

Evaluation of The Benefits of The Family Hope Program in East Flores Regency

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ABSTRACT

This study investigates the implementation of the Family Hope Program (PKH) in East Flores Regency, which, despite over a decade of execution, has not yielded significant improvements in poverty reduction, behavioral change, or independence among beneficiary families. The research aims to evaluate the program's effectiveness across key indicators, including targeting accuracy, service productivity, administrative performance, and resource utilization. Using a qualitative policy evaluation approach, the study collects both primary and secondary data through interviews, observations, and document analysis involving 96 informants. Data were analyzed using Creswell's spiral analysis technique and assessed via the Discrepancy Evaluation Model. Findings indicate numerous challenges: delayed and misallocated aid, inadequate coordination, insufficient equipment, and irregular monitoring. While PKH has helped reduce short-term financial burdens, it has not yet achieved long-term goals such as empowering recipients or reducing poverty cycles. The study recommends enhancing data accuracy, decentralizing fund distribution, and improving infrastructure and stakeholder coordination. These findings contribute to policy refinements that can increase the relevance, efficiency, and impact of PKH, especially in remote and underserved regions like East Flores.

Keywords: Evaluation, Benefits, PKH.

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INTRODUCTION

Poverty is usually described as a lack of income to meet basic necessities of life (Munandar, 2008). Poverty is a complex and multidimensional problem (Liahati & Larasati, 2019). Syaifullah et al (2019) stated that poverty is a problem experienced in almost all countries in the world, especially in developing countries, one of which is Indonesia. The problem of poverty is a common problem because it involves various aspects, such as the fulfillment of the right to food, health, education, and employment. The problem of poverty is a complex problem and the obstacle is in the optimal use of resources (Indika & Marliza, 2019).

Efforts to overcome poverty must be carried out comprehensively. Poverty occurs due to the limitations of individuals in meeting basic needs such as clothing, food, and board (Fajri, 2022) and to provide the legitimacy of the social protection system in Indonesia, the government has established Law Number 11 of 2009 concerning Social Welfare, it is clearly recorded in chapter 1 (article 1) that social protection is an effort directed to prevent and overcome the risk of shock and social vulnerability of a person, family, group, and/or community so that their survival can be fulfilled in accordance with the minimum basic needs

In an effort to accelerate poverty alleviation, the government as a policymaker has issued various social programs to alleviate and assist underprivileged households in gaining access to health services and basic education. PKH is a form of conditional social assistance from the Indonesian government to people who are categorized as Poor Families (KM) and designated as Families Beneficiaries of the Family Hope Program (KPM PKH) (Juliani et al, 2023). This program is an effort to alleviate poverty that does not fully involve community participation.

The government has a dominant role in providing minimal assistance so that people can achieve a decent quality of life (Beni and Manggu 2020).

The Family Hope Program (PKH) is a social protection initiative that provides cash assistance to Very Poor Households (RTSM), with RTSM family members required to meet the requirements and conditions that have been set (Lubis and Zubaidah, 2020). This program is an empowerment-based program. Since 2013 this program has been implemented, but the results and benefits of this program have not been studied in depth. As is known, KPM PKH is required to fulfill three components: health, education and social welfare. This program was initially implemented based on the Decree of the Coordinating Minister for People's Welfare (as the head of the poverty alleviation coordination team) Number 32/KEP/MENKO/-KESRA/IX/2007; Furthermore, operationally based on Permensos Number 01 of 2018 concerning the Family Hope Program, in the provisions in question, PKH Beneficiary Families (KPM) are entitled to get: a) PKH Social Assistance; b) PKH assistance; c) services in health, education, and/or social welfare facilities; and d) Complementary Assistance programs in the fields of health, education, energy subsidies, economy, housing, and the fulfillment of other basic needs.

Specifically, it is stated that the specific objectives of PKH are (1) improving the standard of living of beneficiary families through access to education, health, and social welfare services, (2) reducing the burden of expenditure and increasing the income of poor and vulnerable families, (3) creating behavioral changes and independence of beneficiary families in accessing health and education services as well as social welfare, (4) reducing poverty and inequality, (5) introduce the benefits of formal financial products and services to beneficiary families. Furthermore, if it is traced, it can be read that the targets of PKH include three main components: (1) education, (2) health and (3) social welfare. However, in its implementation in East Flores Regency, some of the problems that arise include the lack of allocation of funds to provide supporting infrastructure for PKH implementers, the lack of available companions, the absence of mechanisms or regulations that regulate the reporting of the use of aid funds by PKH participants, a decrease in the level of compliance of PKH participants, and the lack of database update recipients of PKH assistance that result in the assistance distributed not being on target, or not achieving significant targets such as there are families who previously received PKH assistance, but after evaluating the success rate of the program, it was found that there are several families who are no longer eligible to receive assistance but are still registered as recipients of assistance. Meanwhile, families who should be eligible for the Family Hope Program assistance are not registered in the program.

Other problems are the lack of socialization from the Family Hope Program Implementation Unit (UPPKH), the slow distribution of PKH funds to participants, PKH funds provided are not enough for children's school fees, and there is a mistake in the functioning of PKH funds given to RSTM for things that are not recommended in the PKH program. In addition, another problem is that it is not on target in collecting data on RSTM as a beneficiary of PKH, access and quality of education and health for PKH participants have not been seen as improving the health and nutritional status of pregnant women, postpartum mothers, under five years old (toddlers) and preschool children of RSTM members. Therefore, the research team is interested in conducting research titled Evaluation of the Benefits of the Family Hope Program in East Flores Regency. Despite over a decade of implementation, the Family Hope Program (PKH) in East Flores Regency has not significantly reduced poverty or improved the independence and behavior of beneficiary families. Many recipients continue to rely heavily on the program without making measurable progress in terms of economic or social self-sufficiency. The accuracy of beneficiary targeting remains a critical issue, as several families who are no longer eligible still receive assistance, while others who qualify remain excluded due to outdated or inaccurate data.

Moreover, program execution faces several operational shortcomings. Administrative inefficiencies, limited supervision, irregular meetings, insufficient equipment, and inadequate data verification systems have all undermined PKH's effectiveness. These issues suggest that while the program has helped ease short-term financial burdens, its long-term goals such as breaking intergenerational poverty and fostering behavioral transformation are still far from being realized in East Flores. The urgency of this research stems from the persistent poverty rates in East Flores Regency despite the longstanding implementation of the PKH program. As the poverty line continues to rise and inequalities widen, a comprehensive evaluation is needed to determine whether the current implementation strategy is sustainable and impactful. Identifying critical weaknesses and missed targets is essential for restructuring the program into an efficient tool for sustainable poverty alleviation and behavioral change.

Several studies have explored the implementation of PKH in different regions. Lubis and Zubaidah (2020) emphasized PKH's role in easing short-term financial burdens but pointed out the program's limited success in fostering long-term economic empowerment. Similarly, Juliani et al. (2023) noted that PKH participants often remain passive recipients, lacking the necessary support and motivation to transition out of poverty sustainably. Research by Beni and Manggu (2020) on PKH in border regions of Kalimantan highlighted the importance of local participation in decision-making and implementation. They found that top-down program management often limits community engagement, which in turn affects program effectiveness. A key takeaway was that success in poverty alleviation requires more than financial aid it needs strong local involvement and dynamic support systems. Mardiah and Syarifuddin (2019) applied evaluation models such as CIPP and found that many PKH implementations failed to meet process and product standards. Their work emphasized the need for continuous monitoring and adaptive policy strategies. However, most existing research has focused more on national or urban settings, with limited exploration of how PKH functions in remote rural areas like East Flores, where infrastructural and administrative challenges are more pronounced.

There is a significant lack of region-specific evaluations of PKH in remote rural contexts like East Flores. While national-level studies highlight general trends and shortcomings, they often overlook localized administrative challenges, infrastructure constraints, and social dynamics. This study fills that gap by providing an in-depth evaluation tailored to the socio-geographical context of East Flores, assessing how local realities impact the program's ability to deliver its intended outcomes. The novelty of this study lies in its application of the Discrepancy Evaluation Model (Provus, 1971) to assess PKH implementation in East Flores Regency. It integrates both qualitative and quantitative analyses and identifies systemic gaps between planned policy standards and actual outcomes across multiple dimensions—accuracy, effectiveness, productivity, financial efficiency, and behavioral transformation. This tailored, localized approach offers new insights and a replicable model for evaluating public welfare programs in rural Indonesia.

The objective of this research is to evaluate the benefits and effectiveness of the Family Hope Program (PKH) in East Flores Regency by examining its alignment with policy goals, implementation accuracy, and actual impact on reducing poverty, promoting independence among beneficiaries, and ensuring service accessibility in education, health, and welfare sectors. This research provides valuable insights for policymakers, local governments, and welfare institutions by highlighting critical operational weaknesses and offering recommendations for improving PKH implementation. The findings can guide future interventions, inform better data management and targeting strategies, and contribute to the design of more adaptive and impactful poverty alleviation programs in rural and underserved regions.

METHOD

Based on the description provided, the research employs a qualitative policy evaluation method, specifically classified as policy research. This type of research focuses on assessing the implementation and effectiveness of a public policy or program—in this case, the Family Hope Program (PKH) in East Flores Regency. The study utilizes both primary data, obtained through interviews and observations involving 96 informants, and secondary data from relevant policy documents and administrative records. The nature of policy research is applied and evaluative, aiming to provide feedback to policymakers regarding the real-world outcomes and implementation gaps of a given policy. The data analysis in this study follows the spiral data analysis technique as proposed by Creswell (2016), a hallmark of qualitative inquiry. This analytical process involves several iterative steps: organizing the data, reading and memoing emergent ideas, describing and classifying data into themes or categories, and interpreting the meaning of these themes. Furthermore, the evaluation model used aligns with the Discrepancy Evaluation Model (Provus, 1971), which compares actual program performance with predetermined standards. This model is particularly effective for identifying implementation gaps and measuring the alignment between policy design and field execution. Through this method, the research not only examines whether PKH achieves its goals but also provides detailed insights into where and why the program may fall short.

RESULTS AND DISCUSSION

Evaluation of the Benefits of the Family Hope Program in East Flores Regency

Malcom M. Provus (1971), who said that evaluation is an art to describe the gap between performance standards and performance that occurs. The evaluation of the discrepancy model has a very clean evaluation concept that is easy to follow and will produce definite results, namely the existence of a gap value from the evaluation (Mustafa, 2021). These models are interrelated with gaps. Based on a circumstance of the program itself, discrepancy evaluation serves to determine the level of conformity between the standards (criteria) that have been set and the actual appearance of the program in question (Mustafa, 2021).

There are several steps required to carry out a discrepancy evaluation (Provus, 1971; Mustafa, 2021) on the family hope program in East Flores Regency, namely with the results of research and discussion as follows:

1. Design Stage

The design stage is to describe the program design based on information about the reality of the program (performance) of the foster family in East Flores Regency. Furthermore, the design of this program is compared with the design criteria called the standard. The design of the program will then be used as a benchmark (criterion) at the installation, process, and product stages.

The activities carried out include:

a. Formulating Program Objectives

The Family Hope program, which is currently also implemented in East Flores Regency, is a government program that provides conditional social assistance to pre-prosperous and vulnerable families who are recorded in the integrated social welfare data (DTKS) and recognized as beneficiary families. The PKH program in East Flores Regency aims to enable beneficiary families to access the facilities and services available around their residences and maintain social welfare. PKH has three components of assistance recipients regulated in the Regulation of the Minister of Social Affairs Number 1 of 2018, namely the health component,

the education component, and the social welfare component. In the short term, this assistance fund is expected to be able to reduce the burden of household expenditure (the impact of direct consumption), and in the long term it is a better investment for future generations through improving health and education (the impact of human capital development). This means that the PKH program in East Flores Regency is expected to be a program that is able to break the chain of poverty between generations.

The objectives of the PKH Program in East Flores Regency are as follows:

- 1) Improving the standard of living of Beneficiary Families through access to education, health, and social welfare services;
- 2) Reducing the burden of expenses and increasing the income of poor and vulnerable families;
- 3) Creating changes in the behavior and independence of Beneficiary Families in accessing health and education services as well as social welfare;
- 4) Reducing poverty and inequality;
- 5) Introducing the benefits of formal financial products and services to the Beneficiary Families.

b. Preparing Personnel and Funds

The criteria for PKH personnel in East Flores Regency are as follows:

- 1) The East Flores Regency Social Service and the District Coordination Team under the leadership of the Head of Social Assistance and Security Affairs have the responsibility to provide information and conduct socialization, supervise, supervise, and coach, overcome challenges related to the Family Hope Program (PKH), build partnerships, and provide PKH implementation reports to the province.
- 2) PKH companions spread across all sub-districts of East Flores Regency are tasked with providing assistance to the beneficiary families.
- 3) The District Coordinator in each sub-district, who also serves as a PKH companion, has the responsibility to coordinate with the sub-district head and report the implementation of PKH to the East Flores Regency Government.
- 4) The Head of Welfare serves as a village operator in data input, data verification, data submission, and deletion in SIKS-NG or DTKS.
- 5) Social Welfare Center (Puskesmas) which is tasked with assisting village operators in providing information to the community or beneficiary families related to the Family Hope Program.

The criteria for PKH Funds in East Flores Regency are as follows:

- a) The Ministry of Social Affairs of the Republic of Indonesia urges the Regional Government to strengthen the Family Hope Program (PKH) by allocating assistance funds from the Regional Revenue and Expenditure Budget (APBD). The allocation of assistance funds has been regulated in Permensos 1 of 2018 article 57, that the source of PKH funding is from the State Budget, Provincial Budget and Regency/City Budget.
- b) In the General Guidelines for the Family Hope Program Chapter II, Letter A, point 8 states, the Provincial Government and the Regency/City Government play a role in supporting

PKH directly through the allocation of assistance funds, including human resources to implement PKH in accordance with the commitment.

- c) In the Regulation of the Minister of Social Affairs Number 202/MS/C/12/2018 dated December 28, 2018, it is stated that the provision of PKH participation funds through the Provincial and Regency/City Budgets, at least five percent is calculated from the total assistance received by the Beneficiary Families (KPM) of the Family Hope Program (PKH) both in the province and in the district/city. The allocation of participation funds is used to support PKH activities, including providing Regency/City and District Secretariat offices for PKH Database Administrators and Social Assistants. Providing supporting facilities at the PKH secretariat include computers, desks and chairs, printers, ATK, air conditioning, transportation equipment, communication tools, documentation tools, shoes and document storage cabinets. Participation funds can also be used for operations for Regency/City Coordinators, PKH Supervisors, Social Assistants and Regency/City PKH Database Administrators. Printing or procurement of the verification form of the health facility from the PKH Implementing Regency/City to the Province. Socialization of PKH at the Provincial, Regency/City, Sub-district and Village or Village levels.
 - d) PKH technical coordination meetings at the district or city and sub-district levels with Bappeda, Social Service, Education and Culture Office, Health Office, Regional Office of Religion, Payment Institutions, Social Companions and PKH Database Administrators can also be allocated through the APBD.
 - e) To increase the capacity of PKH human resources, the Regional Government can also organize the consolidation or capacity building of District/City PKH Database Companions and Administrators and support the implementation of Family Capability Improvement Meetings (P2K2) in the form of procurement of P2K2 coaching materials and operational implementation of P2K2 Social Workers Supervisors, Social Companions and Beneficiary Families (KPM).
 - f) As a form of appreciation and increasing understanding of the implementation of PKH, the Regional Government is also obliged to prepare the honorarium of the Provincial or Regency/City or Sub-district PKH technical coordination team and allocate a comparative study budget to the best PKH implementing districts/cities.
 - g) To oversee the implementation of PKH so that it can run in accordance with the guidelines, the Regional Government is expected to establish a PKH Community Complaint System (SPM) service in the Province and Regency/City and provide an allocation of monitoring activities for the implementation and evaluation of the implementation of PKH in the Regency/City
 - h) The local government is also urged to synergize other poverty alleviation programs, especially those funded by the State Budget, "program synergy will accelerate KPM out of poverty to achieve a more prosperous life.
- c. Determining criteria (standards) in the form of a formulation that points to something that can be measured.
- The indicators of PKH variables in East Flores Regency can be measured as follows:
- 1) Right on target.
 - 2) Good and correct way of working.

- 3) Productive in service.
- 4) Work performance.
- 5) Proper use of manpower, costs and equipment.

2. Installation Stage

The installation stage is the implementation/installation of resources that support the implementation of the program. Henceforth, the installed program resources are compared with the program design (standard) that has been created in stage 1 so that the existing gaps can be identified. The purpose of this second stage is to find out the extent to which the program has been implemented. The activities carried out include:

- a. Re-evaluate the determination of criteria (standards) that have been set at the design preparation stage

Variable indicators in the implementation of PKH in East Flores Regency can be assessed with the following criteria:

- 1) Right on target, PKH of East Flores Regency is only given to poor households (RTM) whose data is sourced from the village/sub-district.
- 2) Good and correct way of working, the administrative process of PKH East Flores Regency is correct and trustworthy.
- 3) Productive in serving, providing appropriate and good materials and services in the implementation of PKH in East Flores Regency.
- 4) Work achievements, good assessment from the community on the performance of government officials in the implementation of PKH in East Flores Regency.
- 5) The use of manpower, costs and equipment in the implementation of PKH in East Flores Regency is carried out properly, there is no misappropriation, and in accordance with applicable provisions.

3. Process Stage

The process stage is focused on the relationship between the implementation (process) and the interim product of the program that is being implemented, and compares it with the program design (standard) to determine how high the achievement of the short-term output (interim product) of PKH can be assessed with the following criteria:

- a. Right on target

PKH of East Flores Regency is only given to poor households (RTM) whose data is sourced from the village/sub-district. In its implementation, the target of PKH in East Flores Regency is poor and vulnerable families registered in the integrated data of the program for handling the poor, having health, education, and/or social welfare components.

The Family Hope Program consists of three components, namely:

- 1) Health Component: Pregnant/lactating women; and children aged 0 (zero) to 6 (six) years.
- 2) Education Component: Elementary/MI children or equivalent; junior high school/MTs children or equivalent; high school/MA children or equivalent; and children aged 6 to 21 (twenty-one) years who have not completed compulsory education 12 (twelve) years.

- 3) Social welfare component: the elderly 60 (sixty) years old and people with severe disabilities.

The criteria for PKH participants are poor families who meet at least one of the following conditions:

- 1) Have a health component, namely children under the age of 6 years, pregnant/lactating women, including children with mild/moderate disabilities.
- 2) Have an educational component for school children 6 to 21 years old for participants in elementary/middle school education equivalent, junior high school/MTs equivalent and/or high school/MA equivalent, including children with mild/moderate disabilities.
- 3) Having a social welfare component for persons with severe disabilities are those who have physical, mental, intellectual or sensory limitations for a long period of time whose disability cannot be rehabilitated, unable to carry out their daily life activities and/or throughout their lives dependent on the help/help of others, unable to support themselves, and unable to participate fully and effectively in society based on equality with others.
- 4) Have a social welfare component for the elderly aged 70 years and above in the PKH participant family with the following criteria:
 - (a) Elderly aged 70 years and above as of January 1 in the validation year.
 - (b) Elderly aged 70 years and above who are parents who take care of PKH.

The implementation of PKH in East Flores Regency begins with poor/pre-prosperous families or can be called Very Poor Households (RTSM) must be registered in the Next Generation Social Welfare Information System (SIKS-NG). After the residents are registered, they will be examined by the welfare operator from the village for selection based on the criteria for PKH assistance recipients. The process of examining residents who pass the selection will produce an output in the form of a letter of recommendation by the village operator with the approval of the resident and then submitted to the Social Service to be approved as potential beneficiaries. If the letter of recommendation has received approval from the Social Service, the prospective beneficiaries can get assistance from the Family Hope Program. The following are the criteria for recipients of the PKH component of East Flores Regency in 2024:

Table 1. Criteria for Component Recipients in 2024

No.	Kecamatan	Number of Villages	Number of KPM	Total Budget (Rp)
1.	Adonara	8	954	778.225.000
2.	West Adonara	18	1.057	903.450.000
3.	Central Adonara	13	1.166	988.425.000
4.	East Adonara	21	2.365	1.990.900.000
5.	Demon Pagong	7	506	442.200.000
6.	Ile Boleng	21	2.076	1.730.500.000
7.	Ile Bura	7	787	674.550.000
8.	Ile Mandiri	8	1.179	1.000.075.000
9.	Kelubagolit	12	941	766.475.000
10.	Larantuka	20	1.896	1.486.975.000
11.	Lewolema	7	833	741.900.000
12.	West Solor	15	1.267	1.134.650.000
13.	South Solor	7	673	601.900.000

No.	Kecamatan	Number of Villages	Number of KPM	Total Budget (Rp)
14.	East Solor	17	1.256	1.097.300.000
15.	Tanjung Bunga	16	1.621	1.398.600.000
16.	Titehena	14	1.408	1.151.350.000
17.	Witihama	16	1.501	1.220.000.000
18.	Wotan Ulumado	12	963	802.175.000
19.	Wulanggitang	11	1.405	1.174.700.000
Total			23.854	20.084.350.000

Source: PKH Secretariat of East Flores Regency; 2024

The criteria for receiving components in the table above can be described as; (a) Health: Pregnant/postpartum / breastfeeding women, early childhood which is 0 – 6 years old, (b) Education: children of elementary school age/equivalent, children of junior high school age/equivalent. High school seniors; children aged 6 to 21 years who have not completed Reasonable, (c) Social welfare: elderly ≤ 60 years old, people with severe disabilities.

Once registered, PKH recipients automatically have access to all assistance provided by the Non-Cash Food Assistance (BPNT) program, Smart Indonesia Program (PIP), and Healthy Indonesia Card (KIS). Thus, PKH recipients can access various benefits, such as food assistance, education, health services, and support efforts to improve welfare and fight poverty.

The specialty of PKH lies in focusing on providing assistance to housewives or adult women such as grandmothers, aunts, or older sisters (Ardiyanto & Prabawati, 2021), with the hope that the mother can effectively manage family needs in order to improve the quality of education, health, and social welfare. KPM received a Prosperous Family Card (KKS) which can be used as a tool for distributing PKH assistance funds and proof as a Family Hope Program Beneficiary (Kustatiria & Prabawati, 2023).

If they have met the requirements, PKH recipients will be designated as Beneficiary Families (KPM). The Family Hope Program (PKH) has activities that must be carried out by KPM, including Group Meetings and Family Ability Building Meetings (P2K2). These activities were facilitated directly by PKH companions after the process of distributing assistance to KPM. In Permensos RI No. 1 of 2018, it is stated that PKH social assistance is assistance in the form of money, to a family and/or someone who is poor, underprivileged, and/or vulnerable to social risks.

Although the results of the interview stated that in terms of accuracy, the target was declared to be correct, based on the findings of the research team on the provisional results of PKH in East Flores Regency; can be submitted in the table below according to the categories of KPM components:

Table 2. PKH Recipient Group Category

Recipient Group	Total	%
Pregnant/postpartum mothers and toddlers	1.574	6,59
Children under 6 years old	9.809	41,12
School children: ELEMENTARY, MIDDLE, HIGH SCHOOL	12.237	5129
Elderly ≤ 60 years old	234	1.00

Source: PKH Secretariat of East Flores Regency; 2024

Based on the interview with the PKH coordinator of Flores Regency regarding the results that have been achieved by PKH according to the goals of the program, it can be stated that the PKH program aims to improve the standard of living of beneficiary families through access to education, health, and social welfare services as described in the table below:

Table 3. PKH Recipient Group Criteria Categories

No	Kriteria	Total	%
1.	Access to education services	12.237	51,30
2.	Access to health services	23.620	99.01
3.	Access to social welfare services	234	0,1

Source: PKH Secretariat of East Flores Regency; 2024

Furthermore, the coordinator of PKH East Flores Regency stated that education, health services and social welfare services have been obtained by KPM in accordance with the provisions stipulated in the Permensos, the results of which are as seen in the table above, but overall the data has not shown good results, but it can be understood that the community, especially KPM, has obtained services according to their intended purpose and can reduce the burden of expenses and increase Income of poor and vulnerable families as described in the table below:

Table 4. Benefits of KPM for Expenses and Income in East Flores Regency

No	Kriteria	Total	%
1.	Reduce expenses	23.854	100
2.	Increase KPM income	23.854	100

Source: PKH Secretariat of East Flores Regency; 2024

Regarding the content of the table above, it can be conveyed in general that KPH feels that PKH is very helpful for families in their expenses and PKH has helped increase KPM's income. The information that can be conveyed is that over all the KPM recognizes that PKH has direct benefits related to expenditure and income but has not been able to create changes in the behavior and independence of the beneficiary families in accessing health and education services as well as social welfare as described in the table below:

Table 5. The Impact of KPM on Behavior Change and Independence in East Flores Regency

No.	Kriteria	Total	%
1.	Behavior change	12.584	52.75
2.	KPM Independence	8357	35

Source: PKH Secretariat of East Flores Regency; 2024

The information that can be conveyed based on this table is that KPM has not had meaningful behavioral changes related to consequential behavior which has been a standard pattern in their family life, while related to KPM independence, it can be read that the level of KPM's dependence on PKH is very high so that it has not been able to reduce poverty and inequality as described in the table below:

Table 6. The Impact of KPM on Poverty and Social Disparities in East Flores Regency in 2024

No.	Kriteria	Jumlah	%
1.	Mengurangi kemiskinan	14.313	60
2.	Mengurangi kesenjangan sosial	9.541	40

Source: PKH Secretariat of East Flores Regency; 2024

The data in the table above shows that PKH has not made a meaningful contribution in the context of poverty reduction and reducing social inequality in community life and has also not been able to introduce the benefits of formal financial products and services to beneficiary families as described in the table below:

Table 7. The Impact of KPM on the Introduction of Financial Products and Formal Financial Services

No.	Kriteria	Total	%
1.	Get to know the benefits of financial products	16.221	68
2.	Recognize the benefits of formal financial services	7.633	32

Source: PKH Secretariat of East Flores Regency; 2024

In the table above, it can be stated that the ability to recognize the benefits of classified financial products is moderate, while the ability of KPM to recognize the benefits of classified financial services is still low.

Based on the findings of the research team, it is known that the results of PKH in East Flores Regency vary. The existence of this variation is of course directly related to the benefits of PKH for KPM. This program, in the short term, aims to reduce the burden of Very Poor Households (RTSM), and in the long term is expected to break the cycle of poverty between generations, so that the next generation can get out of poverty.

Although the Family Hope Program in East Flores Regency has been running for more than ten years, its impact has not been fully able to reduce the poverty level in the community. This can be seen from the fact that since the PKH program was first implemented in 2013 until 2024, the research team conducted this research, the poverty rate in this district is still high and shows an increasing trend. The poverty line continues to increase from 214,010 in 2013 to 301,611 in 2024. On the other hand, the severity and depth of poverty indices have fluctuated but tend to increase from 2013-2024 (BPS, 2024).

A Good and Correct Way of Working

In its implementation, the administrative process of PKH in East Flores Regency must be correct and trustworthy. The PKH implementation process consists of several stages including planning, initial meetings and validation, determination of KPM PKH, distribution of social assistance, updating data, verification of commitments, mentoring, and transformation of membership. In the flow of PKH implementation, it has been mentioned starting from the program planning stage to the participation evaluation stage.

In the results of the interviews conducted by the research team, it was known that the PKH administrative process of East Flores Regency had been running in accordance with the standards that had been set, but in the results of the observations carried out by the team, it was found that in the process of data collection, recording, and filing of PKH was only carried out by the chairman of PKH, this is related to the PKH management structure in the village. This condition has resulted in most of the PKH group leaders feeling difficult in collecting data on PKH recipients, coupled with some KPM members who are less able to cooperate in collecting reports, then not a few KPM do not report and even lose proof of disbursement. Monthly meetings are also not routinely carried out with a companion. This began with the Covid-19 pandemic that hit in 2020 so that meetings that were routinely held were hampered, the lack of active role from the chairman of the PKH group led to a lack of information obtained by the chairman and KPM PKH.

Another finding is that there are delays in the distribution of aid. This can be caused by complicated administrative processes, difficulties in data verification, insynchronization of DTKS data with the actual KPM situation, KKS constraints that are not fully timely, data collection constraints for new KPM PKH candidates and the process of updating KPM data that takes a long time or other technical obstacles. As a result, there are families who may not get help in time, thus reducing the positive impact they would have received. In addition, there are challenges in identifying and reaching all the families who really need this assistance. It is possible that families in need of assistance have not been properly recorded or may have been missed in the identification process. This results in some families who should benefit from PKH not being fully reachable.

Productive in Service

The PKH implementation process consists of several stages including planning, initial meetings and validation, determination of KPM PKH, distribution of social assistance, updating data, verification of commitments, mentoring, and transformation of membership. In the flow of PKH implementation, it has been mentioned starting from the program planning stage to the participation evaluation stage. Based on the results of interviews conducted by the research team, it is known that the implementation of PKH in East Flores Regency has good enough activities to convert inputs into outputs. The PKH activities in question have been carried out in accordance with the procedures in the PKH guidelines. The coordination between PKH facilitators and KPM makes PKH activities run quite well which is carried out every month, but the results of the research team's observations were found to be the opposite where there are several obstacles in the dimension of service productivity such as PKH program participants still lack participation, the socialization process and coordination of people involved in the implementation of PKH is still minimal, even meetings that should be scheduled once a month are not carried out routinely by a companion. The lack of activity of this meeting causes many KPM to still lack understanding about the PKH program. In terms of mentoring, it is known that the domicile of the companion is different from the place of mentoring, this causes the distance traveled by the PKH companion to the village that is accompanied quite far. Finally, the intensity of the companion meeting with KPM becomes rare and KPM tends to have difficulties when they want to make complaints.

Work Performance

Work achievements can be assessed by a good assessment from the community on the performance of government officials in the implementation of PKH in East Flores Regency and the research results of the research team found that the work performance of the PKH program in East Flores Regency showed good performance. KPM can easily access information about this program. The human resources involved have also carried out their duties well, ensuring that the program runs as planned and has a positive impact on the local community. Based on the results of the research, PKH Assistance Personnel are quite productive, namely by carrying out activities based on components such as health verification, education verification, data updates, group meetings, aid distribution, program complementarization, PO and Service Internal Coordination Meeting, and Incidental Reporting.

However, there are several problems related to the work carried out, namely the lack of coordination between PKH facilitators and PKH group leaders in the implementation of programs to supervise the distribution of PKH assistance, monthly meetings between facilitators and PKH group members that have not been run sustainably. Several PKH group leaders explained that in East Flores Regency there are still PKH aid recipients who also receive other assistance. This indicates that the purpose of the re-verification activity has not been achieved properly. Another problem is the lack of facilities and infrastructure in the field of digital technology, which is a serious problem for PKH Assistants. This is an obstacle because

there is no feedback facility to accommodate the aspirations of the community flexibly, which consequently has an impact on the performance of this program itself.

Utilization of Energy, Costs and Equipment

The use of energy, costs and equipment of PKH East Flores Regency in its implementation must be carried out properly, there is no misappropriation, and in accordance with applicable regulations. Furthermore, in terms of personnel in the implementation of PKH, PKH human resources (HR) have an important role in its implementation. PKH human resources have a role from the initial stage of PKH implementation to the KPM assistance stage. Based on the results of interviews and in-depth observations conducted by the research team, it is known that in terms of the preparation of PKH human resources in East Flores Regency is sufficient but still constrained in the aspect of funding where in its implementation, PKH companions often do not get operational costs so they still use personal money from the salary they receive.

In the aspect of PKH funding/costs in East Flores Regency, it is known that the Ministry of Social Affairs of the Republic of Indonesia through the Regulation of the Minister of Social Affairs of the Republic of Indonesia Number 1 of 2018 concerning the Family Hope Program has regulated related to the guidelines for the implementation of PKH which have been contained related to resources such as financial resources, human resources and materials used. The provision of PKH assistance in East Flores Regency is carried out four times a year. With a quarterly division (per 3 months). With a total amount of assistance of IDR 1,890,000.00. The payment was made in early April with an amount of IDR 500,000.00. Then continued in early June of Rp500,000.00, then continued in early September was Rp500,000.00, then at the end of the year it was paid Rp390,000.00.

In distributing funds to RTSMs, budget absorption is considered good, because the local government has added a criterion that families with children of junior high school age are also entitled to access the data of aid recipients. The payment of assistance was made by PT. POS in each sub-district every 3 months, and to take the assistance, every mother who is a PKH participant is required to show a PKH participant card for the smooth disbursement of funds. Even so, in reality, the officers, especially the Chief Administrative Officer, who is responsible for the management of funds, still feel confused, because there is no clear benchmark regarding the success of performance in terms of finances, but there are obstacles in the research team's findings in the process of disbursing PKH assistance funds because the disbursement place is carried out in the sub-district center, making it difficult to reach PKH recipients in remote villages.

Another problem is in terms of equipment where the majority of informants stated that the PKH program in East Flores Regency is constrained by the lack of availability of equipment such as computers, desks and chairs, printers, ATK, air conditioning, transportation equipment, communication tools, documentation tools, shoes and document storage cabinets even though in the Regulation of the Minister of Social Affairs Number 202/MS/C/12/2018 dated December 28, 2018 it is stated that the provision of PKH participation funds through the Provincial Budget and Regency/City, at least five percent is calculated from the total assistance received by KPM-PKH (PKH) both in the province and in the district/city. The allocation of participation funds is used to support PKH activities, including providing district/city and sub-district secretariat offices for PKH Database Administrators and Social Assistants. Providing supporting facilities at the PKH secretariat include computers, desks and chairs, printers, ATK, air conditioning, transportation equipment, communication tools, documentation tools, shoes and document storage cabinets, but in implementation the allocation of equipment provided is still minimal.

Product Stage

The product stage is the degree of conformity between the final result/goal (terminal product) that has really been achieved (reality) and the program design (standard). Finding policy performance including program implementation, data discovery results through quantitative and qualitative. The measurement stage of the objectives (product) is to assess whether the program design achieves its main objective, which is to conduct data analysis and determine the level of output obtained which can be assessed with the following criteria:

Right on target

PKH of East Flores Regency is only given to poor households (RTM) whose data is sourced from the village/sub-district. In its implementation, the target of PKH in East Flores Regency is poor and vulnerable families registered in the integrated data of the program for handling the poor, having health, education, and/or social welfare components. Although the results of the study show that in terms of accuracy, the target has been declared to be right, but it has not shown good results, this fact can be understood that the community, especially KPM, has obtained services according to their intended purpose and can reduce the burden of expenses and increase the income of poor and vulnerable families.

In general, KPM feels that PKH is very helpful for families in their dependents of expenses and PKH has helped increase KPM's income, has direct benefits related to expenses and income but has not been able to create changes in the behavior and independence of beneficiary families in accessing health and education services as well as social welfare. KPM also has not had meaningful behavioral changes related to consequential behavior which has been a standard pattern in their family lives, while related to KPM independence it is known that the level of KPM's dependence on PKH is very high so that it has not been able to reduce poverty and inequality. PKH has not made a meaningful contribution in the context of poverty reduction and reducing social inequality in community life nor has it been able to introduce the benefits of formal financial products and services to KPM

Based on the findings of the research team, it is known that the results of PKH in East Flores Regency vary. The existence of this variation is of course directly related to the benefits of PKH for KPM. This program, in the short term, aims to reduce the burden of RTSM, and in the long term is expected to break the cycle of poverty between generations, so that the next generation can get out of poverty. Although, PKH in East Flores Regency has been running for more than ten years, but its impact has not been fully able to reduce the poverty level in the community. This can be seen from the fact that since the PKH program was first implemented in 2013 until 2024, the research team conducted this research, the poverty rate in this district is still high and shows an increasing trend. The poverty line continues to increase from 214,010 in 2013 to 301,611 in 2024. On the other hand, the poverty severity and depth index has fluctuated but tends to increase from 2013-2024 (BPS, 2024).

A Good and Correct Way of Working

In its implementation, the administrative process of PKH in East Flores Regency must be correct and trustworthy. The PKH implementation process consists of several stages, including planning, initial meetings and validation, determination of KPM PKH, distribution of social assistance, updating data, verification of commitments, mentoring, and transformation of membership. In the flow of PKH implementation, it has been mentioned starting from the program planning stage to the participation evaluation stage. The results of the study are known that the administrative process of PKH in East Flores Regency was found to be the fact that in the process of data collection, recording, and PKH filing was only carried out by the PKH chairman, causing most PKH group leaders to feel difficulties in collecting PKH recipient data, even some KPM members could not be invited to cooperate in the collection of reporting until there were KPM who did not report and even lost proof of disbursement.

Another finding is that monthly meetings are also not carried out regularly with companions, the lack of active role from the PKH group chairman results in a lack of information obtained by the chairman and KPM PKH. In addition, there are findings of delays in the distribution of assistance. This can be caused by complicated administrative processes, difficulties in data verification, in synchronization of DTKS data with the actual KPM situation, KKS constraints that are not fully timely, data collection constraints for new KPM PKH candidates and the process of updating KPM data that takes a long time or other technical obstacles. As a result, there are families who do not get help on time, there are findings that families who need help have not been properly recorded or may be missed in the identification process. This results in some families who should benefit from PKH not being fully reached.

Productive in Service

The PKH implementation process consists of several stages including planning, initial meetings and validation, determination of KPM PKH, distribution of social assistance, updating data, verification of commitments, mentoring, and transformation of membership. Based on the findings of the research team, it is known that the implementation of PKH in East Flores Regency has several obstacles in the dimension of service productivity such as PKH participants still lack participation, the socialization process and coordination of people involved in the implementation of PKH is still minimal, even meetings that should be scheduled once a month are not carried out regularly by companions. The lack of activity of this meeting has resulted in many KPMs not understanding PKH. In terms of mentoring, it is known that the domicile of the companion is different from the place of assistance, this is further related to the distance traveled by the PKH companion to the village that is accompanied quite far. Finally, the intensity of the companion meeting with KPM becomes rare and KPM tends to have difficulties when it comes to making complaints.

Work Performance

Work performance can be assessed by a good assessment from the community of the performance of government officials in the implementation of PKH in East Flores Regency and the research results of the research team found that the lack of coordination between PKH companions and PKH group leaders in the implementation of the program to supervise the distribution of PKH assistance is a problem in itself, another problem is monthly meetings between companions and PKH group members who have not run independently Sustainable. Several PKH group leaders explained that in East Flores Regency there are still PKH aid recipients who also receive other assistance. This indicates that the purpose of the reverification activity has not been achieved properly.

Utilization of Energy, Costs and Equipment

In the aspect of PKH funding/costs in East Flores Regency, it is known that the Ministry of Social Affairs of the Republic of Indonesia through the Regulation of the Minister of Social Affairs of the Republic of Indonesia Number 1 of 2018 concerning the Family Hope Program has regulated related to the guidelines for the implementation of PKH which have been contained related to resources such as financial resources, human resources and materials used. The provision of PKH assistance in East Flores Regency is carried out four times a year. With a quarterly division (per 3 months). With a total amount of assistance of IDR 1,890,000.00. The payment was made in early April with an amount of IDR 500,000.00. Then continued in early June of Rp500,000.00, then continued in early September was Rp500,000.00, then at the end of the year it was paid Rp390,000.00.

In distributing funds to RTSMs, budget absorption is considered good, because the local government has added the criterion that families with children of junior high school age are also entitled to access the data of aid recipients. The payment of assistance was made by PT. POS in each sub-district every 3 months, and to take the assistance, every mother who is a PKH participant is required to show a PKH participant card for the smooth disbursement of funds.

Even so, in reality, the officers, especially the Chief Administrative Officer, who is responsible for managing the funds, still feel confused, because there is no clear benchmark regarding the success of performance in terms of finance, the findings of another research team are in the process of distributing PKH assistance funds because the disbursement place is carried out in the sub-district center, making it difficult to reach PKH recipients in remote villages. Examined in terms of equipment, the majority of informants stated that the PKH program in East Flores Regency is constrained by the lack of availability of equipment such as computers, desks and chairs, printers, ATK, air conditioning, transportation equipment, communication tools, documentation tools, shoes and document storage cabinets.

Cost Level

The cost stage is to analyze the policies that have been implemented for the implementation of the program with the benefits obtained (cost-benefit analysis). The results of this analysis will determine whether the program will be continued or discontinued; related to program efficiency. Stages 1 to 4 are the stages that must be carried out, while stage 5 is the chosen stage that facilitates the comparison between policy objectives and results. The purpose of the PKH evaluation research activity in East Flores Regency is to measure the influence of the program on the community; assess whether the program has been implemented according to the plan; measure whether the implementation of the program is in accordance with the standards; to identify which dimensions are running and which are not; whether it meets the provisions of the law; measuring cost effectiveness and cost efficiency; take decisions about the program; provide feedback for leaders and staff and develop evaluation science theories or evaluation research (Dunn, 2003; Weiss, 1998; Soetari, 2014; Wirawan: 2012). Based on the explanation above, the results of the evaluation and recommendations for PKH in East Flores Regency in 2024 will be described in the table below:

Table 8. Results of Evaluation and Recommendations for the Family Hope Program in East Flores Regency in 2024

No.	Outcome Indicator	Implementation Results	Recommendations on Evaluation Results
1.	Right on target	<ul style="list-style-type: none"> a. There are families who do not receive assistance in a timely manner, there are findings that families who need assistance have not been properly recorded or may have been missed in the identification process. b. PKH has not been able to create behavioral changes and the independence of beneficiary families in accessing health and education services and social welfare. c. The level of dependence of KPM on PKH is so high that it has not been able to reduce poverty and inequality. d. PKH has not been able to introduce the benefits of formal financial products and services to KPM 	PKH in East Flores District is only given to poor households whose data is sourced from the village with tiered verification.
2.	Good and correct way of working	<ul style="list-style-type: none"> a. The process of collecting data, recording, and filing PKH is only carried out by the PKH head, causing most PKH groups to find it difficult to collect data on PKH recipients. b. There are KPMs who do not report and even lose their proof of disbursement. c. Monthly meetings are also not routinely conducted with the assistants. 	East Flores Regency PKH administration process is correct and trustworthy.

No.	Outcome Indicator	Implementation Results	Recommendations on Evaluation Results
		<ul style="list-style-type: none"> d. The lack of an active role of the PKH group leader leads to the lack of information obtained by the PKH leader and KPM. e. Complicated administrative processes, difficulties in data verification, unsynchronization of DTKS data with the actual situation of KPM, KKS constraints that are not fully on time, constraints in data collection of new PKH KPM candidates and the long process of updating KPM data. 	
3.	Productive in service	<ul style="list-style-type: none"> a. Lack of participation, socialization process and coordination from people involved in PKH implementation b. Meetings that should be scheduled once a month are not routinely conducted by the assistants. 	Provision of appropriate and good materials and services in the implementation of PKH East Flores Regency
4.	Work performance	<ul style="list-style-type: none"> a. Coordination between PKH facilitators and PKH group leaders in implementing the program to supervise the distribution of PKH assistance. 	There needs to be a good assessment from the community of the performance of government officials in the implementation of PKH in East Flores Regency.
5.	Utilization of manpower, cost and equipment	<ul style="list-style-type: none"> a. Lack of clear benchmarks for successful financial performance b. The process of disbursing PKH assistance funds is carried out at the Sub-district Center, making it difficult to reach PKH beneficiaries who are in remote villages. c. Lack of availability of equipment such as computers, desks and chairs, printers, stationery, air conditioning, transportation equipment, communication equipment, documentation tools, shoes and document storage cabinets. 	The utilization of personnel, namely costs and equipment in the implementation of PKH in East Flores Regency is carried out properly, there is no misappropriation, and in accordance with applicable regulations.

Source: Research Team Analysis, 2024

In the table above, it can be stated that based on the results of the evaluation of the research team, it was found that there were inequalities including inputs, processes and outputs in each phase of the development of the family hope program in East Flores Regency. Furthermore, the information obtained from the obtained is used for decision-making which includes: maintaining, improving, or discontinuing the program and the research team recommends that the program continue with some improvements to the dimensions; (a) on target, (b) good and correct way of working, (c) productive in service, (d) work performance and (e) utilization of cost and equipment.

Attention to improvements in several aspects of PKH in East Flores Regency is very necessary because policy evaluation is one of the important aspects in seeing the impact of success in the implementation of a policy program (Lang, Jing & Yin, Runsheng. 2019). The policy evaluation carried out by the research team is not just a process to assess and see the impact of the success of a program, but also to see how all PKH processes in East Flores Regency are implemented comprehensively. (Derrick and White, 2020). A program can succeed through various steps developed through the form of systematically planned activities

that provide color impact for the community. To find out the process of the program carried out can be known early, namely through an evaluation process that has a strong influence on various activities contained in the government program regarding a problem that occurs (Babatunde, 2019).

The evaluation process carried out by this research team can be used as an effort by the government in anticipating the possibilities that occur in line with the implementation of PKH in East Flores Regency which has been implemented in the community in realizing the achievement of the goals of the program (Aiafi, 2020). Various information and facts can be found with the evaluation process of the results of the implementation of PKH in East Flores Regency so that with the evaluation process in general, decisions can be made to determine steps and analyze existing data to be able to make policies that are able to provide convenience and steps in accordance with the regulations and rules that have been set in the government program to the community (Aiafi, 2020).

Model of Implementation of the Family Hope Program in East Flores Regency

The final result of the analysis of the Family Hope Program in East Flores Regency is the identification of two groups of factors, namely those that act as leverage factors and those that act as obstacle factors. Based on the identification of these two factors, a number of alternative policies and recommendations can be formulated for one or several of them. The results of this study found that although PKH in East Flores Regency has been running for more than ten years, its impact has not been fully able to reduce the level of poverty in the community to answer the problem and in accordance with the local context of the problem found, the author recommends the model of implementing PKH in East Flores Regency in the following figure:

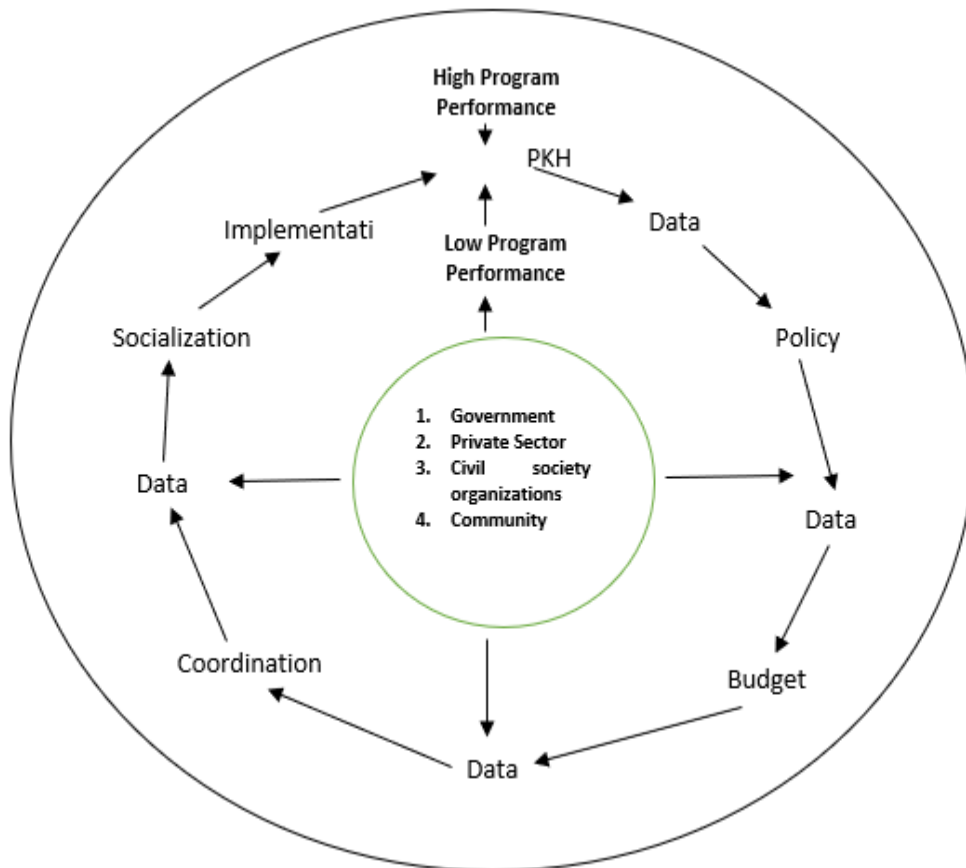


Figure 1. Model of the Implementation of the Family Hope Program in East Flores Regency

Based on the author's findings, the author recommends the model of implementing the Family Hope Program in East Flores Regency into 6 cycles that continue to rotate, namely:

Data

PKH of East Flores Regency is only given to RTM whose data is sourced from the village/sub-district. In its implementation, the target of PKH in East Flores Regency is poor and vulnerable families registered in the integrated data of the program for handling the poor, having health, education, and/or social welfare components. However, the results of the study are known that the administrative process of PKH in East Flores Regency found the fact that in the process of data collection, recording, and PKH filing was only carried out by the PKH chairman, causing most of the PKH group leaders to find it difficult to collect PKH recipient data

Other findings are complicated administrative processes, difficulties in data verification, insynchronization of DTKS data with the actual KPM situation, constraints of KKS that are not fully timely, data collection constraints for new KPM PKH candidates and the process of updating KPM data that takes a long time or other technical obstacles. As a result, there are families who do not get help on time, there are findings that families who need help have not been properly recorded or may be missed in the identification process. This results in some families who should benefit from PKH not being fully reached. Efficiency, effectiveness, responsiveness and PKH in East Flores Regency will be on target if compiled based on accurate data and needs in accordance with the field context by mapping and integrating national targets and indicators into implementation in the region. These data can later be used as a reference for determining program targets that must be achieved in each region in East Flores Regency.

Policy

This program, in the short term, aims to reduce the burden of RTSM, and in the long term is expected to break the cycle of poverty between generations, so that the next generation can get out of poverty. Therefore, after the data of PKH recipients needed is met, recorded, referenced and validated properly, these data can later be used as a reference for determining targets that must be achieved in each region in East Flores Regency with the formulation of policies that are really in accordance with the problems

Budget

The findings are known that the officers, especially the Chief Administrative Officer, who are responsible for the management of PKH funds in East Flores Regency still feel confused, because there is no clear benchmark regarding the success of performance in terms of finance, the findings of another research team are in the process of distributing PKH assistance funds because the disbursement place is carried out in the center of the sub-district, making it difficult to reach PKH recipients in remote villages. Therefore, to implement this PKH effectively, an adequate budget is needed accompanied by accurate data (data-based budget) so that the budget allocation must be mapped for each post and the determination of an affordable location so that it can be optimally absorbed by the PKH recipient community in East Flores Regency.

Coordination

If the data and budget that have been prepared have been fulfilled, coordination is needed between institutions in charge of implementing PKH in East Flores Regency, this coordination can be in the form of equalization of goals and objectives, division of duties and authorities between organizations and individuals so that they do not overlap and equalization of data and information needed for the implementation of the PKH program in East Flores Regency.

Socialization

After data, policies, budgets and coordination have been carried out and deemed sufficient, policy socialization is needed. This is important considering that not all policies have been understood by every policy implementer, especially at the lowest level who directly deals with the community and the community itself, so socialization must be continuously carried out until policy implementing institutions, policy implementers and the community as policy recipients understand the implementation of PKH in East Flores Regency.

Implementation

The last stage is the stage of implementing PKH in East Flores Regency. The stages of implementing this policy should only be carried out when all of the above stages are met. This is important considering that each indicator will support the other indicators so that if one of the indicators is not met, PKH in East Flores Regency will be poorly implemented. This model indicates that each stage in this cycle will always rotate and improve itself and this cycle will support each of the existing indicators so that the implementation of PKH in East Flores Regency can run effectively and efficiently

CONCLUSION

The evaluation of the benefits of the Family Hope Program (PKH) in East Flores Regency reveals mixed outcomes across several key performance indicators. In terms of targeting accuracy, while the program generally reached the intended beneficiaries, there were still families who did not receive assistance on time due to issues such as incomplete documentation, errors in identification, and delays in disbursement. Behavior changes and independence among beneficiaries also remained limited. Regarding proper working methods, it was observed that data collection, recording, and filing were managed solely by the PKH group leaders, resulting in inefficiencies, unreported disbursements, and loss of documentation. Monthly meetings were irregular, and the lack of active participation from PKH group leaders and poor coordination further hindered program effectiveness. In terms of service productivity, there was a notable lack of beneficiary engagement, irregular socialization activities, and inadequate facilitation by program staff. On the dimension of work achievement, although some coordination between facilitators and group leaders existed, it was not consistently effective. Lastly, in terms of resource utilization, there were no clear benchmarks for financial success, and the centralized distribution of funds made access difficult for recipients in remote villages, compounded by a severe shortage of supporting equipment such as computers, printers, office furniture, and transportation tools. Based on these findings, future researchers are advised to explore technology-driven solutions for real-time data management and beneficiary tracking, strengthen capacity-building initiatives for PKH facilitators and group leaders, and advocate for decentralized fund distribution mechanisms to improve accessibility, especially for rural populations.

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