

ANALYSIS OF THE EFFECTIVENESS OF THE SUB DISTRICT DEVELOPMENT PARTICIPATION PROGRAM AT THE CIBADAK SUB DISTRICT, SUKABUMI DISTRICT

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ABSTRACT

The Subdistrict Development Participation Program (P3K) of Sukabumi Regency is a regional program that is prepared to synergize many and diverse programs, both sector-based and regionally sourced from the Center, Province, or regions that are implemented in the region (Sub-district and or village). In Cibadak District, the first aid program is considered very appropriate because it is expected to be a solution to the problem of lack of community participation in development. However, the implementation of the first aid program in Cibadak District has not been fully effective. This is because the government and the community as program implementers still find obstacles in the lack of quality of the resources they have, thus causing the results of development to be less in line with what was planned. In addition, the first aid program has not been fully implemented properly in targeting its policy objectives. So that in its implementation, it is necessary to refocus the targets that are the priority in the development plan contained in the technical instructions for the first aid program. Then in terms of increasing the HDI, although there has been an increase in the HDI rate and a reduction in the poverty rate, the HDI growth is very small. In fact, as the allocated budget grows, it should leverage higher performance.

Keywords : Efektiveness, Sub District Development Participation Program (P3K), Cibadak Sub District

INTRODUCTION

The Subdistrict Development Participation Program (P3K) of Sukabumi Regency is a regional program that is prepared to synergize many and diverse programs, both sector-based and regionally sourced from the Central, Province, or regional governments that are implemented in the region (sub-district and or village). The first aid program activities include strengthening the management of the first aid program at the sub-district level and activities in the context of implementing the first aid program according to the results of the Musrenbang, namely activities carried out by the community and village/kelurahan as well as by the regional apparatus (PD).

In order to maintain the continuity of the First Aid program and to improve the first aid implementation system, the Sukabumi Regency government bound this program in the Sukabumi Regency Regional Regulation Number 20 of 2013 concerning Participatory Planning and Budgeting. The territory of Sukabumi Regency. This Perbup regulates the proportion of the first aid program budget for each sub-district which is calculated based on the specified variables, including the area, population, number of villages, sub-district HDI, number of pre-prosperous

families, number of people with social welfare problems, basic education facilities and infrastructure. Gross Enrollment (APK) for junior high school, number of infant deaths (IMR), number of maternal deaths (AKI), number of under-fives with malnutrition, and sub-district PBB revenue. The following is the amount of the planned budget for the implementation of the first aid program :

Cibadak District First Aid Budget

No	Year	Budget Amount
1	2016	IDR. 575.233.298,-
2	2017	IDR. 635.921.641,-
3	2018	IDR. 710.159.162,-
4	2019	IDR. 809.415.027,-
5	2020	IDR. 769.418.634,-
Source : District of . Cibadak, 2021		

Through this budget, various activity packages have been built such as asphalt/paving village roads, environmental roads, bridge construction, irrigation, toilets, capital assistance, sheep, catfish and so on. However, this program has not had a significant impact on increasing HDI and poverty rates in Sukabumi Regency as can be seen in the following table:

HDI and Poverty in Sukabumi District

DESCRIPTION	2016	2017	2018	2019
HDI	65,13	65,49	66,05	70,65
Poverty	8,13%	8,04%	6,76%	6,22%
Source : Central Statistic Agency , Sukabumi District, 2021				

The table above shows that there has been an increase in the HDI rate and a reduction in the poverty rate in Sukabumi Regency from 2016 to 2019. Although the increase is relatively small, this is the result of a real effort that needs appreciation. Seeing the commitment of the Regional Government of Sukabumi Regency in this First Aid program, the researcher believes that the First Aid program is very beneficial for the people of Sukabumi Regency. However, this program is not without problems. Based on the observations of researchers in Cibadak District, it was identified that the P3K program had several problems in terms of implementing its activities. This can be seen from the following phenomena:

1. The results of the first aid program in Cibadak sub-district are entirely in the form of infrastructure buildings such as the construction of village roads;
2. The results of the implementation of the first aid program in the village, which are physical in nature, are often neglected when the construction is complete;
3. The lack of quality of human resources owned by either the sub-district or community groups implementing the first aid program; and

4. Although there has been an increase in the HDI rate and a reduction in the poverty rate, the HDI growth is very small. Whereas as the allocated budget grows, it should leverage higher performance,

Departing from the above phenomenon, the researchers are interested in conducting a research on the First Aid Program in Cibadak District, Sukabumi Regency, considering the first aid program has been running since 2013 so it is necessary to analyze the effectiveness of the results, benefits and impacts of the program.

THEORITICAL FRAMEWORK

Definition of Effectiveness

According to James L. Gibson et al (in Harbani Pasolong, 2008:4), says that effectiveness is the achievement of goals from a joint effort. Keban (2004: 140), says that an organization can be said to be effective if the organizational goals or values as set out in the vision are achieved. Values that have been mutually agreed upon among the stakeholders of the organization concerned. Effectiveness is the power of messages to influence or the level of ability of messages to influence (Susanto, 1995). According to Susanto's understanding, effectiveness can be interpreted as a measurement of the achievement of goals that have been carefully planned in advance. Meanwhile, according to Mahmudi (2005:92), effectiveness is the relationship between output and goals, the greater the contribution (contribution) of the output to the achievement of goals, the more effective the organization, program or activity.

From the several definitions of effectiveness above, researchers can interpret that effectiveness is a condition that indicates the level of success or achievement of a measurable goal in terms of quality, quantity, and time, in accordance with what was previously planned.

Public Policy Effectiveness

According to Matland (in Nugroho, 2008:650), based on the theory of policy effectiveness, basically there are "five points" that need to be met in terms of the effectiveness of policy implementation, namely:

1. Right Policy
2. Correct Implementation
3. Right on Target
4. Right Environment
5. Precise Process

METHODS

This study uses a qualitative method. Qualitative research method is a research method used to examine the condition of natural objects where the researcher is the key instrument (Sugiyono, 2010). Through this qualitative approach, it is hoped that any data obtained can provide a clear and natural picture of the conditions and problems in the implementation of the District Development Participation Improvement Program (P3K) in Sukabumi Regency. In strengthening this descriptive research method, the researcher used a qualitative approach in the form of a case study.

As for this study, the researcher in determining the informants used purposive sampling technique. According to (Sugiyono, 2013: 218-219) purposive sampling is a sampling technique or data source with certain considerations. This particular consideration is the researcher's assumption that the selected informants will know about the information and data that the researchers need. The number of informants in this study were 18 people. Furthermore, the data collection techniques in this study were using interviews, literature study and observation. Validation of the data used in this study is using triangulation techniques. The research data analysis is using interactive data analysis techniques according to Miles & Huberman Sutopo (2002:94) which consists of: data reduction, data presentation, drawing conclusions.

DISCUSSION

To be able to measure the effectiveness in this study, researchers used 5 (five) indicators from Matland's opinion (in Nugroho, 2008:650). The results and discussion of this research are:

1. Right Policy

This policy is appropriate to implement, because it departs from a problem that in the sub-district development planning process it has not been implemented properly, especially at the stage where the community has not been involved in deciding the priority activities to be submitted to the district level. That way, it can be said that community participation in development planning in Cibadak District, Sukabumi Regency is still low, so the policy on the existence of first aid is very appropriate to be implemented as an effort to increase community participation in sub-district development. In addition, to utilize existing community institutions in the region in empowering, planning and implementing development, as well as improving community services. The accuracy of the policy can also be seen from the institution that has the authority (institutional mission) in accordance with the character of the policy. First aid policies are properly implemented by institutions that have a mission to carry out regional development. The institutions involved in implementing the First Aid program are the Sukabumi Regency Planning and Development Agency, the Sukabumi Regency Community and Village Empowerment Agency, the Cibadak District Office and the Village Office. Thus, from the description above, it can be seen that the first aid program is the right policy to be implemented as an effort to solve the problems that occur.

2. Correct Implementation

In order for the formulated policy to be effective, the policy must be properly implemented. There are at least three institutions that implement policies, namely: the government, public-private cooperation, or the implementation of policies that are privatized (privatization or contracting out). Implementors in implementing the P3K program include government agencies and community groups implementing self-management activities. The government institutions in question consist of: the Sukabumi Regency Planning and Development Agency, the Sukabumi Regency Community and Village Empowerment Agency, the Cibadak District Office and 10 Village Offices within the Cibadak District, Sukabumi Regency. Meanwhile, the implementing group for self-management activities is a community group that is considered capable of carrying out self-management activities and is determined by

the Budget User/Commitment Maker official in the Procurement of Goods/Services where the work is planned, carried out and/or supervised by the community group. The government and community institutions work together in implementing the first aid program. Because in essence the first aid program is a policy that empowers the community, therefore this first aid is a shared responsibility between the government and the community.

3. Right on Target

The main objective of the P3K program is to accelerate the achievement of HDI and reduce poverty so that the achievement of these goals should be realized through various activities and not only emphasizing the fulfillment of physical activities. However, based on the reality on the ground, it shows that the realization of the first aid program in Sukabumi Regency is mostly intended for infrastructure development activities such as the construction of village roads, alleys, irrigation, toilets and others. The following below are the results of first aid activities in Cibadak District, Sukabumi Regency: Based on the table above, it can be seen that the results of all P3K activities in Cibadak District from 2016 to 2019 were 37 packages, with the results in the form of basic infrastructure amounting to 34 packages and the number of economic activities in the form of culinary training, sewing training and training to make dolls (or 8, 1%). This shows that the targets and results of the first aid program in Cibadak District are not in accordance with those set by the Regional Government. Whereas the local government has determined first aid activities with the provisions of 70% for infrastructure, 20% for economic activities and 10% for operational costs of activities.

4. Right Environment

In terms of environmental accuracy, there are two that are most decisive, namely: (1) Policy environment, namely the interaction between policy-making institutions and policy implementers and related institutions, (2) External Policy Environment, namely public perceptions of policies and policy implementation. In implementing the P3K program, the policy environment in relation to the interaction between policy-making institutions is considered quite good, meaning that the government agencies involved always seek interaction with other institutions to carry out development in areas in Cibadak District.

5. Precise Process

The relationship with the accuracy of the process in this study, which is seen from how the implementation process is in accordance with the Regional Regulations and Regent's Regulations that regulate First Aid. The implementation of the implementation process includes planning, implementing and maintaining the results of the implementation. In the process of implementing the P3K program, there are problems in the outcome maintenance stage where the results of implementing the P3K program in the village which are physical in nature are often neglected when the construction is complete, neglected and not utilized due to the absence of operational costs in its maintenance. That way it can be understood that there are problems in the maintenance phase of development results. Whereas the maintenance stage is an important stage as a sustainable development effort and the benefits of development results can be really felt by the community.

CONCLUSION

The conclusions of this study are as follows:

1. Right Policy

First aid is the right development policy to be implemented. The first reason is because the policy was formulated on a problem that occurred in the community, especially in terms of development. Both policies were formulated and implemented by government agencies that have a mission to improve regional development in Sukabumi Regency, especially in Cibadak District.

2. Correct Implementation

The implementation of the First Aid program is carried out in collaboration between the government and the local community in Cibadak District. The government and the community are the implementers or implementers policy. However, the available implementors are not matched by the quality of the resources, thus causing the results of the development to not provide significant benefits for the needs of the community.

3. Right on Target

The results of the first aid program in Cibadak District are entirely in the form of infrastructure buildings such as the construction of village roads, alleys, irrigation, and others. Whereas local governments have directed P3K activities in the infrastructure and economic fields that lead to accelerated poverty reduction in accordance with what is mandated in Perbup Number 31 of 2017 concerning Technical Instructions for First Aid Operations.

4. Right Environment

In terms of environmental accuracy, there are two that are most decisive, namely: (1) The policy environment, namely the interaction between policy-making institutions and policy implementers, where the interaction relationship is well established between the government, the community and the business world even though it is still dominated by the government (2) External Policy Environment, namely public perception of policies and policy implementation where public perceptions and expectations are quite large for first aid policies considering that people can feel the benefits of these policies such as infrastructure development.

5. Precise Process

he relationship with the accuracy of the process in this study, which is seen from how the implementation process is in accordance with the Regional Regulations and Regent's Regulations that regulate First Aid. The implementation of the implementation process includes planning, implementing and maintaining the results of the implementation. In its implementation, there are stages that are still an obstacle, namely at the stage of maintaining the results of development, so that the benefits of the results of these developments have not been really felt by the community.

Recommendation

The sub-district development participation program is a solution to solve problems that exist in the region. The policy is very feasible to be continued with various notes as

improvements and refinements so that its implementation is more effective so that it is expected to have an impact on increasing the Human Development Index in Sukabumi Regency.

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Laws and Regulations:

- Sukabumi Regent Regulation Number 31 of 2017 concerning Operational Technical Guidelines for the Sub-district Development Participation Improvement Program
- Sukabumi Regent Regulation Number 80 of 2016 concerning Organizational Structure and Subdistrict Work Procedures