

Evaluation of the Policy of the Amar Patria Unit 06 Joint Business Group (Kube) Program in Kerta Jaya Village, Padalarang District, West Bandung Regency

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Article Info	ABSTRACT
<p>Keywords: Policy Evaluation, Joint Business Group (Kube) Program, Amar Patria, West Bandung Regency</p>	<p>The purpose of implementing the KUBE program is to improve the community's economy, through community empowerment programs, the program is not only focused on improving the economy, but more on improving the welfare of the community. The local government, West Bandung Regency through the Social Service plans and implements the program. To measure the success of the program, an evaluation is necessary. Policy evaluation is an activity to assess or see the success or failure of a program/policy carried out by an individual/organization. The research method used is descriptive analysis using a qualitative approach. Qualitative research methods are research methods based on the philosophy of positivism, used to research natural object conditions, (as opposed to experiments) where the researcher is the key instrument, data source sampling is carried out systematically.purposive and Snowball, Collection techniques with tri - angulation(combined), analysis and inductive or qualitative nature and the results of qualitative research emphasize meaning rather than generalization. The data collection technique is by conducting direct observations and interviews with sources that are used as objects and loci of research, namely the West Bandung Regency Social Service and the Joint Business Group (Kube) Amar Patria Unit 06 in Kerta Jaya Village, Padalarang District, West Bandung Regency, as well as documentation. from the results of observations, interviews and documentation are then arranged in narrative form and then an analysis is carried out on the materials obtained from the results of observations, interviews and documentation. The implementation of the Joint Business Group Program (KUBE) cannot be said to be optimal, there are still factors that inhibit the implementation of the policy, including, Socialization has not been carried out simultaneously and is only carried out at the beginning without following up on whether the socialization can be understood and understood by the group and KUBE members. And Assistance in marketing production results has not been running, and supporting infrastructure for the program is still felt to be minimal, many of the group members have difficulty in implementing the program.</p>
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INTRODUCTION

Poverty is a complex and multidimensional problem faced by almost every country in the world. The number of poor people has never decreased; in fact, poverty has become a form of terror that grips the world. In Indonesia, poverty remains a fundamental issue facing the government. A country's poverty situation is complex, with both quantity and quality reflecting its progress.

According to Law No. 24 of 2004 concerning poverty, poverty is the socio-economic condition of a person or group of people whose basic rights to maintain and develop their lives are not fulfilled, including clothing, food, health, education, work, housing, clean water, natural resources, the environment, a sense of security from treatment or threats of violence, and the right to participate in the organization of social and political life.

According to Suryawati (2005), there are two causes of poverty: cultural poverty and structural poverty. Cultural poverty is caused by cultural factors, such as unwillingness to try to improve one's standard of living, such as laziness and a lifestyle that can make one poor, meaning that poverty is the result of habits or traits possessed by individuals. Structural poverty, on the other hand, is low access to resources that occur within a socio-cultural and social system. Such as economic conditions that can change the situation.

The Indonesian Ministry of Social Affairs, as the agency responsible for poverty alleviation, has established empowerment policies and programs. One of these empowerment initiatives is implemented through Joint Business Groups (KUBE). Combating poverty is not solely the responsibility of the Ministry of Social Affairs; it requires collaboration across various sectors. In terms of fighting poverty, the Ministry of Social Affairs is leading the sector in implementing poverty alleviation programs. Several Ministry of Social Affairs programs related to poverty alleviation and community empowerment include Joint Business Groups (KUBE).

Joint Business Groups are aimed at accelerating poverty alleviation by improving the business capabilities of KUBE members collectively within the group, increasing income, developing businesses, and fostering social awareness and solidarity among KUBE members and the surrounding community. The formation of KUBEs encourages KUBE members to develop and improve their economic capabilities as a group.

Based on the Minister of Social Affairs Regulation No. 2 of 2019 concerning Social Assistance for Productive Economic Enterprises to Joint Business Groups (KUBE) for handling the poor, it is stated that one of the flagship programs of the Ministry of Social Affairs of the Republic of Indonesia is in order to alleviate poverty in Indonesia. The launched plan emphasizes increasing and managing income through Productive Economic Enterprises (UEP). The indicator of the success of the KUBE program is the independence of poor families receiving UEP assistance. To alleviate poverty, KUBE has adopted the following strategies: strengthening groups and using a social work approach to provide assistance and business stimulus guidance.

West Bandung Regency is a new regency in West Java Province, a division of Bandung Regency. West Bandung Regency has just turned 18 years old after its division in 2007. For

a region still developing, it is certainly undergoing intensive development. Besides infrastructure and the Human Development Index (HDI), economic growth remains a major issue, including poverty in West Bandung Regency.

Based on BPS data in 2022, the population of West Bandung Regency was 1,814,226 people, while the number of poor people from 2015 to 2022 increased, as can be seen in the table below..

Table 1.1. Poverty Line, Number and Percentage of Poor Population in West Bandung Regency from 2015 to 2022

Tahun Year	Garis Kemiskinan (rupiah/kapita/bulan) Poverty Line (rupiah/capita/month)	Jumlah Penduduk Miskin (ribu) Number of Poor People (thousand)	Persentase Penduduk Miskin Percentage of Poor People
(1)	(2)	(3)	(4)
2015	275.327	205,69	12,67
2016	294.823	192,48	11,71
2017	309.304	190,90	11,49
2018	329.415	169,00	10,06
2019	341.307	159,03	9,38
2020	362.212	179,46	10,49
2021	374.470	190,77	11,30
2022	393.956	183,70	10,82

Sumber : BPS , Kabupaten Bandung Barat Dalam Angka 2023

Based on BPS data, the number of poverty in 2022 was 183.70 (in thousands, decreased to 179.40 (thousand) in 2023, meaning that the West Bandung Regency government continues to make efforts to reduce poverty in West Bandung Regency, one of which is implementing the KUBE Program, this program is an activity program implemented by the West Bandung Regency Social Service. The implementation of the Joint Business Group (KUBE) poverty alleviation program in West Bandung Regency is carried out by the West Bandung Regency Social Service by implementing empowerment for the community, which aims to improve community welfare.

In an effort to improve the KUBE's capabilities, the West Bandung Regency Government allocated a budget of Rp. 180,000,000,- in the 2023 budget year for the regional joint business group consisting of 10 Joint Business Groups (KUBE). The AMAR PATRIA UNIT 06 Joint Business Group (KUBE) located in Kp. Curug Agung RW 06, Kertajaya Village, Padalarang District is one group that received assistance from the West Bandung Regency Government in the amount of Rp. 15,000,000 (Fifteen Million Rupiah), the assistance was given to the group's business developers, with this assistance the West Bandung Regency government hopes that the KUBE can develop their businesses so that they can improve the welfare of the group's members.

The government hopes that the KUBE program will become a medium to increase the motivation of poor residents to advance economically and socially, increase interaction and cooperation within groups, utilize local socio-economic potential and resources, strengthen

entrepreneurial culture, develop market access, and establish socio-economic partnerships with various related parties. Every poor family that joins the group can get to know each other, communicate with each other, share experiences in overcoming problems and perceived needs. In other words, the goal of KUBE is not limited to economic goals, but it contains social and institutional goals.

The West Bandung Regency government's policy in an effort to suppress and reduce the poverty rate, through the KUBE program organized by the social services by providing assistance in the form of business capital, can reduce the poverty rate.

James E Anderson, Winarno (2014:18) states that policy is a course of action that has a purpose determined by an actor or a number of actors in addressing a problem or issue. Meanwhile, according to Krismartini (2016) public policy is a government action in creating program designs to achieve goals. Furthermore, it is described that the public policy process includes five stages, namely (i) agenda setting; (ii) agenda formulation; (iii) policy adoption; (iv) policy implementation and (v) policy evaluation.

Therefore, to measure the level of success of the implementation of the assistance program policy for Joint Business Groups (KUBE), it is necessary to conduct an evaluation of the implementation of the program.

Program evaluation is a series of activities carried out intentionally by evaluators to observe and measure the success of the program, and can be used as a consideration for decision-makers in determining policies for the community. Ideally, evaluation of KUBE program activities is carried out jointly by evaluators and the community through a series of participatory activities or participatory monitoring and evaluation.

Based on the description, in this study the author focuses on problems related to the implementation of Joint Business Groups (KUBE), in an effort to reduce poverty rates and improve community welfare and to identify problems that may become obstacles in the implementation of the program.

Literature Review

Public policy has a broader meaning as an action taken by the local government that has an impact on many people. As Mac Rae and Wilde said, it is a series of actions chosen by the government that have an important influence on a large number of people. This understanding implies that the policy consists of various activities that are connected, which are the government's choice, so that the policy has an impact on a large number of people, which can also be interpreted as an action carried out by the government, whether or not carried out by Thomas R. Dye in Alamsyah (2016:28), which is a government administrative decision that has an impact on life together. (Nugroho, 2018).

The government's administrative decisions are basically a management process, which consists of several stages, including:

1. Starting with formulation and planning
2. Implementation through organization

3. Carrying out Supervision or Monitoring, Assessment or Evaluation and Rewarding or Rewarding;
4. Policy performance is an achievement in the form of output or results, and performance at the public level is referred to as outcome or public benefit, and
5. There is control

Public policy has a broad impact, involving various parties and optimizing available resources. Government activities are realized as a final result in the form of Public Policy (William N. Dunn, 1995). Furthermore, William N. Dunn (1995) states that public policy is a guideline containing values and norms to support government actions within its jurisdiction. The process of public policy, according to William N. Dunn (1995), is as follows:

1. The purpose of preparing an agenda is so that a problem process can get the government's attention;
2. Policy Formulation is the process of formulating policy choices by the government;
3. Policy making is the process when the government makes a choice to take an action or not to take an action;
4. Policy implementation is the process of implementing policies to achieve results; and
5. Policy evaluation is the process of assessing the results or performance of policies that have been made.

Based on the description or opinion conveyed by the expert, it can be concluded that policies are made by the government to achieve certain goals in which there are actors involved in addressing problems that arise in their environment, who have the goal of overcoming these problems. This is in line with what was conveyed by Anderson in Islamy In Widodo, the policy has elements that are in the public policy, including:

1. The policy has objectives and is oriented towards the goals it wants to achieve.
2. Policy is an action taken by government officials.
3. Policy is what the government must do to solve public problems.
4. Public policy is positive and negative which is the government's action regarding a particular problem.
5. Public policy (positive) is always based on certain legal regulations and is coercive (authoritative) in nature.

Based on this, if public policy is a series of actions chosen and legally allocated by the government to the entire community with a specific objective in the hope that public interests can be achieved, then public policy must have implications for:

- a. Public policies that are made and chosen by the government are legitimate government actions;
- b. The government's actions, focused on the community are binding;
- c. These government actions have certain goals;
- d. These government actions are always oriented towards fulfilling public interests.

Simply put, public policy is any decision made by the state as a strategy to realize the state's goal of guiding society in the early stages, entering a transitional period, towards the desired society, which generally involves collective action to solve existing social problems.

If policy implementation is an activity or action of a detailed plan to achieve a goal, this certainly in the context of good governance requires the use or effort to design the policy formulation, policy implementation process, and policy evaluation. These three designs complement each other, which is the focus of public administration science. As a design, policy implementation does not arise spontaneously but rather stems from the concept of public policy (public policy).

Implementation is the actions carried out by individuals/officials or government or private groups which are directed at achieving the objectives outlined in policy decisions, Van Meter and Van Horn (Winarno, 2002:102).

Mazmanian and Sabatier state that implementation is the implementation of basic policies, whether in the form of laws or important orders or decisions, such as judicial decisions. This implementation process occurs after going through several stages, such as the ratification of the law, followed by policy output in the form of implementing the decision, and so on, until the policy is revised.

Policy implementation means trying to understand what actually happens after a program is implemented or formulated, namely the events and activities that occur after the process of ratifying state policies, both efforts to administer them and efforts to provide certain impacts on or events. Meanwhile, Wibawa (2012: 5) states that "policy implementation means the implementation of a policy or program."

The above view shows that the policy implementation process does not only concern the behavior of administrative bodies responsible for implementing programs and creating obedience in the target group, but also concerns the circle of political, economic and social forces that can directly or indirectly influence the behavior of all parties involved.

Based on the opinions expressed by these experts, it can be described that policy implementation is a process of carrying out or implementing policies through a series of operational actions to produce results.outcome which are desired.

There are four factors or indicators that must be considered so that policy implementation is effective, namely;

1. Communication Communicationis one of the important variables that influences the implementation of public policy, communication is very important in determining the success of achieving the objectives of implementing public policy, effective implementation
 - a. Transmission Communication distributionwhich will be able to produce good implementation, this is to avoid misunderstandings in implementing the policy.
 - b. Clarity of Communication, the content of the policy message must be clear so that it is easy for implementers to carry it out
 - c. Consistency;the commands given must be consistent
2. Sumber Dayahas a very important role in implementing policies so that the policy can run effectively and achieve the desired goals.
3. PositionIn policy there should be no gap between the person giving the order and the person implementing the policy.

In implementing a policy, it certainly cannot always run according to expectations. This is certainly influenced by factors in the implementation of the policy, Googon et al. (Erwan: 2012), such as:

- a. Policy Contents
- b. Policy Format
- c. Actor Reputation

To measure this, an evaluation of the policy's implementation is necessary. During the policy implementation process, monitoring and oversight are conducted to ensure consistent implementation. The outcome of policy implementation is policy performance. This is where policy evaluation is necessary, aiming to provide policymakers with information on how their programs are performing (Wibawa, 1994:13-14).

Evaluation is a process to provide information about the extent to which a particular activity has been appropriate to the desired target or desired achievement, how the difference between that achievement and a certain standard to find out whether there is a difference between the two, and how the benefits that have been done are compared with the expectations that are to be obtained. Evaluation can also be interpreted as an identification process to measure/assess whether an activity or program that is implemented is in accordance with the planning or goals that are to be achieved.

Evaluation can be defined as the activity of assessing or observing the success or failure of a program/policy implemented by an individual/organization. More specifically, evaluation concerns the informal production of information regarding the value or benefits of policy outcomes (Dunn, 2003).

Evaluation is an approach to assessing a program, policy, or project over a specified period of time and ensuring that the policy delivers the desired results in a systematic and objective manner. Evaluation allows for a snapshot of the reality of program implementation and allows for generalizations about the patterns of relationships between the various dimensions of reality observed.

Evaluation is conducted because not all public policy programs achieve the desired results (Winarno, 2014). Policy evaluation aims to identify the causes of policy failure or to determine whether the implemented public policy has achieved the desired impact. Policy evaluation focuses on understanding that a public policy cannot be simply abandoned. Policies must be monitored, and one such oversight mechanism is "policy evaluation." It is recommended that policy evaluation be conducted through a comparison of the following options:

1. Comparison with purpose;
2. Comparison with historical;
3. Comparison with best practice.

Based on the theory of policy evaluation presented by the experts above, in the context of this research, the author uses the policy evaluation presented by William N Duun (2003), to find out and measure the level of success of the implementation of the AMAR PATRIA UNIT 06 Joint Business Group (KUBE) program located in Kp. Curug Agung RW 06, Kertajaya

Village, Padalarang District, according to several criteria that must be carried out in the policy evaluation process:

- a. results (effects), or achieves the purpose of the action.
- b. Efficiency (*efficiency*) regarding the amount of effort required to produce a certain level of effectiveness.
- c. Adequacy is the extent to which a policy made by government officials is effective in satisfying value needs.
- d. Equity is closely related to legal and social rationality and refers to the distribution of consequences and efforts between groups in society.and.
- e. Responsiveness is how far a policy can solve a problem.
- f. Accuracy (*appropriateness*) Closely related to substantive rationality which refers to the value or worth of the program's objectives and to the strength of the assumptions underlying those policy objectives.

The framework serves as a flow of thought for researchers in conducting descriptive research. The framework functions to facilitate readers in understanding the writing compiled by the author. In this study, the researcher focuses on the Evaluation of the Joint Business Group (Kube) Program Policy Amar Patria Unit 06 in Kerta Jaya Village, Padalarang District, West Bandung Regency, from planning, process to achieving the objectives of the policy.

The reason for using the Policy Evaluation theory conveyed by William Dunn is that the Indicator of the success of the implementation of the Joint Business Group (Kube) Amar Patria Unit 06 program policy in Kerta Jaya Village, Padalarang District, West Bandung Regency, to find out whether the implementation of the program can run as expected, or are there other factors that can hinder the implementation of the program not running, can be an obstacle to the implementation of the program. In the author's opinion, the policy evaluation conveyed by William N Dunn can be used as an analytical tool in answering these problems. The framework of thought in this study is as follows

METHOD

The research method used by the researcher is descriptive analysis using a qualitative approach. Qualitative research is a scientific study that aims to understand a phenomenon in its natural social context by integrating the in-depth communication interaction process between the researcher and the phenomenon being studied.

Qualitative research methods are research methods based on the philosophy of positivism, used for research on natural object conditions where the researcher is the key instrument, sampling of data sources is carried out systematically, purposive and Snowball, Collection techniques with tri angulation . analysis and inductive or qualitative nature and the results of qualitative research emphasize meaning rather than generalization. Operational variable strategy to facilitate the creation of observation guidelines, and interview guidelines, as well as to explain the problems being studied. The data collection technique is by conducting direct observations and interviews with sources that are used as objects and loci of research, namely the West Bandung Regency Social Service and the Joint Business Group

(Kube) Amar Patria Unit 06 in Kerta Jaya Village, Padalarang District, West Bandung Regency, as well as documentation. from the results of observations, interviews and documentation are then arranged in narrative form and then an analysis is carried out on the materials obtained from the results of observations, interviews and documentation..

RESULTS AND DISCUSSION

The implementation of policy programs is one of the government's efforts to address environmental problems, specifically the community of West Bandung Regency (KBB), in the form of government policies. Policies are created by the government to achieve specific goals, involving actors involved in addressing the problems arising from their environment.

Simply put, public policy is any decision made by the state as a strategy to realize the state's goals of guiding society in its early stages. Entering a society in transition, towards the desired society, which is a collective action to solve existing social problems in the community. The way public policy works is very simple and straightforward; it is a choice in choosing whether to do or not do something.

Policies formulated by the government are then implemented into concrete activities to address the identified problems. Van Meter and Van Horn define implementation as actions by individuals, officials, groups, government agencies, or the private sector aimed at achieving the goals outlined in a specific decision. These agencies carry out government work that impacts its citizens.

Dye (1978) quoted by Wahab (2008), that public policy is whatever governments choose to do or not to do (Public policy is the government's choice of what to do or not to do. This definition refers to government actions in various sectors, such as politics, economics, and social sectors, which are dynamic, where the government is the sole authority in making public policy.

Implementation is one of the stages of policymaking. Overall, these stages include agenda setting, policy formulation, policy adoption, policy implementation, and policy evaluation. Of the five stages of policymaking mentioned above, implementation plays a crucial role. Wahab (1997:59) even firmly states that "the execution of policies is as important if not more important than policy making. Policies will remain dreams or blue prints file jackets unless they are implemented "This means that policy implementation is something important, perhaps even more important than just a dream or a good plan that is neatly stored in an archive if it is not implemented.

Policy implementation is not merely concerned with the mechanism of translating political decisions into routine procedures through bureaucratic channels, but more than that, it concerns the issues of conflict, decisions and who gets what from a policy (Wahab (1997: 59). Therefore, it is not an exaggeration to say that policy implementation is an important aspect of the entire policy process.

One of the policy programs carried out by the government in this case the West Bandung Regency regional government is the Joint Business Group (KUBE) poverty alleviation program in West Bandung Regency implemented by the West Bandung Regency

Social Service, where as a regional apparatus that carries out government functions, the West Bandung Regency Social Service has prepared programs and activities implemented in this KUBE program. The empowerment and development activities of the Joint Business Group (KUBE) at the West Bandung Regency Social Service aim to increase the effectiveness of Social Assistance to the Joint Business Group (KUBE) to achieve goals and create reliable capabilities that result in progress and community welfare.

The government hopes that the KUBE program will become a medium to increase the motivation of poor residents to advance economically and socially, increase interaction and cooperation within groups, utilize local socio-economic potential and resources, strengthen entrepreneurial culture, develop market access, and establish socio-economic partnerships with various related parties. Every poor family that joins the group can get to know each other, communicate with each other, share experiences in overcoming problems and perceived needs. In other words, the goal of KUBE is not limited to economic goals, but it contains social and institutional goals.

A series of actions or non-actions, public policy can take the form of laws, statutes, decrees, or orders (Handoyo, 2012). Policies implemented by the Central Government will certainly have a lasting impact on regional policies. Likewise, policies within the Regional Government must be in accordance with Central Government policies. The policy in the KUBE program to reduce poverty in West Bandung Regency is a follow-up to policies or programs that have been planned and even implemented by the West Java Provincial Government. The implementation of KUBE in various regions certainly has a significant impact on the order of all life, including poverty alleviation in Greater Bandung, one of which is West Bandung Regency.

In the context of this research related to the title of the research that the author conducted Evaluation of the Joint Business Group (Kube) Amar Patria Unit 06 Program Policy in Kerta Jaya Village, Padalarang District, West Bandung Regency. To measure the level of success of a program activity carried out by the Government, especially the West Bandung Regency Social Service, in this study the author uses the theoretical approach conveyed by William N Dunn that policy evaluation is in principle a process carried out to assess the performance of a policy produced after the policy is made and implemented (Dunn, 2003), based on this, the results of research on the 6 (six) policy evaluation indicators submitted, produce the following evaluation:.

1. Effectiveness

Effectiveness, concerns whether an alternative achieves the expected results (consequences), or achieves the objectives of the action.

Based on the results of the research on the implementation of the KUBE program, seen from the effectiveness indicators, it can be said to be effective. We can see that from several business groups that produce very productively, there are also business groups that have not yet achieved a good level of production. And getting results especially from plantations, garden produce can be used by members and some are sold to buy

plantation and agricultural materials such as fertilizer and animal feed as well as for daily operations.

2. Efficiency

Efficiency is the relationship between effectiveness and the effort used.

To find out how much efficiency the Joint Business Group (KUBE) program can achieve its objectives, the author conducted interviews with the department and group leaders. The research results stated that in relation to the budget, The budget given cannot be said to be sufficient because the budget is used not only for operations, but also used to purchase raw materials such as fertilizers, seeds, farming tools, to overcome these problems, we carry out farming activities whose results can be harvested in a short time, such as secondary crops, whose results can be predicted when they can be harvested, from there we try to manage the needs of the group. However, on the other hand, not all of the harvest is used for the needs of the members, some are also sold, to sell in large quantities they are still confused because there is no companion who provides direction or training in selling the harvest.

3. Adequacy

The Joint Business Group (Kube) program provided by the West Bandung Regency Government cannot be said to have resolved the problem, in fact, the KUBE program has caused other problems, such as the program has not been able to improve the economy and welfare for group members, because the results of the efforts carried out by the KUBE Amar Patria Unit 06 group in Kerta Jaya Village, Padalarang District, West Bandung Regency have not been able to provide welfare for the group, there are still obstacles in marketing the harvest, so they sell the harvest is still traditional by offering it to the community, of course the price obtained is not as expected, besides the money obtained must be able to meet the needs of members and buy raw materials for the next planting season.

4. Equality (equity)

This Joint Business Group (KUBE) program is for equalizing the benefits received which have not been felt within their group.

The KUBE Amar Patria Unit 06 group in Kerta Jaya Village, Padalarang District, West Bandung Regency, is engaged in agriculture and plantations. From the harvest they get, which is only obtained once a month, it is clear that this will not cover the needs of both members and business groups. Most of the KUBE group members do not have other businesses other than relying on the harvest from the gardens they work on.

5. Responsivitas

The responsiveness of KUBE implementation within the West Bandung Regency Government (KBB), specifically the Social Services Department, is considered lacking. The Facilitator has not conducted regular monthly monitoring and evaluation. Increasing this implementation to more than just once would be more effective and more intensive. Considering that many KUBE members have low levels of education and lack

experience, frequent monitoring is essential to enhance their understanding of the activities they undertake.

The inactivity of KUBE is caused by several things such as the lack of consistency of the group members, lack of coordination and communication between members, lack of socialization and training, and lack of assistance due to the number of assistants in West Bandung Regency (KBB), in this case the Social Service.

6. Accuracy

The provision of assistance in the form of business capital to Joint Business Groups (Kube), based on the results of interviews conducted by researchers, the Joint Business Group (KUBE) Program provided by the West Bandung Regency Government cannot be said to be on target. This can be seen from several indicators that are the objectives of providing business capital assistance through Joint Business Groups (KUBE)

- a. has not been able to improve the welfare of group members, the business results obtained are only enough to cover daily needs, but we also have to share it with several members and the business results are used as capital to purchase agricultural needs, and only limited to buying seeds, not other needs such as fertilizer, agricultural equipment, etc.
- b. The members haven't yet experienced or gained any added value from the results of their efforts, especially in improving their family's finances. Because the income from KUBE production is barely enough, there's still no savings to use for personal assets.
- c. have not yet collaborated with other parties, especially in marketing the group's business results, they still sell traditionally door to door, and have not yet based online marketing or used technological advances.

The six formulated evaluation indicators clearly capture the empirical constraints that occur, and unfortunately, they become recurring fundamental weaknesses in Indonesia. This is certainly an important note for implementing future empowerment programs to be more efficient and effective in improving community welfare.

The inhibiting factors in the implementation of the KUBE program policy of the West Bandung Regency Government to the Amar Patria Unit 06 group in Kerta Jaya Village, Padalarang District, West Bandung Regency can be said to be not optimal, including:

1. lack of assistance and evaluation (monitoring) carried out by the West Bandung Regency Social Service in improving the community's economy
2. Lack of socialization carried out by the local government. Socialization and education are important things that must be provided to members of the Amar Patria Unit 06 group in Kerta Jaya Village, Padalarang District, West Bandung Regency.
3. Marketing assistance for agricultural products has not yet been implemented. Members of the Amar Patria Unit 06 group in Kerta Jaya Village, Padalarang District, West Bandung Regency, are still having difficulty gaining access to marketing their agricultural products.

CONCLUSION

Based on the results of the analysis and discussion on the Evaluation of the Joint Business Group (Kube) Amar Patria Unit 06 Program Policy in Kerta Jaya Village, Padalarang District, West Bandung Regency, the following conclusions can be drawn: The implementation of the Joint Business Group Program (KUBE) Amar Patria Unit 06 in Kerta Jaya Village, Padalarang District, West Bandung Regency, cannot be said to be successful because the implementation did not have a significant impact. For groups or individuals. The technical bureaucracy, in this case the Social Services Agency, as the executor of the Ministry of Social Affairs' decentralization program, has not yet undertaken ongoing support and evaluation. Yet, the community is still facing significant technical difficulties, so monitoring, evaluation, and solutions from the Social Services Agency are absolutely necessary. On the other hand, the community also needs to increase its knowledge capacity independently without having to rely solely on the government. The factors that inhibit the implementation of the Joint Business Group (KUBE) Amar Patria Unit 06 program policy in Kerta Jaya Village, Padalarang District, West Bandung Regency. The lack of optimal mentoring for KUBE groups and members, socialization has not been carried out simultaneously and is only carried out at the beginning without following up on whether the socialization can be understood and comprehended by the KUBE groups and members. And marketing assistance for production results has not been running, and supporting infrastructure for the program is still felt to be minimal, many of the group members have difficulty in implementing the program.

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