district, Sukabumi City. Regarding the organizational structure in implementing the *PKH* program and the distribution of authority, it has been running properly and the assistants have also carried out their work in accordance with the SOP (Standard Operating Procedures). Meanwhile, with the implementation of the *PKH* program, not all of them are in accordance because they are not evenly distributed with the kelurahan.

In implementing a policy, of course, it requires the involvement of all parties so that a policy can be successfully implemented, especially since this policy originates from the center, which incidentally always finds some discrepancies between the expectations and aspirations of the central government and the reality in the regions that carry out these policies, which can be called policies. top down. Of course, in implementing the *PKH* program, all parties involved need to know the existing rules so that the implementation process is carried out according to what it should be. With the characteristics of implementing agents in implementing the *PKH* program in Cibeureum District, Sukabumi City, which are not optimal, it will become an obstacle to achieving predetermined policy objectives.

Social, Economic, and Political Environment

A policy implementation will not be separated from the so-called external environment, where this environment includes the economic, social and political environment which may indirectly have an effect on An implementation of public policy can work well or not. This environmental factor was also considered by Van Meter and Van Horn to determine the extent to which this factor supports the success of a policy. The non-conducive social, economic and political environment will have a bad influence and can be the culprit for the failure of policy implementation. With regard to the social, economic and political environment, it does not have a serious enough impact for the failure of an implementation, because there are still parties who indirectly interfere for the successful implementation of the *PKH* program. However, it is undeniable that for the political environment there is still fraud due to a lack of communication

because many make this political environment their own interests. The economic, social and political environment can affect the implementation of a policy, which is in line with the views of Van Meter and Van Horn who argue that an unfavorable social, economic and political environment can be an obstacle to the failure of the policy implementation process. Therefore, policy implementation efforts cannot be separated from conducive external environmental conditions.

Executor attitude/Disposition

The attitude of the executor of the policy implementers will affect the success or failure of public policy implementation. Their attitude is influenced by their view of a policy and the way they see the effect of the policy on the interests of the organization and their personal interests. The attitude of the executors in implementing the Family Hope Program in Cibeureum District, Sukabumi City, in the results of interviews regarding the attitude of one of the executors in this policy stated that the implementation was going well and the executors were being firm so that the implementation could go well.

This is consistent with the theory of Attitudes / Tendencies of Executors expressed by Van Meter Van Horn (Agustino, 2013: 141) that the attitude of acceptance or rejection of implementing (agents) will greatly affect the successful performance of public policy implementation. In this case the application of the occupational safety and health management system has not been successful and has not run optimally because there are still workers who lack discipline so they do not apply what has been made into rules.

E. CONCLUSION

Based on the findings that researchers did in the field regarding the Implementation of the Family Hope Program in Cibeureum, Sukabumi City, as a whole, it has been running optimally, but there are a number of things that are still not running. optimally. It can be seen from the 6 dimensions that become a benchmark for how the Implementation of the Family Hope Program in Cibeureum, Sukabumi City, was put forward by Van Meter and Van Horn, there are the following conclusions:

1. In terms of size and policy objectives, the implementation of the Family Hope Program which aims to alleviate poverty has been going well, but because the most important goal is to change the mindset of beneficiary families about poverty it has not been implemented by *PKH* assistants because basically Everyone responds to poverty differently.
2. In terms of resources in the implementation of the Family Hope Program there are two, namely sources of funds and human resources. was sufficient but during the process of distributing assistance the companion felt that it was not enough because one companion held 300 beneficiary families
3. In terms of inter-organizational communication, the Implementation of the Family Hope Program has been going well with the social ministry, while communication with Beneficiary Families is still not optimal so that many beneficiary families have different data in *DTKS*
4. In terms of the characteristics of implementing agents for the Implementation of the Family Hope Program in Cibeureum District, Sukabumi City, the

executors have carried out their work in accordance with the SOP (Standard Operating Procedures) but in the process, not all of them are suitable because the distribution is not evenly distributed with the village districts

5. In terms of the social and economic environment, it can be concluded that the economic and social environment can influence society, while from a political perspective, many still use their authority for personal gain.

6. In terms of the attitudes or tendencies of the executors, the implementation has been going well and the executors are being assertive so that the implementation can go according to plan.

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